

Das Tor



"Borders frequented by trade seldom need soldiers..."
William Schurz

Volume 37 Issue 8

April 28th, 2003

\$8,000 Awarded to T-Bird's at Business Plan Competition Over 30 Teams Compete For \$8,000 in Prize Money

By THOMAS WHITAKER
U.S.A., Fall '03

A true hallmark event for Thunderbird was held Friday, April 18th, in the IBIC multimedia room. The First Annual Thunderbird Business Plan Competition made history as the final round of judging took place and diligent Entrepreneurs were awarded for their hard work. The competition was sponsored by the Thunderbird Entrepreneurship Club, in association with the Thunderbird Student Government, as well as Thunderbird Administration including Development, Student Services and Marketing.

Initially, 31 teams, totaling more than 85 students, participated and submitted 31 executive summaries. Each plan was evaluated by a professor and a venture capitalist. Six finalists were eventually chosen to present to the panel of judges, and the top three teams were awarded prizes of \$5,000, \$2,000, and \$1,000 respectively.

Each group of presenters had ten minutes to give its ideas, followed by fifteen minutes of probing questions from seven experienced judges. It was obvious from the presentations that hundreds of hours of preparations had been allocated for the busi-

ness plan write-ups and the presentations. Some of the business plans were well over fifty pages in their final form, and many of the presentations were within ten seconds of the ten minute limit which demonstrated extensive practicing.

The judges, all of whom are worthy of articles themselves, came from diversified backgrounds. The judges were Michael Zueback '91, Vice President of Strategic Planning for Discount Tire Company; Anil M. Jain, President of Foundation Strategies Consulting Firm; Carlo Rathe, managing director of Comptoir Gourmand, a Belgian bakery products manufacturer; Rich Baron '89, who runs Northern Arizona Technology & Business Incubator; Julia Rosen, ASU Technology Transfer; John Florance, Co-President and Founder of Happy Dog Toys; and John Richards, Associate Director of the Center for Entrepreneurship at BYU in Provo, Utah.

Each of the judges has extensive entrepreneurial experi-

ence, and some of them are currently working on their fourth or fifth major business venture. Their searching and sometimes skeptical questioning tested the mettle of the presenters and the completeness of the business plan.

The Cases

Solid Professor was presented by David Ptak & Sandi Kochhar. *Solid Professor* is an

exotic goods available for sale were very attractive.

Idea Crossing was presented by Robert Lipton and Anil Rathi, who represented the THINC club. *Idea Crossing* provides micro-marketing research projects and develops relations with "Idea Champions" in order to generate new products and services. They intend to market their services to corporations as a way to "out-source innovation."

Fresh Press was presented by Dan Bartel and Zak Woods. Their "fresh" idea is of a fast food chain that focuses on healthy alterna-

tives like grilled vegetables and low fat meats. With goals of being a world-wide competitor, *Fresh Press* emphasized delivery time and the quality of the food. Wendy's 120-second customer turnover time would be challenged by a *Fresh Press* - a much healthy alternative.

Bucanero Humidors Inc. provides a distribution system for a new type of luxurious, beautiful, and practical container for storing cigars. Guillermo Halberstein and

Flavio Alberino had a very interactive presentation. At one point a woman from Federal Express barged through to deliver one of the humidors for the audience to observe. One judge was asked to come forward and test the "seal" of one of the humidors with a dollar bill. When asked how their competitor was doing, Guillermo matter-of-factly replied, "They are doing ok, but we are planning to kick their butt."

Algae of the South Trading is a company idea that was presented by Carlos Lazarte and Andreas Makarewicz. The main idea is that a certain type of Peruvian algae acts as a natural stabilizer that can be used in cosmetics, pharmaceuticals, food products, and textiles. Family connections allowed the pair to market this special class of algae right from the manufacturing process to major producers.

Results

The competition was tough, and after nearly 30 minutes the judges came to their conclusions. Judge Richards made the announcements of the winners.

"I will read the winners in reverse order... Third Place, and the winner of \$1,000 is *Solid Professor!* Second place, for \$2,000, is awarded to *Algae of the*

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online teaching education facilitation network. *Solid Professor* has an enormous amount of potential, and a customer base already exists for this product.

Tibet Social Enterprise by Arthur Holcombe and Takamitsu Ito focused on a non-profit venture aimed at increasing the quality of living of Tibetan citizens through selling the wares of its artisans in special outlets stores in downtown Lhasa and abroad. The ancient Tibetan script and the

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Past Six Months Brought Changes and New Focus to TSG

Dear friends and colleagues:

First of all, as your outgoing TSG President, I want to thank everyone who helped make the past six months truly enjoyable. While the job was filled with countless hours of hard work answering e-mails, responding to student concerns, speaking with President Herberger, and meeting with student and faculty groups, the responsibilities also presented many educational opportunities for which I am grateful.

As I leave office and embark on the next chapter of my life, I want to welcome the new President, Abe Jacob. Abe has

been part of this current outstanding TSG team. I am confident that the transition from my Administration to his will undoubtedly be smooth. I know

During the past several months, in the company of my fine colleagues, I have accomplished what I hope are important long-term goals for the student body and have set the tone for future teams to follow.

that Abe's experience and enthusiasm, but most importantly his unrelentless commitment to the university, will continue to serve this community with the utmost professionalism we all come to expect at Thunderbird.

During the past several

months, in the company of my fine colleagues, I have accomplished what I hope are important long-term goals for the student body and have set the tone for future teams to follow. I have encouraged an open-door policy and have promoted collegiality among all of our team members. As a result of this close and intense team work, we have accomplished great things. Here are just some of those highlights:

(1) We have streamlined the budget approval process for campus clubs and organizations. This process helped students plan their campus events earlier in the

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DAS TOR

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"Wherever we travel, whenever we pass from one country to another we must go through a gate. However, Das Tor means more than simply the traversing of borders; it stands as a symbol and artery of communication through the barriers of superstition, ignorance, dogma, racism and prejudice; traditional enemies which continue to be a detriment to progress and global peace. Idealistic though it may sound, it has now become the responsibility of our generation, the future leaders of the international community, to make every effort to widen these gates and succeed where previous generations have failed. Das Tor must therefore be an open forum for debate, a clearing house of ideas that may further prepare us for the international community and further augment the reputation of this youthful institution."

Bob Morabito, Founding Editor, 1969

All letters to the editor, opinion and commentary columns express the opinion of the writer and not necessarily those of *Das Tor*, the student body, the faculty or the administration. *Das Tor* will not publish unsigned letters or commentaries but may consider withholding a writer's name on request. *Das Tor* reserves the right to edit letters to the editor, opinions and commentaries for length and clarity.

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In Search of the Mystique

Is This An Undergraduate Education?

When I was 18, I chose a small undergraduate university (small = 1000 students) for the ability of being involved at a young age, for the chance to develop my leadership skills, for the chance to increase my self confidence, and for the opportunity to have small class sizes.



Megan A. Staley

One reason I chose T-Bird was because it had no undergraduate institution with it. Meaning, all the sports, programs, speakers, publications, and changes in campus policies would have to be initiated by the students with whom I studied. The changes on campus and leadership positions were not to be filled by 18-22 year olds but by my peers who had years of work experience and whose passport stamps could rival UN workers'. I thought the added years of work experience in the "real world" would be evident in the proactive attitude of students both inside and outside the classroom.

I thought that at an MBA level, with students from a variety of cultures, I would escape what I experienced in undergrad - apathy, complaining with no action, and an overall "someone else will

take care of it" attitude. I was wrong. It seems there is a trend in higher education that has continued.

I would be able to pay off at least the interest on my student loans if I had a dime for every time I heard a student complain about a professor, a course, a club, a facility on campus, etc. Every time I am confronted by a peer who makes such complaints I try my best to empathize and then ask what s/he would suggest be changed and how h/she will go about doing so. I seldom (never) get a response.

I am constantly confounded by the lack of response. Are we not at business school to learn how to be leaders, to learn how to affect change, to take action and get things accomplished? Do we not have experience that warranted our acceptance, meaning we have experience creating change and progress? It appears that anything students have done in the past is not applicable to the "non-real world," a.k.a., "academia land."

In Academia-Land, one can complain, criticize and protest all one wants and feel no guilt about not taking action. It is even better if one can complain and say that it is "not my problem."

I have heard students say that the

education they are receiving is miles below par, and is so beneath their expectations they cannot believe the school is still operating (well, not in those words, but you get the idea). When I ask what they have done to enact change, I hear nothing. I suggest writing a letter to Administration (Dean, Provost, Academic Affairs), talking with individual professors, or even what they know about other business schools. I get no response or just a mere shrug as if to admit defeat.

It seems that at Thunderbird, it is the same group of students affecting change, voicing concerns, and taking action. And these are the students who never complain. Thanks to the hard work of students on campus, everyone is able to enjoy speakers, sports, and clubs. But if you are not one to contribute, keep your complaints to yourself.

Following on the theme of finding the "Thunderbird Mystique," I ask you, is it complaining about things and hoping someone else will take the lead or is it taking the lead yourself? For the sake of all the companies that T-Birds are purported to lead, I sincerely hope it is the latter.

Megan is studying at Thunderbird Europe this trimester.

Debate

The Palestine-Israeli Conflict and the Confusion of Religious History

By JEANNE OLIVER
U.S.A., Summer '03

The Palestine-Israeli conflict is probably the most complex issue we face globally today, and for many it has become an increasingly important issue in their personal lives.

In an effort to better understand the origins of the conflict I have done a bit of reading and discussed the issue with numerous friends, family, and colleagues. In the end, I came up with more questions than answers. Questions like, "How can this happen?" and "Why hasn't anyone done anything to fix it?"

I would like to explore some of my feelings on the topic in the hopes that others will share their insights. The editors of *Das Tor* have graciously agreed to open this space for continued debate (on this and other topics), so I encourage any responses this article may incite. Only through debate and sharing can we begin to understand all sides of an issue.

I understand the land of Palestine holds religious and spiritual value for many people - Jews, Muslims and Christians alike. But does one group have a greater right - spiritual, ethical or otherwise - to value this land as holy and

wish to protect it?

Many believe God designated Palestine as the Holy Land and home for Jews. However, I've also understood this was at a time when many of the people in the region were united in religion. The Muslims and Christians had not yet broken off from the Jewish religion; there-

Many believe God designated Palestine as the Holy Land and home for Jews. However, I've also understood this was at a time when many of the people in the region were united in religion. The Muslims and Christians had not yet broken off from the Jewish religion; therefore one could infer God was promising the land to all of them, right?

fore one could infer God was promising the land to all of them, right? Otherwise, did God mean to give the land to one group of people to the exclusion of others? Are we not all equal in the eyes of God?

Arabs, Christians and Jews have lived in the land of Palestine for thousands of years. However, Arabs represented the vast majority of inhabitants for over 1,800 years, passing property down through generations. Today there are over 3.8 million Palestinian refugees who have

been forced from their land and homes since the 1930's and who have never been granted the right of return. Is this what God intended when He "granted" the Jews a homeland in Palestine?

Despite the atrocities committed and violence of the past, these two populations exist. They have existed for centuries and are equal in human value and spirit. If one has the right to have a nation, practice religion and live in security and freedom, shouldn't the other? Unfortunately the actions of terrorist groups on both sides have escalated the conflict to a point few see as reconcilable and millions are being punished for the actions of a few.

In my most cynical hours I feel the rest of the world has ignored the plight of the Palestinians because they are not a western people with a western religion or a few oil fields. I realize the conflict is more complex than that, but I can't help but wonder sometimes if the Palestinians had been majority Christians or English speakers would this crisis have been allowed to escalate to where it is today?

The editors of Das Tor welcome comments and responses on this and other topics to further debate and cultural communication.

Corrections

In the last issue of *Das Tor*, Volume 37, Issue 7, concern has arisen around the advertisement insert. We wish to clarify the issue and the inclusion of this advertisement.

The insert was an insert that a company paid to have in the paper. The insert was agreed to by previous business editors. We are a whole new staff this trimester and a contract was signed that we were under legal obligation to run. As is the policy with letters to the

editor, ads do not reflect the opinion of the staff, faculty, administration, student body or those affiliated with *Das Tor*.

If you, the reader, find any other errors in the pages of Thunderbird's only free press, *Das Tor*, do not hesitate to contact the editorial staff.

Although errors are bound to occur,

we insist on only the highest level of quality for the Thunderbird community.

In order to provide unbiased, clearly stated news and reporting in a manner worthy of being considered Thunderbird, we will not rest until all t's are crossed, i's are dotted, and stones are turned.

Thank you to our readers from the editorial staff of *Das Tor*.

Letter to the Editor

Why Do You Wire Up and Tune Out in Class?

By PETER FRAZIER
U.S.A., Fall '03

I was embarrassed recently talking to a Thunderbird alumni CEO who chided me for mentioning the inconvenience of living in France with no Internet lifeline at home. He rightly pointed out that this Internet thing is a recent phenomenon and that students have fared just fine in the past without it. I did counter that classes are facilitated online, in an attempt to justify myself, but who was I kidding? And who was I to argue while I'm under this umbrella of debt and uncertainty while he has succeeded by all outward appearances.

Despite the inconvenience of not having internet at my fingertips 24-7, I was relieved to read in the last *Das Tor* that the wireless network will not be extended to classrooms in Glendale. Here in Archamps we do have access in the classroom and while it is convenient, it serves as a major distraction that is hurting our education.

Now I know there are sure to be as many opinions out there as there are people reading this but here's mine - Internet access in class is a bad thing. Sit through half a class here in the Archamps test market and look around the room. Of 40 pairs of eyes, how many are focused on the professor? Two maybe three if you're lucky. True some are taking detailed notes on their laptops, but I would bet my first post-Thunderbird paycheck that 80% aren't listening to a word the professor is saying.

I admit my cognitive abilities are limited and I can't do two things at once, but of those 80% maybe one or two can actually IM, search for plane tickets to Amsterdam, and listen to / comprehend a lecture at the same time. There are some people here that haven't looked up from their laptops all semester unless they are cold called by the professor. Don't get me wrong, I'm guilty as anyone because the temptation is right there and seemingly

harmless to my fellow classmates. With our busy schedules, why not bang out a few e-mails, pay some bills online and chat with old friends or mom and dad during class? Some may say "to each his own," they're paying for the class so why can't they do what they want with their time.

Here's my problem with that argument, I'm paying too! I came to school to learn from you. When I researched MBA programs, all highlighted dynamic learning environments with interactive classrooms where students are challenging each other's opinions and bringing broad perspectives to the table. With the diversity of its student population, T-Bird

seemed like it would offer the richest classroom experience in that regard, but after two semesters on

two different campuses, I can say that that dimension of our MBA experience is close to non-existent at Thunderbird.

Our safe microcosm teaches us business theory, but how do you expect to hold your own out there in the real world if you're not putting anything into it while you have nothing to lose? Do you realize that you are seriously hindering yourself by not actively paying attention? More importantly you are cheating me from the experience and reducing the take-away value of my tuition dollars. I came here to learn not only with you, but from you, so start holding up your end of the bargain, I know you're capable. Maybe you don't feel like you're learning from me, so call me on it! We need to challenge each other.

An unfortunate aspect of this problem is the professors. These people deserve our attention and respect. Can

you imagine standing in front of 40 graduate students who are paying to listen to you but are distracted by the Internet and not hearing a word you are saying? What a waste of their time. These people are here to help us bridge the knowledge gap, mentor us, and send us out to compete and win in our pursuits in life. We treat them like nagging mothers.

Recently, one professor subtly referred to the lack of attention span of undergraduate students and the frustration that presents to a professor who has devoted himself to helping others. I would bet my second post-Thunderbird paycheck that he was talking to us about us, but I doubt anyone can tell me who it

was because we were all hypnotized by our computer screens.

Students are another reason to stay disconnected

during class periods - we should respect our peers in their efforts in the classroom, as well as expect the same kind of support in our own efforts.

Presentations have taken place each of my RBE classes this trimester. On almost all occasions, as our future global leaders get up before us, we tune out and go straight back to planning the weekend or looking for knick-knacks on E-bay. We all work hard on our PowerPoint slides, so why can't anyone listen? If I am presenting, part of the value in the experience for me is your engagement in my efforts. I want you to ask me some tough questions, blow some holes in my logic, challenge me. Make me fail here before I make the same mistakes in the real world. That's why I'm here. This is a training ground for future leaders, not future who-can-send-the-most-IM-messages-in-a-minute contest winners. There was one

exception when a student started his presentation by asking everyone to close their laptops. It was a beautiful thing, we complied and all of the sudden there was this great presentation going on that evoked some discussion that I pay so much money to be a part of. Now was that so hard?

The bottom line here is that I think Internet usage during class should be forbidden. What did students do in the classroom before the advent of the Internet? Maybe a few were staring out the window wishing they were somewhere else, but I would venture to guess that the top executives in corporations around the world were actively engaged in the classroom process. We are killing ourselves here. I said before that I am as guilty as anyone, so let's get back on track together. If you don't want to listen and contribute in class what are you doing here? We have a great group of students in Archamps this semester and I wouldn't change the experience for anything, but the Internet ports in the classroom have effectively diluted the learning experience among students. I truly believe we are passively lowering the level of our learning experience with our Internet induced mediocrity.

It's hard to compete against the allure of our internet cords and as a result we are becoming apathetic in the classroom. The value of the social and academic challenges we experience in earning the Thunderbird Mystique erodes when students "disconnect" from the classroom and hook up to the Internet. We need to question each other, challenge the professors, and heighten the classroom experience to a level that earns the title of "#1 International Business School."

I welcome any comments in person or via e-mail. If there's one thing I have learned from the French, it's that a good dose of conflict and open debate is a good thing. Who knows, maybe we'll learn something from each other.

...but how do you expect to hold your own out there in the real world if you're not putting anything into it while you have nothing to lose? Do you realize that you are seriously hindering yourself by not actively paying attention?

Letter to the Editor

From Baghdad to the E.U.: Has the U.S. Justified Its Conflict in Iraq?

By BRAD HEATON
U.S.A., Summer '03

Two U.S. carriers left the gulf on April 15th. Australia announced its forces would be returning home on in May. The war in Iraq is essentially over and we find ourselves asking what the U.S. has gained in Iraq. Seemingly there are developments that justify the war in Iraq and others that don't. These recent developments are being observed and pondered by the general public and world leaders and are likely to have an impact on changing perceptions about the war.

A "ledger of doom" found in Qal'at Sukkar (100 miles southeast of Baghdad) detailing a systematic search and violation of anti-Saddam citizens was found and represents the kind of severe human rights violations characteristic of Saddam's regime.

Citizens all over Iraq are thanking U.S. and British forces. Albadri, a man whose son's name somehow found its way into the book mentioned above, brought the ledger to a public meeting so relatives of the murdered could finally know what happened to their loved ones.

With these remarks he opened

the meeting, "Before anything, I want to tell the people of America and Britain something: 'There is nothing, nothing more terrible for a father and mother than to have their child taken from them. Not to know. Never to see his body. This is how we lived.'"

U.S. and British forces shut off illegal pipelines sending oil to Syria in the first days of the war.

The pipeline funneled 180,000 barrels a day to Syria and trucks took 110,000 barrels a day to Jordan and 30,000 barrels a day to Turkey against UN sanctions. The ceasing of illegal oil traffic is suspected to put additional economic strain on Syria, which may make the country more susceptible to U.S. economic pressure to push for long-needed reforms.

Talks will re-open next month between the U.S., North Korea and China. North Korea's leader, seemingly rattled by the possibility that he is next on

the Pentagon's hit list, has given large concessions to the U.S., including joining multi-party talks, previously demanding private talks with the U.S. to prevent the claim that countries in the region also support North Korea's disarmament.

The U.S. has sent a strong message to the world. Oppressive regimes are in a foundry wondering what action might

The U.S. has sent a strong message to the world. Oppressive regimes are in a foundry wondering what action might be taken against them and many dictators are "coming into check," less willing to take political risks.

be taken against them and many dictators are "coming into check," less willing to take political risks. The developed democracies of the world are also apprehensive about the future role of multinational organizations like the UN and economic ties to the U.S., the largest export market for most of these nations.

Many of the developments as the war winds down also threaten a loss of U.S. power worldwide.

Although the general Iraqi population seems thankful the U.S. and glad

Saddam is gone, it is worried that the U.S. might stay too long or set up a government unacceptable to their people (difficult to do considering a state separated by differences between the Sunni, Shiite and Kurds).

U.S. war plans have been continuously criticized for not being able to stop the looting or not finding Saddam. Massive looting went on for four days last week before U.S. forces began joint patrol with Iraqi policeman of city streets to deter looting. The looting is likely to have been ignored initially as a message that Iraq could not be stable in the short term without a U.S. military presence there while joint patrols send the message that the U.S. is not governing Iraq but helping Iraq govern itself.

Several small aid organizations have refused money from the U.S. afraid they will not be considered neutral and unbiased inside Iraq. None of the large relief organizations have refused economic assistance but are pushing the Bush administration to allow them to report to the State Department as usual and not to the Pentagon.

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The U.K. and the Euro - A Look at the Latest Developments

By TANYA BAKER
England, Spring '04

The euro became legal tender in the 12 member states of the European Union in January 2002. Roughly 304 million people in the eurozone now use euro notes and coins. Denmark, Sweden and the UK are the only countries in the EU that have so far chosen not to adopt the euro.

The UK says it will hold a referendum on joining the euro once five economic tests on the potential of membership in the single currency have been assessed. These five tests were developed by the Chancellor, Gordon Brown, and examine whether joining the euro will have a positive effect on jobs, foreign investment and on the financial services industry. They also assess whether the UK economy is in line with other European countries, and, if not, whether it has enough flexibility to adjust.

The Anti-Euro Case

Euro-sceptics have recently formed a consensus that the assessment of the five tests will be negative and that the issue will be shelved until after the next general election. Those opposed to the euro argue that it not only takes away the ability of national governments to shape their own fiscal and monetary policies, but also that it erodes national sovereignty. It is impossible for the policies of the European Central Bank (ECB) to fit all of the 12 eurozone states when these countries have been following their own, sometimes very divergent, economic policies in the run-up to the euro. In the long run this will lead to higher unemployment and lower living standards in Britain. Unemployment in the UK is currently half the level in the eurozone.

Furthermore, with the loss of the national management of these policies voters will no longer have the power to hold those making economic decisions accountable.

As far as business is concerned, surveys suggest that two-thirds of businesses in the UK are in favour of keeping the pound. The British Chambers of Commerce (BCC) states that 49% of firms want the Chancellor to take his time over the issue even if his five economic tests are met. While 35% would support joining the euro if the test were satisfied, 13% did not wish to be part of the single currency under any circumstances. It will clearly take more than a positive outcome to the five tests to convince business leaders that the time is right for Britain to join the euro.

The Pro-Euro Case

In principle, Britain should benefit from joining the euro: membership would guarantee removal of exchange-rate risk for half of the country's trade. Furthermore, increased trade will lead to more competition, which tends to raise productivity. Companies selling to the 300 million people in the euro area will be more willing to invest because they will no longer be affected by the sometimes unpredictable value of the pound against the euro. Trade within the eurozone, in fact, is rising as a proportion of those countries' GDP, while Britain's share of foreign investment in the EU has recently fallen.

Euro-supporters are also quick to point out that Britain can now cope with membership because its economy is con-

verging with the rest of the EU's. When Brown ruled out euro membership in 1997, short-term interest rates were almost four percentage points higher in the UK than in France or Germany. The gap is currently 1.25%.

Brown's Assessment

The Chancellor is due to announce his final verdict on the government's five economic tests in the next few weeks. According to an April 19th report in *The Independent*, a new proposed timetable drawn up by Brown does not have the UK using euro notes and coins until 2010. The article states that the Chancellor plans to delay the referendum until after the next general election, which could push the introduction of the currency back until after the following election, expected in 2009 or 2010. Brown's plan calls for the sterling-euro exchange rate to be fixed if the public voted "yes" in a referendum held in the next parliament. There would then be a 24- to 30-month wait to allow for full preparation of the introduction of the currency.

The Chancellor is due to discuss his full commons statement with Blair after Easter, but it is likely that the Prime Minister will try his best to push for a quicker transition. Blair would like to keep alive the possibility of a referendum prior to the next general election, allowing Britain to join the euro by 2006.

While a positive assessment of the tests would spark a referendum on whether the UK should join the euro, the No Campaign recently published the results of a new ICM poll of 1,013 people which suggests that the public would vote 68% to 23% against joining. If the time was right to call a referendum and the country still voted "no," Blair's own government would be seriously undermined.

No matter what the result of the five tests, Blair faces a huge job turning around British public opinion. The good news for Blair is that, according to a recent report published by the Foreign Policy Centre, 44% of voters are still undecided about the euro. As critical as the government's success in winning over public opinion will be the achievement of a high turnout in the referendum.

Former Labour leader and current European Commissioner, Neil Kinnock says that politics will play a big part in the decision as to when a referendum will be held. Kinnock points out that governments simply do not call a referendum unless they believe they will win. Kinnock believes that the UK's euro membership will be made easier by proposals for radical reforms to the ECB's controversial stability and growth pact being put before European finance ministers this Spring.

The commission is due to announce that it will not force the UK to comply with the pact if it chooses to join the single currency. The proposed reforms to the pact will allow countries more flexibility, recognising, for example, that countries with low debt in relation to GDP (such as the UK) have more room to move than those with high debts. These changes, according to Kinnock, are "an attempt at increasing the workability of a set of rules in a way that is necessary when you are dealing with 12, then 15, then 25 countries."

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Lula's Brazilian Honeymoon

By MARCEL SAUER EISENBERG
Brazil, Winterim '04

At the beginning everything is flowers... However the government of Luiz Inacio "Lula" da Silva came to the end of its first quarter in power having performed better than even the most upbeat of expectations. At the end of last year, pessimistic outlooks for the next chapter in Brazilian economics were responsible for the sharp reduction in international credit for the country, the rising sovereign risk, the depreciation of the local currency and falling demand for Brazil's sovereign debt. The climate of uncertainty led credit risk agencies and investment banks to doubt the capacity of the new Brazilian government to honor its debt payments.

Nevertheless Lula's achievements and efforts, so far, have won plaudits from abroad. James Wolfenson, president of the World Bank, is "unequivocally impressed." Horst Kohler, managing director of the International Monetary Fund, praises his "courageous course."

Mr. Lula da Silva increased the country's access to external credit and decreased the country's risk rate, which was responsible for the appreciation of the Real. In addition, he boosted Brazilian bond prices, bringing yields down to their lowest level for nearly a year and also brought Brazilian exports to a take-off point.

At the same time, Brazilian commercial balances showed an accumulated surplus of US\$ 4.4 billion in the first three months of the year, with projections of US\$ 16.2 billion by the end of the year. The government GDP forecast growth for this year is 2.8%.

Set by the IMF, the primary surplus target of the first quarter of this year was R\$ 15.4 billion. By the second month of the year Mr. Lula had achieved a surplus of R\$ 16.1 billion, and for March, analysts were expecting equally positive data, which will give the Treasury important breathing space should it face problems rolling over the public debt.

Brazilian interest rates are as high as 26.5%. One of the reasons for the most recent increases relates to inflation. Consumer prices rose by 1.57% in February, with an inflation target of 8.5% for 2003. According to analysts, interest rates figures will tend to decrease by the second half of the year in order for Lula to keep up his campaign promises to raise employment, salaries and industrial outputs by the beginning of 2004.

One of the reasons for this recognizable performance is related to his unexpected conservatism. Another one is the fact that Lula's economic team has replicated the basic strategies of the previ-

ous government.

Former President Mr. Cardoso reached an unprecedented 100% rate of putting children 10-years-old and younger in school during his regime. This achievement will have a tremendous impact in the long run for the country. More educated and literate people raise the country's capability to compete in the international market.

Bringing the education level up to reach a broader portion of the population combined with sustainable economic growth and a decrease in the number of extremely poor people in the country makes Brazil a safer port for local and foreign investments.

As a leftist, Lula brings a more social approach to his political attitudes. His goal is to build a country with more equal opportunities for the overall population. Lula's Zero Hunger anti-poverty program is his flagship social project.

So far we have seen a very young country, with only 500 years of history, leaving its adolescence and making important and decisive steps towards its maturity. A very good example was the simple fact that brought Lula into power on January 1st, 2003.

What Mr. Cardoso lacked over his eight years mandate, thorough attention to social issues, is one of Lula's greatest talents. In contrast, Mr. Cardoso left for Lula a stable currency, inflation under control and a sustainable economic growth reflected by a solid and well established monetary policy developed over the past two terms. Mr. Lula is smart enough to take advantage of this positive heritage he received. This maneuver is being perceived positively by international investors and the world, which led to a decrease in the country risk rate.

What the country hopes is that Lula passes pension reforms through Congress as well as other pending reforms as soon as possible. This is in contrast to the previous president that could not go further because he didn't have the support from state governors and public sector unions. Having Lula in power is having the necessary support combined with a deep personal commitment for those reforms' approval. At this time we will see a society more eager for these reforms' approval, which is a positive sign.

In summary, Brazil's economic fundamentals are solid and so far Lula's administration is continuing the good job of the previous president and remaining very popular. If we consider Brazil's macroeconomic projections for 2003 and 2004 combined with a fast conclusion of the Iraq War, we could see an even more prosperous country in the very near future.

U.S. Gains From Conflict in Iraq Loom Large

Continued from Page 3

The world is questioning whether the U.S. has too much power and how that power will be exercised in the future.

In all, the U.S. seems to have gained. Bush's acceptance rating is climbing in the U.S. while Blair's improves in England. Chirac and Schroeder's are declining as the war ends. The major opponents to the war in the UN, France, Germany and Russia, want into post war Iraq. Chirac is spearheading the EU effort to end divisions in the UN over Iraq. The success of this task will likely depend on

the role of the UN in reconstruction.

In the end, we will all decide what we think of the war, after all, most of us watched it from our couch in the living room. We are more free to form our own opinions about this war than any in the past because of greater access to information. It has been a quick, precision war, a real-time war, a PR war, the first seen of its kind.

Information in this article came from several recent newspapers including, *The Financial Times*, *The New York Times*, *The Houston Chronicle* and *The Herald Tribune*.

Reflections:

Was It A French Exchange or "Freedom" Exchange at T-Bird?

By **FREDERIC SHIH**
France, Spring '03

Did any of you see a bunch of French people rush to the Commons right before it closes this trimester?

In the Commons, it is indeed pretty common to see (French) freedom people having freedom fries altogether. This Group orientation emerges from the G-dorms where the French family enjoys their after-parties.

This reflects our philosophy of life, which consists of working hard and playing hard. Most of the French exchange students are still very close to their school life, which makes it easier to adapt to the pace of studies. Indeed, we do study as we also earn 15 credits despite what you might see. Leisure represents a booster for efficient work and the swimming pool is the best place to refresh our ideas.

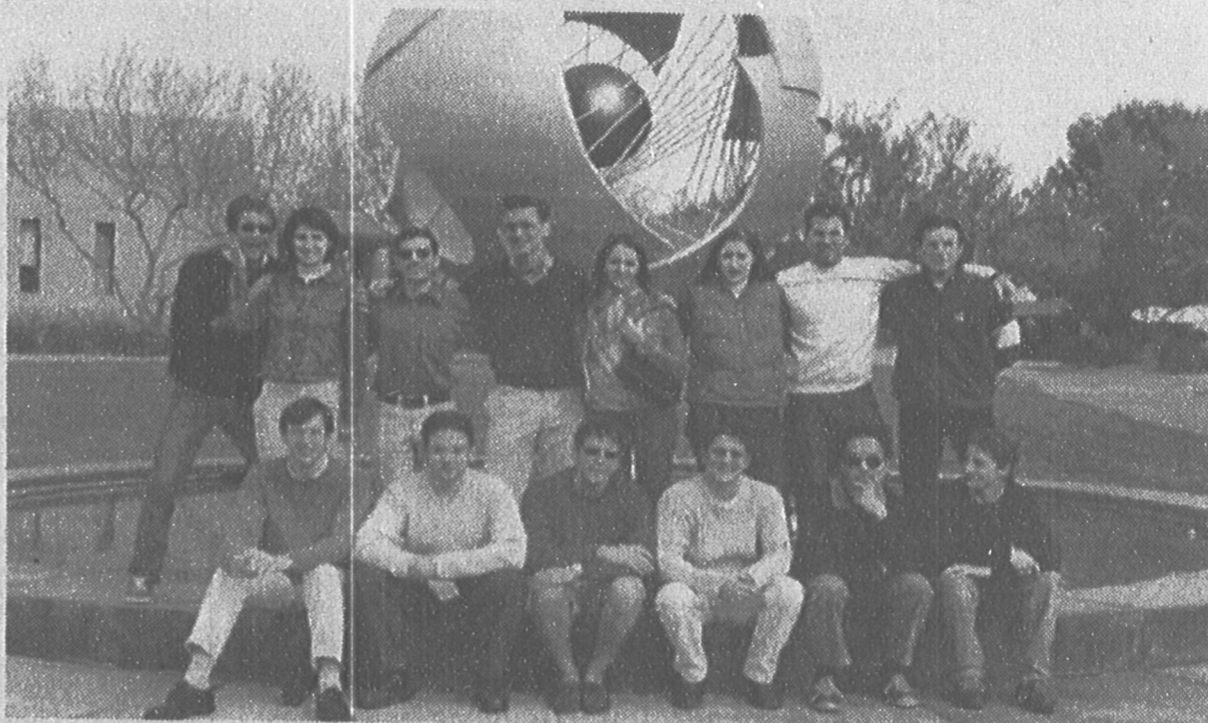
This is why we find that the Thunderbird campus is the best place to complete our studies. In spite of some

heavy rains and floods in the G-dorms, the nice Arizona weather and the beautiful campus, where the lawn is always perfectly mowed, offered the ideal setting to combine studies and vacations.

Besides rain showers and the swimming pool, we do take showers! The rationale is that bar soap is sold in bigger packs and liquid soap in bigger bottles in the States. This sums up the view that "everything is big in the States" - cars, cups, roads, clothes (xxxxxL), citrus fruits, and so on. Distances are so big that walking from school to Fry's is hardly imaginable. No wonder drivers just honked at us when we did it.

As far as work ethics are concerned, the initial rush to buy textbooks and course packs before the first class contrasted with the volleyball games running in the area of G-dorms.

The level of use of the school intranet also differed from what we were used to; the powerful MTB considerably reduced the delay in announcing a new event or signaling a change in meeting



French Exchange students joke that they are the "Frogs" by the Pond

time or place. We definitely learned to shorten our perceived time horizon.

We will definitely bring back to France very positive memories of our Thunderbird experience and we would

like to thank you for making our first and last trimester at Thunderbird so exceptional. See you in Paris, "C'est magnifique!" It is the best way to better understand the freedom mystique.

What Has the U.S. Army Learned From MBAs?

By **BRAD HEATON**
U.S.A., Summer '03

You're probably sick of this war, and talking about it, but this truly is interesting. What I'd call the biggest difference between this war and all those before it is how the Army is doing business. From lean-supply chains, just-in-time delivery, to outsourcing the Army has taken lessons from MBAs and retail leaders like Wal-Mart.

Maj. Forest Burke, an Army logistics officer, was studying at Wal-Mart's Vidalia, Ga., Supercenter before he shipped out to the Middle East. Now that each container that is transported from a port city in Kuwait to Iraq has a computer chip in it that details what's inside, Army officers can find in 20 minutes with a hand-held scanner what took them three days to find in the first Gulf War.

And that's not all, each supply truck has been equipped with radio sensors that signal exactly where it is at all times so the Army can trace supplies from "factory to foxhole." A lamppost-like device called an interrogator electronically records the passage of each vehicle at a make-shift supply base somewhere in Iraq and transmits the data back to military logistics headquarters in Kuwait.

Oh yeah, and the Army is outsourcing too. What sense does it make for a private to be peeling potatoes on KP duty? None. So, who's peeling the potatoes? Private companies. While there are no totals yet for the War in Iraq, the Pentagon will spend \$30 billion (8% of its budget) this year on private military companies. Outsourcing allows the military to focus on its core competency - fighting (excuse the MBA speak). But, even some

fighting is outsourced.

Imagine tanks rumbling down a city street, soldiers ready to fire. Suddenly a man runs into the street shouting in a language the soldiers don't understand. He may just be a citizen and the soldiers can't just open fire. Instead, a specially trained member of the unit quickly approaches him, says a few words in the man's native tongue, and gets him out of harms way. It's not just language skills that separate this man from the rest of the team. In fact, he's not even military. He a private citizen who works for DynCorp, the Army's biggest contractor. He has colleagues protecting Hamid Kharzai in Kabul and others destroying coca fields in Columbia, right along side active-special duty forces. All of this privatization will mean a transfer of 230,000 military jobs to the private sector by 2005.

From outsourcing to logistics, the Army is taking lessons from the corporate world, from MBAs. Times are changing and MBA ideas seem to be everywhere. Once an MBA made you a cut above the rest but as years past they seemed to be a dime a dozen, now we are seeing an upswing again. And, you can't even apply for a good job without one, even in as diverse an industry as the military.

While we are all apprehensive about graduating during a prolonged low in the economy and a sluggish job market, isn't it nice to know that more and more people are speaking our language?

Information for this article has come from recent issues of several new magazines including Business Week, Time Magazine and Fortune.

Student Questions You "What If...?"

By **WAHIB BENNIS**
Morocco, Spring '03

...Thunderbird offered a required seminar about the honor code and ethical conduct in the business world?

...The IBIC had brighter lights?

...There were sufficient seats in the IBIC to study?

...There were more rooms on campus for group studies?

...Students could reserve rooms online at all times?

...The Tower Lounge was redecorated?

New paint? Better lighting? New carpet? Regular cleaning?

...T-Bird had a couple of printers and copiers scattered around campus so that students would not have to travel half-way around campus to print three pages?

...Thunderbird had lockers for off-campus students to leave their books and laptops?

...The computers in the computer lab were thrown away in order to cut costs?

...The Commons was open for extended hours?

...The Commons changed its menu every other week?

Letter to the Editor

WiFi Network @ Thunderbird and more....

By **AKHIL KISHORE**
India, Summer '03

When Craig Barrett spoke after President Herberger regarding a Wireless Network on campus, I think a lot of us felt that finally things might move. But I felt that things might move for setting up a WiFi network but that is not where things might end when it comes with investment in technology.

Technology is a strategic imperative that students of a business school should be heavily exposed to given the way technology is reshaping companies and processes worldwide.

The issue is does the school really have the funds available for investing in technology? But, I think that a weak-technology economy provides an opportunity that Thunderbird can exploit. We can get start-up companies to use Thunderbird as a "Center of Excellence" to showcase their technologies.

I am sure there would be companies who would find it extremely useful to have a client as renowned as Thunderbird and in return we can get the technology free or at nominal rates. ASU MBA school has done it. Yale is planning to follow this approach.

I am sure the management realizes that true value of a B-school lies in the students it sends OUT in the market and not in the volume of students it admits.

Technology is an area that Thunderbirds have had issues with for a long time now. The solution requires a bit of innovation, a commitment to quality, a long term vision and a strategy of how to implement the vision.

I don't think that our top management lacks any of this. I wouldn't mind reading something in *Das Tor* about the strategic plan of the school in terms of Technology. Do we have any?



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Final Letter from the Out-Going TSG President

Continued from Front

term and made it possible for more students to participate in more organizations and, thus, promote the multi-cultural environment that is the essence of Thunderbird.



Adrian Marinaro

(2)

We at TSG provided integral support for the formulation and implementation of a wireless network on campus. As needed, I met with key administrative and staff personnel, including the Chief Information Officer, to present the idea of this network for inclusion in the annual budget. I also spoke with the Board of Trustees, explaining the need for this network system and endorsing the idea which the Board later approved.

The next stage will continue to be led by Tim Tsao, who will be responsible for leading the implementation phase of this network system.

(3) Because many students wanted to bring speakers to campus, we created the position of Speaker Chair in TSG. This new position was created to organize the speakers' forum. Through this new Chair, potential

speakers can now be contacted and scheduled more directly and more quickly.

(4) We sponsored the "Business Plan Competition." This program makes it possible for student entrepreneurs to represent the school in future national business plan competitions, and it promotes entrepreneurship and leadership within Thunderbird.

(5) We added more study rooms around campus. We are re-building the study rooms in the Tower Building and, thanks to the generosity of the TSG Board members, we are converting some of the TSG office areas to additional study space. In addition, we have convinced members of the Administration to allow students to use some of the rooms in the "Omega Travel Building" for study purposes.

(6) We worked with members of the student body and with the Administration to improve the Winterim course offerings. We hope that some of the problems many of you had this past Winterim will not occur again. From planning to process analysis, we have worked with Dr. Staczek and Dr. Barbarinde to improve the quality of the program offerings and staffing.

Technology Spotlight

Wireless: The Final Word (on Working With Administration)

By JEREMIAH SPARKS
U.S.A., Spring '04

Well, it's coming. Beginning this summer, our school will be implementing wireless networking in several public locations AND a total of 14 study rooms linked by a centralized, online reservation system.

These exciting developments will surely enhance our MBA experience and improve the way we work together as groups.

These initiatives were realized through as a result of the Wireless Task Force, strong Administration support, and an ongoing commitment by TSG.

Administration Support

Kay Keck, VP for

(7) We have worked hard to improve the communication between TSG and the Student Body. We have accomplished this difficult task by working with the Academic Affairs Chairs to help the school present a Strategic Plan to deal with concerns of students.

All in all, I hope we raised your awareness of the processes involved in making this outstanding world-class institution even better. By getting

Student Services and Program Support said, "The Wireless Task Force was a great example of the way students can work with the school to address an area of concern. They were positive and proactive, and as a result of the group's efforts, students next year will see improvements in two important areas."

As Tim Tsao of the Wireless Task Force commented, "I am very enthused about the outcome. This will add such convenience to how we work in our school's public spaces."

He went further, saying, "I'm particularly impressed at the responsiveness of the administration to students' needs. This was no doubt attributable to the first-rate contributions of members of my task

force and the support of all of TSG."

Thunderbird President, Roy Herberger, added, "there is no better example of our students teaming with the administration to solve a joint need. The taskforce did a great job of coming up with a solution that will serve our community into the future."

Wireless Details

The Commons, IBIC, and the Tower building are all slated for wireless networking as part of the project. This will provide another option to the existing wired LAN connections in those buildings. Faculty or staff that have a wireless laptop and wish to connect onto the

Continued on Page 17

more of you to participate in this process, by encouraging more of you to run for office, and by spurring you on to vote, to voice your concerns and to participate in your own future, I hope we have left you with a better place to call home. I leave knowing that I have given all of my most profound efforts and energies to make all of this happen. However, none of it would have happened without your help.

I would also like to

thank the entire TSG Board for their efforts and assistance. I wish you all the best of luck in your future endeavors, wherever those adventures may take you! Thank you for having given me this lifetime opportunity. I will never forget it.

Regards,
Adrian Marinaro

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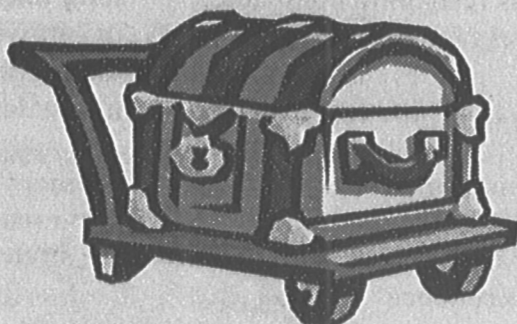
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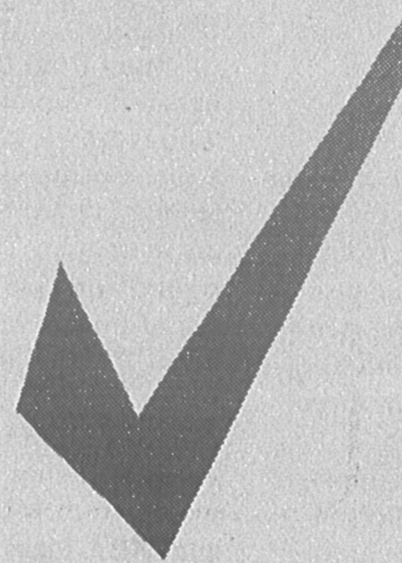
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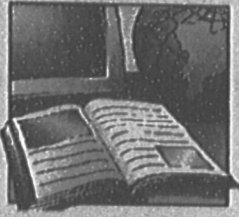
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IBIC's First-Rate International Film Collection

For Your Viewing Pleasure

Books & Bytes News from the IBIC



New DVDs at the IBIC

By EVAN MARSHALL
IBIC Evening Circulation Supervisor

If you need a break from reading all those textbooks, case studies and journal articles, take some time to peruse the IBIC's ever-growing library of films reflecting Thunderbird's vast multicultural atmosphere.

The IBIC's collection includes films in over fifteen different languages, and most of the movies are award-winning and internationally acclaimed. There is also a large collection of English-language films which are selected for their intercultural, political or business related themes. All are in video or DVD format.

The following films are some new additions to the IBIC's collection that should not be missed:

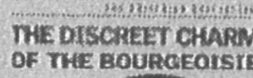
FRANCE



Contempt, (1963)

French director Jean-Luc Godard made this film as an acerbic comment on the trials and tribulations of international moviemaking. Michel Piccoli plays a writer working for the crass American producer (Jack Palance) of a sprawling international movie remake of *The*

Odyssey. The stunning Brigitte Bardot plays the writer's wife who begins to drift away from him due to the nature of his new assignment.



The Discreet Charm of the Bourgeoisie, (1972)

A French film made by Spanish director Luis Buñuel, it follows a group of upper-class colleagues as they try to sit down to eat, but are continuously interrupted.

However, this only serves as the framework for a series of savagely funny and increasingly surreal vignettes. A winner of the Oscar for Best Foreign Film.

GREECE



Z, (1969)

Another winner of the Best Foreign Film Oscar, this political thriller details the assassination of a Greek politician (Yves Montand), its cover-up by the government and the investigation that follows. Directed by Costa-Gavras with a mostly French cast, the story is based on factual events.

ITALY



8 1/2, (1963)

This very personal,

autobiographical film by Italian movie maestro Federico Fellini earned the Academy Award for Best Foreign Film. It stars Marcello Mastroianni as a film director struggling with his latest project while being haunted by hallucinatory images of his past, present and future.

MEXICO



Y tu mamá también, (2001)

Chosen as Best Foreign Film by the National Society of Film Critics, this is a sexy, energetic ride through the heart of Mexico.

Two teenagers, whose girlfriends have traveled to Europe for the summer, take off on a road trip with a seductive older woman and end up learning a thing or two about love and friendship along the way. This film combines a frank, funny coming of age story with an astute commentary on Mexican society.

SWEDEN



Wild Strawberries, (1957)

A bona fide classic of international cinema, this film by Swedish director Ingmar Bergman artfully blends flashback, memory and perceived reality into a truly poetic piece of work. Victor Sjöström gives a moving performance as an aging professor reflecting on his life's disappointments as he travels to accept an honorary degree.

The Seventh Seal, (1957)

Another classic film from director Bergman, this stars

Max von Sydow as a medieval knight returning from the crusades to a landscape ravaged by the plague.

Hugely symbolic, this film features an unforgettable scene where the knight challenges Death to a game of chess for his life.

FILMS IN ENGLISH



Platoon, (1986)

Confrontational director Oliver Stone established himself with this harrowing, first-person portrayal of a young soldier's (based on Stone himself) experiences in combat during the Vietnam War. Very graphic, with a clear anti-war message, this film was awarded the Oscar for Best Picture.



JFK, (1991)

Also directed by Oliver Stone, this in-depth political thriller uses fact and speculation to present the case that President John F. Kennedy's assassination was a large government conspiracy. We follow D.A. Jim Garrison (played by Kevin Costner) who is unconvinced by the FBI's report concerning the assassination and risks everything trying to find the truth. The film earned Oscars for cinematography and film editing.



All the President's Men, (1976)

Alan J. Pakula directed this gripping film adaptation of Bob Woodward and Carl Bernstein's book detailing their investigations into the infamous 1972 Watergate scandal, which eventually led to the resignation of President Richard Nixon. Robert Redford and Dustin Hoffman star as the journalists who discover what at first seems to be a minor break-in at the Democratic Party headquarters,

but eventually leads them to uncover corruption at much higher levels.



The Last Days, (1998)

This Oscar-winning documentary features interviews with five Jewish Hungarians who tell how they were able to survive the terrors of the Holocaust during the last days of WWII. It is produced by Steven Spielberg's Survivors of the Shoah Visual History Foundation.



One Day in September, (1999)

Winner of the Academy Award for Best Documentary Feature, this film details the events surrounding the 1972 Munich Olympics, where Israeli athletes were taken hostage and killed by Palestinian terrorists. It is narrated by Michael Douglas and features interviews with one of the terrorists, family members of the victims and many others.



Black Hawk Down, (2001)

An unrelenting and graphic adaptation of Mark Bowden's book, detailing the 1993 mission where over one-hundred U.S. troops infiltrated Mogadishu, Somalia, in order to capture two prominent lieutenants in the warlord's regime. Director Ridley Scott's close-up, intense depiction of the confusion and chaos surrounding this military action earned Academy Awards for its sound and editing.

Images from <http://www.amazon.com>

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Alumnus Profile

Getting the Most From T-Bird Includes Educating Yourself Ex-

By SHARON JAYAKUMAR
India, Spring '04

When I first invited Adam Rosenblatt, '98, Product Manager of Share Point Portal Server, Microsoft Corp., to participate in the Marketing Professionals' Panel, he mentioned that this would be his first trip back to school since graduation. One of the first few things he reminisced about was the pub. Ah, the pub! That handy ice breaker in any conversation with alumni, that symbol of merry-making in captivity, where no Thursday night seems complete unless one hears that sullen tone scream "Take it outside!" promptly at the stroke of 12:59 a.m.

Adam remembers this and more from his time at school that spanned five years in all. About two years into what he calls his "first experience with an academic learning of business," Adam took a break from Thunderbird and took up an opportunity in Russia to market software for Lotus Development Corporation, then hardware for Acer Computer, and finally an Internet Service Provider startup company called Matrix.

Two years and innumerable vodkas later, Adam was back in school to complete his degree, specializing in Finance.

With graduation came the opportunity to work with Microsoft, first as a contractor and then as a full time employee, holding various positions over the last five years.

Here's more on Adam's experience in school and advice for life after it.

Das Tor What were some of the activities that you were involved in at school?

Adam "The best thing about my experience at school was the opportunity to meet with interesting people with diverse backgrounds. This is something that a lot of people do not have access to.

"During my first year, the school was starting on automating its systems and turning hi-tech. I was involved in assisting the administration in learning to use and embrace technology as a key tool in an international business setting. I was also involved with the Career Management Centre and helped publish the International Career Opportunities resume book series.

"On the cultural side of things, I founded the short-lived

International Film Collective in the summer of 1998. I was also an active member of the Russian Club and of course, a die hard member of the pub!"

Das Tor What did you take away from your time at school that you always find useful?

"The bottom line is that you have to know what you want and be your own marketing manager. However, be realistic about your expectations and align them with the turn of the times. Management, like the rest of life, is about being realistic and this is a good time to begin."

Adam "Something I value the most is what I learned about working with different people on team projects that often had members from different cultures. Group dynamics can be challenging but learning to listen, respect other people's opinions and be patient can go a long way in management."

Das Tor What do you think is unique about Thunderbird?

Adam "It certainly has to be the large and diverse alumni network. I would recommend that students take advantage of

the access they have to this network, but making sure that they use it right. A business school in a remote environment creates a stronger community feeling and people hold on to that for a long time to come."

Das Tor As someone who's been there and done that, what advice do you have for us? (yes, the clichéd, but unavoidable question!)

Adam "Well first of all, help each other. Remember that everybody

knows someone or something. While networking, don't forget to leverage the people you have within the school, whether a professor, a fellow-student or the guy you meet at the pub. Then be willing to take risks - what do you have to lose?"

"Be creative when it comes to networking and try and focus on meeting with people who can take you closer to your goal. The key is to identify someone who has what you want and then figure out what their hobbies are and how that can help you can meet them. For example, find someone who owns a boat! I also

recommend that the Alumni site be accessible to students to some extent at least as it has interesting discussion groups where people trade leads. Hack your way into the alumni site, there's great stuff there!

"The bottom line is that you have to know what you want and be your own marketing manager. However, be realistic about your expectations and align them with the turn of the times. Management, like the rest of life, is about being realistic and this is a good time to begin."

In closing, I asked Adam what had changed about the school.

"The academic structure seems to have changed a lot - from MIM to MBA and from a general focus to more specialized options. But these changes are part of an essential evolution that will make the school more competitive and more attune to what corporations look for in their managers," he told me.

And what has remained the same I replied?

"Well, you still can't get a cup of coffee at 9:00 am on a Saturday morning!"

Some things never change, and annoying though these may seem, they will most certainly find their way into our book of memories of life at Thunderbird.

Marketing Professionals' Panel

Insights from Microsoft, Walt Disney World, Intel & Dial Corp.

By SHARON JAYAKUMAR
India, Spring '04

"The sun never sets on a Disney Theme park," said Brian Waters, Associate Brand Manager of Resorts at Walt Disney World, referring to Disney's extensive global operations, from the US to Europe to Tokyo and beyond.

Waters was recently on campus as one of the panelists at the Marketing Professionals' Panel organized by Thunderbird Marketing Club, in association with the Career Management Centre. Other panelists were Adam Rosenblatt, Product Manager at Microsoft Corp and Thunderbird alum from the class of '98, Allen Ingstrom, Manager - Strategic Marketing & Planning at Intel and Aileen Stocks, Brand Manager at Dial Corp.

Moderated by Professor Rich Ettenson, the panel had "International Marketing" as a recurrent and overriding theme, one that was also the focus of mock interviews that the panelists conducted with students that morning.

Adam Rosenblatt, Microsoft Corp, pointed out that over 50% of Microsoft's revenue comes from international operations. Allen Ingstrom reiterated this in describing Intel's extensive investment in global opera-

tions, especially its research and development. The general consensus was that the international market was where future growth would stem from, and with it, the need for marketing managers, with a pulse on emerging markets and a flair for operating well within an international environment, would be a sought-after resource.

Interestingly, three of the four panelists had a finance background, either academically or professionally, before stepping into their current marketing role. A strong leverage of the world of finance seems to give each of them an edge in the marketing field, especially in grounding marketing strategy in terms of what is financially viable for the company.

With about one-hundred students attending the panel, much of the focus extended beyond the role of marketing and brand management within the company but to opportunities in marketing careers, advice on keeping up with the latest marketing trends and advancing within the company.

"My advice, and one that worked well for me, is to net-

work [that word again!] within the company and identify a few

The general consensus was that the international market was where future growth would stem from, and with it, the need for marketing managers, with a pulse on emerging markets and a flair for operating well within an international environment, would be a sought-after resource.

'sponsors.' These could be people that hold key positions within the company and can play the role of a mentor, keeping you in mind when opportunities arise within the company," said Aileen Stocks from Dial Corp.

The panelists' advice was also to get more involved in the community and be part of associations that focus on specific industries of interest.

Yes, they agree, the job market is not what it used to be; but, tough times call for creative measures and eventually, persistence and focus does get you the job.

Allen Ingstrom went a step further to say, "If you have identified a company that you are keen on working for, then it is worth starting out in any role that is open, as eventually, you will

make it to the role that interests you the most. In the process, you build your knowledge of the various parts of the firm's operations and are then even more valuable to the company for the long run."

So with life after Thunderbird more of a reality than ever for graduating stu-

dents, there is some semblance of light at the end of the tunnel, although the tunnel does seem longer than it should be.



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Alumnus Profile

So You Want to Go Into I-Banking...?

By IVO IVANOV
Bulgaria, Summer '03

On April 10th, Erik Kobayashi Solomon, '97, gave a ninety minute presentation entitled "How Not to Get a Job in Investment Banking." Erik is the founder of an innovative hedge fund called QED Capital Partners (based on behavioral finance) in New York and previously worked for Morgan Stanley in Tokyo and New York.

About 40 people considered the opportunity cost of losing free beers and hamburgers at the Luau and chose instead to attend the lecture.

Erik's approach was rather interesting - he did everything possible to show us the "dark" side of an investment banking job through sharing details of his extensive experience at Morgan Stanley and by accenting on every single mistake that he made as an I-banker (I counted up to 20 and gave up). I felt that at one point Erik really begged the audience not to follow his "lead." The biggest mistake, he shared, was that he took that offer from Morgan Stanley in the first place!

Several key points that Erik reaffirmed were that if you want to go to I-banking you should be prepared to WORK. And then work a little more. The bad news is that during the first few years you are just a higher-level number cruncher and there

is really nothing creative or elitist about that.

Most of the banks, Erik noted, have already developed very extensive models and the innovative thinking is somehow framed by this fact. Some bad news is that the best projects and money are found in the Revenue generating positions, which are usually reserved for Harvard and Wharton grads.

The Cost center-related positions are easier to get; however, many people go into these expecting to jump to the revenue side and this is, Erik pointed out, almost impossible because of the deep divisions and cultural differences between the two.

Erik also shared several witty stories that described in detail the aggressive and merciless culture of an I-bank (sorry, you should have been there).

One of the few benefits of Wall Street that Erik pointed out was that if you have a good idea there is always someone that will be ready to listen to you.

He also disclosed that one area, which is currently growing, is the Statistical Arbitrage. However, even an entry position there would require at least a MS in Mathematics. So, forget it...

Several good suggestions that Erik made, included:

(1) make your own portfolio of stocks (and other instruments) even if it is artificial and then follow its growth. This is

really important if you want to interview for a research position;

(2) if you are interested in derivatives (aside from taking finance III with Professor Sundaram) - get to know the "Greeks" intimately - a good approach is to download a cheap derivatives trading software and play around with it in your "free" time - it's a really good experience and gives you something to talk about at an interview (if you get one, that is);

(3) use the IBIC database (including Bloomberg!) to research a company. Choose a victim and read the most recent analyst reports, financials, etc. Then attempt to create your own analyst report. If that sounds like fun, go to the IBIC NOW and stop wasting time on a perfect case scenario valuations in Professor Sundaram's classes (just kidding);

(4) CFA, The Series (3, 7, 63, etc.) could also help;

(5) and finally, don't try to get to the head office of your target bank - this is where the Harvards and Whartons are headed. Rather, try to approach a regional office and leverage on your local expertise, language skills, etc.

Interested students can view his PowerPoint slides by visiting the Job/Internship Resources folder on CMC's Information Page. These are must read if you'll be applying for an I-banking position.

GWIB / Alumni

How to Contact the "Perfect Alum"

By DEANNE DE VRIES
Netherlands/U.S.A., Spring '03

Looking for a contact at Apple? Or maybe at Microsoft, ING or BMW?

Found the "perfect" alumni but their details aren't available on MTB?

Anne-Marie Nelson, Vice President Alumni Relations here at Thunderbird is the woman with whom you want to speak.

This past March 25th, GWIB together with the Alumni Relations Office hosted a "How to Network with Alumni" panel. On hand was Winter 2002 graduate Lenora Peppers, together with 1999 alumni Janae Butler and Gonzalo de la Malena.

Also on the panel was Anne-Marie Nelson, Vice President Alumni Relations (ARO) at Thunderbird. She enlightened us as to the key role ARO plays for us already as students here on campus.

To quote her, "If we don't establish a relationship with you as students then how well can we serve you as alumni. We want to serve you and help you present yourself in the most positive light."

What exactly can ARO do?

Anne-Marie gave the example of a student who wanted to work at Apple Computer but could find no "ins" - no one seemed to have contacts, there were no alumni that the student could find on MTB, etc. The stu-

dent met with Anne-Marie and walked away with about eight different leads.

Another way ARO can help is if there's an alumni you want to contact but who has not posted his/her information on MTB. ARO can contact the alumni on your behalf or help you find others who can provide the information you are looking for.

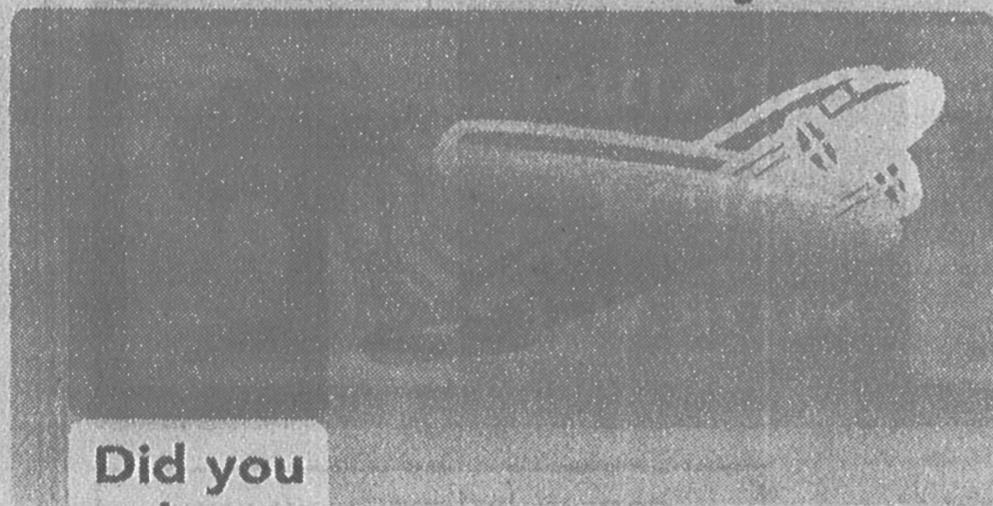
Advice from the panel of alumni Do...

- ...approach the alumni
- ...your homework; show you know the company
- ...keep your e-mail short, simple and straightforward
- ...ask for advice, information
- ...offer options for follow up (e-mail, phone, meeting)
- ...follow up at exact time you've agreed to
- ...keep a 10-minute phone call to 10-minutes
- ...ask for the names of 2 more people you can talk to
- ...send a (preferably hand-written) "Thank You" note

Do Not...

- ...attach your resume
- ...expect the alumni to get you a job
- ...go above the head of the alum
- ...use the alum's name when applying for a job unless they say it's okay
- ...apply for a job when the alumni tells you that you do not meet the qualifications
- ...SPAM alumni

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GWIB

Global Conversations With Global Leaders

By DEANNE DE VRIES
Netherlands/U.S.A., Spring '03

MainEvent 2003 is a series of five provocative, dynamic conversations among some of the world's foremost business and thought leaders.

Hosted by the Graduate Women in Business organization, Thunderbird participated in these conversations for the first time this past April 10th.

Using satellite technology students listened while global leaders discussed issues such as innovation, technology and influence.

Each session was followed by a Q&A where these leaders answered questions from the live audience in New York and questions that had been e-mailed from 100 sites around the world - including T-Bird.

In the first conversation, global leaders from Oxford and Accenture spoke on the power of conversation as a strategic tool. Margot Cairnes, Chairwoman of The Change Dynamic pointed out the critical role conversation plays in leadership - both within your company and in dealing with the marketplace.

Technology was the focus of the next conversation where Yukako Uchinaga, VP of Software Development Laboratory at IBM Japan (and the only woman to serve on the board of IBM Japan) spoke about technology being a leveler.

She pointed out how

technology is helping many developing nations grow at a quicker pace than ever before.

Esther Dyson, Chairman of EDventure Holdings cited cell phone technology in Africa as a great example of how technological advances have helped build Africans' competencies, competition and business.

This was followed by a lively discussion on innovation where all agreed that you can never stop innovating - regardless of the "hard" economic times. Maxine Clark, Chief Executive

Group spoke at length about people having the power to be their own brand. Carla Cico, CEO of Brasil Telecom said that she believes that "the ball is in your court everyday - it is up to you to decide how you will play."

Mary Minnick, Executive VP at Coca Cola spoke on what differentiates leaders from others within an organization is their ability to think ahead and lead the way with ideas.

The final conversation was on "Winning Strategies for Delivering Results in Tough Times" and featured Microsoft CEO Steve Ballmer and Accenture CEO & Chairman Joe Forehand.

They spoke on the differences between fads and true innovations. Joe Forehand likened leadership to the ability to wear both the coach's hat and the player's hat - and to know when to wear which hat.

Steve Ballmer spoke about the fact that most of what we do in life has not been fundamentally changed by technology. An organization is still composed of people and reliant on its people. You build a stronger organization by ensuring your people are capable of turning challenges into opportunities.

To read more on these topics go to www.wf360.com/ And stay tuned for next year's broadcast!

Luciano Respini, President of Dow Europe said that really good innovation doesn't always have all the answers - sometimes it's just one step in a certain (unknown) direction - but a company can never stop encouraging innovation.

Bear at the Build-a-Bear Workshop, talked about how a company can't schedule innovation, but all companies must have innovation and pursue it.

Luciano Respini, President of Dow Europe said that really good innovation doesn't always have all the answers - sometimes it's just one step in a certain (unknown) direction - but a company can never stop encouraging innovation.

The fourth conversation revolved around how one person, sending a single e-mail message can influence and engage people around the world. Melinda Davis, Founder & CEO of The Next

Global Issues Forum / Net Impact

The Right Honorable Lord Holme of Cheltenham Visited Thunderbird

By JEREMY CASTLEMAN
U.S.A., Spring '04

On Wednesday, April 9th, Thunderbird was honored by the presence of an accomplished man in the realm of Corporate Social Responsibility (CSR) and Sustainable Development. Brought to us, in part, by the respectable Thunderbird chapter of Net Impact, we received a visit from Richard Holme.

The Right Honorable Lord Holme of Cheltenham has had a distinguished career in industry and public service, which continues to this day. Lord Holme retired in 1998 as an Executive Director of a mining company, Rio Tinto.

He is recognized worldwide as an expert on CSR and sustainable development. He is the Chairman of the Committee on Corporate Social Responsibility for the World Business Council for Sustainable Development (WBCSD). He is Chairman of the International Chamber of Commerce Environment Commission and is on the steering committee of the Business Action For Sustainable Development. Other business activities include serving on the advisory boards of UK Telco and broadband provider NTL.

He began his tour at Thunderbird with a small roundtable discussion attended by driven T-Birds ready to tackle the

subject of CSR and Sustainable Development. Even though the students were showing no sign of fatigue, there was limited time and the roundtable finished with the attending T-Birds even more excited, as well as informed, about the subject at hand.

Furthermore, Lord Holme remained on campus a couple of extra days in order to grace several classes with his presence as a Guest Speaker. The classes he visited were: International Business Ethics with Dr. Martin Sours; Country Risk Management with Prof. Linda Wetzel; and, Strategies in International Development with Prof. Linda Wetzel.

Comments from those who heard the insightful words of Lord Holme include:

"It was a great roundtable discussion, it was very well organized and highly informative," said Kim Kim Yee.

"My country risk class also got time with him; Thunderbird is really getting their money's worth out of him!!" exclaimed Gayle Giffin.

"One of the highlights of my T-bird life, definitely," commented Seok-Yee Lee.

"It is always a pleasure to be at Thunderbird. The international student body makes for a very special culture of openness and enquiry which I value highly," said Lord Holme.

Business Plan Begins Next Competition

Continued from Front

South Trading! And finally, first prize and \$5,000 goes to Zak Wood & Dan Bartel for Fresh Press!"

He congratulated the winners and, along with the TEC representatives George Nemeth and Kristof Dossche, thanked everyone for coming.

Many who attended the event commented on its excellent organization and format. Students commented that it was the best organized event they had attended all year.

During the six hours of judging well over 150 students observed part or all of the presentations. Several times more chairs had to be added to the room, prompting some to suggest the TAC for next year's venue.

The TEC would like to thank its executive committee members, Dr. Steven Stralser, John White and James Small.

Future Plans

Emboldened by this success, TEC has committed to organizing the 2nd Thunderbird Global Business Plan Competition in Fall 2003. The Spring 2003 competition was fully sponsored by internal Thunderbird funds. For the next competition, TEC will increase the scope and participation of the


competition by attracting outside sponsorship and perhaps involving other top MBA schools in the competition.

TEC's goal is to attract 40 teams with prize money of \$20,000. Funds would be used to pay the expenses of organizing the event, award prize monies, and secure a paid position for a Business Plan Competition Director in order to guarantee continuity of the competition. The club has started preparing for the next competition in the Fall, and the TEC hopes that more students will desire to be involved in the future as both participators and planners.


President Kristof Dossche looked to the future when he said, "The goal is to continue this event annually in Fall so that the winners can continue in other national business plan competitions."

The club also hopes that the process will raise awareness of Thunderbird and emphasize the important position Entrepreneurs play in business.

To find out more about the next business plan competition, Join the TEC or contact Kristof Dossche (kristofdossche@global.t-bird.edu) or George Nemeth (gnemeth@global.t-bird.edu).



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Faculty Profile

Awards and Memoirs Grace Walls of Well-Traveled, Involved Professor

By JEREMY CASTLEMAN
U.S.A., Spring '04

Why Track I? A question easily answered by learning a little bit about one of our esteemed Modern Language Department professors. This Faculty Biography is dedicated to Professor Guiomar Borrás.

Known affectionately by her students as "Guio," Prof. Borrás is in her seventh year as a purveyor of the Spanish language to Thunderbird's student body.

Coming to us from Venezuela has been a long road. Working in small colleges and institutions along the way, she developed an appetite for the more intimate teaching environment where she could more effectively connect with her students. And that is exactly what she has done.

Entering her office, I was bombarded with a mural of photos of past students, recent grads, and their family vacation photos. Professor Borrás has

been invited to weddings and other family events. She is even a Godmother to a child of a former student.

The students' appreciation for Professor Borrás is obvious, she has received the following: Hacker Faculty Prize for Excellence in Teaching and Research from Thunderbird (Fall 2001) and the "Thunderbird Student Government Outstanding Professor Award" (Spring 1999, Fall 1999, Spring 2000, Fall 2000, and Fall 2002).

Her path passed through St. Michael's College, Dartmouth College, Beloit College, Connecticut College, and a Multicultural Magnet School. After receiving her PhD from the University of Wisconsin (visit her MTB Bio for Academic Background), she set her sights on the best little University in the

States: Thunderbird!

She has found a home and an environment that suits her teaching style and caters to her preferences perfectly. She intends to never leave her dream job, and for the students' sake, I hope she never does!

"I have learned so much, not only about international business from my students, but also about their personal experiences. These experiences have helped me explain certain behaviors and attitudes that we, Latin Americans, have toward life in general."

Das Tor What classes do you teach here at T-bird?

Prof. Borrás "I have taught From Level I up to the 5000 Level. An advanced class that I teach is 'Sustainable Business in Latin America,' where we study the history of the country - for example, Mexico, Costa Rica, Venezuela, Chile and Argentina. Then we read and discuss different business cases from these countries. The other class is about Colombia and its people, economy and political situation. This past class was a very mov-

ing experience for the students and for me, as well. Some of the students' views about Colombia have changed to be more positive due to this class."

Das Tor I see that you have co-authored five textbooks and authored your own textbook,

what else are you involved with outside of teaching?

Prof. Borrás "Besides teaching, during the past four years I have been involved with AZLA (Arizona

Language Association) which is the state organization for teaching languages starting in primary school up to college and post college level.

"Last September, I became the president of this association and we held the Annual Fall Conference here at Thunderbird for two days. And on April 5th, we held the AZLA Spring Workshop on assessment in the classroom, here on campus. Therefore, as you can see I have been very active in the field of teaching languages at all levels

besides my teaching here."

Das Tor What is the best aspect about T-bird?

Prof. Borrás "My favorite aspect about T-bird is the students, it is such a fantastic mix."

"I have learned so much, not only about international business from my students, but also about their personal experiences. These experiences have helped me explain certain behaviors and attitudes that we, Latin Americans, have toward life in general."

Das Tor You have already accomplished so much, what additional things would you like to accomplish here at T-bird?

Prof. Borrás "I would like to get my Master's in Business & Administration / International Management. Last year, I entered the Global Leadership Certificate Program and I enjoyed it immensely. I had the opportunity to take classes with some of the Global Business professors and I experienced readings and discussions about some interesting business cases. I can now discuss the same cases with my students in our Language Classes."

T-bird Students THINC Creatively Student Club Promotes Corporate Innovation

Anil Rathi
U.S.A., Fall '02

Corporate innovation is the buzzword at major corporations worldwide, for good reason. A PriceWaterhouseCoopers study showed that, "companies with 80% of their revenue from new products have typically doubled their market capitalization in a five-year period."

The Thunderbird Innovators Circle (THINC), a student club on campus, is feeding the innovation pipeline of companies with new product, service and strategy concepts. THINC brings together innovative minds, closest to the latest market trends, to conduct structured brainstorming sessions, also known as ideations.

THINC has developed new body wash concepts for The Dial Corporation; mobile Internet services for the Japanese company, Cybird Company Limited; and a unique corporate strategy for CollectiveGood, Inc. THINC has grown to over 300 members and has been used as a resource by Thunderbird administration, alumni and entrepreneurs alike.

Current Co-Presidents Robert Lipton '03 and Nick Maryol '03 have planned a trimester of creative events, including themed ideation weeks for entertainment, mobile Internet services and transporta-

tion companies.

For example, in April THINC has teamed up with Srinivasan '95 of U-haul's emove.com division, a marketplace for moving services, for an outdoor ideation session. Emove will back up U-haul trucks on campus, put students in a 'moving' mindset and tackle emove's problem statements.

In addition, this spring trimester, THINC conceived of an idea to transform the TSG Music Room #28 into a commu-

Several corporate recruiters have commented that THINC club members have differentiated themselves by discussing the importance of corporate innovation, as well as the unique idea-generating approaches used at THINC sessions.

nal Idea Room. The Idea Room, which received funding by the Thunderbird Student Government (TSG), will provide students a fun, friendly and thought-provoking atmosphere to share their ideas.

Ideas and strategies developed for clients during THINC ideation sessions have impacted businesses worldwide. In the process, students practice alternative approaches to problem solving and seem to be catching the attention of corporate recruiters.

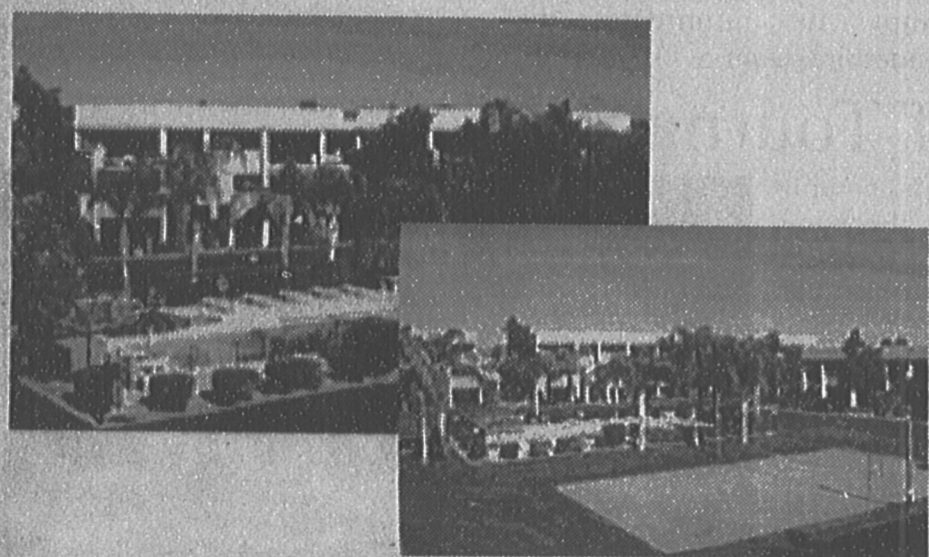
Several corporate recruiters have commented that THINC club members have dif-

ferentiated themselves by discussing the importance of corporate innovation, as well as the unique idea-generating approaches used at THINC sessions.

Thunderbird Innovators Circle was founded by Anil Rathi '02, Vikram Mangharam '03 and Adeleke Adegbenro '02 in Fall 2001, and has gained faculty support from Entrepreneurship Professor Steven Stralser Ph.D. In fact, THINC's success over that past two years has led to the formation of a commercial enterprise named Idea Crossing headed by Anil Rathi. Idea Crossing's goal is to broaden their network of young professionals to other universities to form a global network of innovative thinkers.

How can you get involved in THINC? Come join an ideation session or serve as a consultant on a project in your field of expertise. Or propose a THINC project that will address a challenge at your firm. For more information on THINC and how you can participate in ideation sessions or how your company could benefit from THINC's creative brainpower, contact Robert Lipton at rlipton@global.t-bird.edu.

This article went out in the alumni news...there is also going to be a featured article on THINC in the July issue of T-Bird Magazine.



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T-Bird RFC Captures 3rd Place in Global MBA Cup Tournament at Duke

By ALAN CARTES
U.S.A., Spring '03
and
TRIPP JONES
U.S.A., Spring '03

Thunderbird's Rugby Football Club, on April 6th, clinched the third place spot at Duke University's Global MBA Cup Rugby Tournament at Duke University, winning the respect of all 22 participating teams from around the world, including archrival Wharton.

The victory, a major boost for the team and the school, thrust Thunderbird and its international fiber into the MBA lime-light, further strengthening its reputation as the only truly international graduate business program in the world.

Squads from the U.K., Ireland, Australia, Canada and the U.S. battled it out in the rain and wind for two days hoping to win the tournament. Determined to revenge itself from a Thunderbird beating at a tournament hosted on campus last fall, Wharton beat Thunderbird during a Saturday qualifying round robin, and again on Sunday when

the two met in the final four.

Wharton would go on to lose to Ireland's Smurfit 26-34 in the final. In all, Thunderbird beat the University of Chicago and Ivey during the round robin, and advanced to take out Texas and Cornell on Sunday prior to losing to Wharton. A summary of the tournament follows.

Saturday, April 5

vs. University of Chicago (18-3)

Although Thunderbird lost to Chicago during the tournament a year ago amid a lackluster, low-scoring game (3-6), the T-Birds would go on to win this year.

Brushing off early criticisms that Thunderbirds would fail to play well in cool, rainy weather, T-Bird trounced Chicago despite slippery field conditions. Rugby balls are also difficult to handle during the rain, which cost Chicago the match, who saw more botched plays than did Thunderbird.

vs. Wharton (3-10)

Probably the most touted grudge match at the tournament, these two teams hit hard and fast from the onset, as each

knew that the winner would be the one that gained momentum first.

Wharton, visibly still miffed from two defeats from Fall 2002 at the Thunderbird Invitational Rugby Tournament, played as if winning the tournament took a backseat to beating Thunderbird. Nevertheless, questionable calls from a referee, one who seemed to irk almost every team at the tournament, did not bode well for T-Bird, as a red card took out a key back, who claimed he was provoked by an equally aggressive Wharton player that was not ejected.

With one man short, Thunderbird advanced the ball well, although Wharton capitalized on the team's reduced numbers and managed to put more points on the board.

Thunderbird vs. Ivey (11-3)

Rumors flew across Durham, North Carolina that



Men's Rugby Football Club is all smiles after triumphant showing at Duke Global MBA Cup Rugby Tournament

Canadian teams played better than their U.S. counterparts. As usual, rumors fail to materialize into truth, as Thunderbird dominated this game. The Canadians played a tough match, and even went on to defeat Wharton during the Saturday round robin, leaving mixed feelings within the T-Bird rugby squad,

Sunday, April 6 - The playoffs
vs. University of Texas (35-5)

Despite the Longhorn's attempt to intimidate the Thunderbird team with a rendi-

tion of the Texas fight song, it was the Glendale-based powerful corps of forwards that dominated the game, almost shutting out the Austin boys, who did manage to put some points on the board toward the end.

vs. Cornell (9-0)

Wharton was not the only team out for revenge. Losing to Cornell during the quarterfinals in 2002, T-Bird, came out strong during this second match of the day, and put

Continued on Page 19

T-Birdies Golf Club Holds Its Bi-Annual Golf Tournament

By BRETT HUMPHREY
U.S.A., Spring '03

What better way to wipe away the frustrations of studying and mid-terms than by hitting the heck out a little white ball. That is exactly what many students did at the bi-annual T-Birdies Golf Club 4 man best ball tournament held April 11th at the nearby Legends of Arrowhead Golf Club.

The warm blue skies with a slight breeze made for excellent golf conditions. Everyone commented on how enjoyable the tournament was. In a show of true sportsmanship, most everyone remained on the final 18th green to cheer on the other teams as they finished.

The tournament was a 4 man best ball contest along with a long drive, closest to the pin and golden ball contests. There were 8 teams of 4 competing, making 32 participants in all. The teams were formed based upon each individual's average score for 18 holes. The winning team out shot its nearest competitor by five strokes, shooting a whopping seven under par. The team members from the winning team were: Weerayut (Nui) Oravattanasrikul Soohyun(Shaun) Park Seong Soo Park Yanseog Seo

In the other contests, the long drive contest was won by Katsuji Morishita and the closest to the pin contest was won by Jeremy Castleman. The golden

ball contest team winners were:

- Tatsuya Tajima
- Katsuji Morishita
- Koichi Kishinoue (Kishi)
- Hitoshi Higuchi

The rules for a 4 man best ball are simple. Each team member takes a turn teeing off. The team then decided upon the best hit ball. Once the team members have selected the best ball, the other members are free to pick up their ball and move it to the location of the best ball. Then once again the same process repeats itself until the hole is completed. To complicate things, during some tournaments each team member is required to use his/her drive at least once. For the April 11th tournament we opted to keep things simple. However,

we did complicate the game by throwing in the golden ball contest. If the golden ball is lost or is hit out of bounds the team is automatically eliminated from the golden ball contest.

T-Birdies Golf Club is open to all students, alumni, faculty and staff, and you don't have to be an advanced golfer either; the club is open to everyone, even beginners. To become a member of the club simply go to the club homepage on MTB and ask a



T-Birdies relax at a local establishment after a hard day on the green.

member of the Executive Committee to add your name to the peer group. It is as simple as that.

Here's to hoping all of you join our club and hit your drives straight and long.

Should England Join the E.U. In the EMU or Retain the Pound?

Continued from Page 4

What's Next for Government?

All signs point toward the Chancellor delivering a "not yet" verdict on the Treasury's five economic tests in his commons address in the next few weeks. The real question, however, is not so much what the assessment of the five tests is, but rather, what the Government's intentions are. While Brown would like to put off a referendum until after the next general election, Blair clearly favours a speedier solution. The war in Iraq has already caused divisions within the EU.

While the expansion of the EU to 25 next year will strengthen Blair's hand, euro supporters doubt Britain can play an influential role in

Europe outside of the single currency. Blair is said to feel liberated after Iraq, and determined to show the same decisiveness on other issues. While the Government insists that the economic tests were developed to ensure that the euro decision would be made on economic ground, they allow for sufficient flexibility for what will no doubt be a political decision.

BBC Online and The Independent were used as sources for this article.

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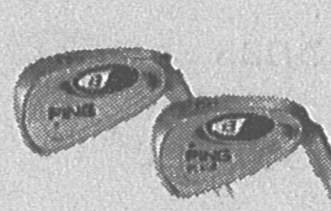
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Going to Battle Much Cheaper and Safer T-Bird Students Find

By JUAREZ LOWE
Malaysia, Fall '03

The battlefield was suddenly quiet. I stuck my head out to see what was going on. Splat - a pellet hit me straight on the mask. That was my introduction to paintball. This is another outlet (apart from drinking and the subsequent activities on Thursday nights) for us T-Birds to release stress.

You are armed with a paintball gun and 200 paintballs (the trigger happy bad shots like me of course purchased more bullets). To protect you, you have a facemask, your clothes and an optional vest. Trouble is, the paintballs tend to hit the unprotected and exposed areas, leaving you with war wounds for a week.

The rules are simple - a hit on any part of the body and you are out. Splatter from a paintball larger than the size of a quar-

ter and you are out. When you are out you have to raise your weapon - otherwise some trigger happy T-Bird is likely to empty his/her gun into you.

The paintball battleground was the inside of an old warehouse. We were split into two teams with varying objectives - from reaching the other team's stronghold to last man/woman standing. It was as though something had taken over the affable T-Bird.

Putting on that mask changes a person into an aggressive fighting machine - moving stealthily round the battlefield, shooting at anything that moves. Tension was in the air as friends shot each other. The night ended with unlimited lives for



T-Birds prepare for their own "war" as they take a break to release tension with an intense match of paintball

five minutes - where we could all pump each other full of bullets without having to leave when you are hit. Most of the scars I got came from those five minutes. Throwing caution to the wind, our main purpose is now to shoot

as many people as possible.

Overall the night was great - exhilarating, tiring, muddy and dirty. Just like the pub on a Thursday night.

a private party. Extra ammo - around \$20 for an extra 500 rounds (we split 2000 rounds between 4). You will need it especially if you are trigger happy.

Paintball - \$34.75 per person for

Thunderbird Skydivers Test the Upper Limits at Marana Skydiving

By WAHIB BENNIS
Morocco, Spring '03

Have you ever questioned who is listening to your conversations at the pub? The story goes on...

"Hey, did you hear what some T-Birds did on March 22, 2003?"

"No," said Elaine, a T-Bird student, as she approached the bar for another beer.

"They jumped out of an airplane,"

Louis, a fellow classmate went on. Forget the beer! - This was something Elaine wanted to hear more about.

Saturday, March 22nd, turned out to be a beautiful day as only Arizona can produce. 48 Outdoor Club members arrived at the drop zone of Marana Skydiving Center in Tucson at 9:30 a.m. Enthusiasm, excitement, and anxiety seemed to sur-

round the amateur thrill-seekers.

At this moment, another T-Bird student, let's call him Ali, overheard the conversation and decided to jump in. This is what he had to say:

"It was the first time for me to jump out of an airplane at an altitude of 11,500 feet. The moment we arrived to the drop zone, we were required to watch a video that described the skydiving sport and the types of risks associated with it.

"Then, everybody had to sign a hold harmless agreement stating that each skydiver is fully aware of all the risks associated with this sport (even death) and that he/she is responsible for any injuries that may occur. This wasn't something I wanted to do.

"However, I found myself in a point of no return. There was no going back, the journey was about to start.

"As the time for our lift

approached, we climbed into well worn jump suits, put on helmets that fit reasonably well, and then fitted into a harness, which was tightened securely at the legs, shoulders and chest.

"Next, we went through ground training to practice the essential movements and postures for our first skydiving experience. In groups of three, we boarded the plane sitting on the floor in assigned places according to exit order.

"At 11,500 feet, command was given to the skydivers to jump out of the plane into an eighty mile per hour wind. The door was opened, the propeller noise became immense and the plane began to tremble. The agi-



Outdoor Club members pose at the drop zone after their big jump

tation increased with the sound. Feet on the step, hands on the wing strut, skydivers swung out as they were about to embark on the greatest adventure of their lives.

"Go!" I heard the Instructor in the background. I inhaled, I exhaled, closed my eyes and pushed myself away from the wing. What have I just done? I let go of an airplane and now I am falling through the air toward the green fields. I am breathless.

"I feel the wind lifting me up. My legs, on strike, are furiously trying to pedal an invisible bicycle. I am alone, savoring the solitude. I feel distant; I yearn for a companion as I realize my instructor right next to me.

"Thank God, this is a tandem jump," I mumbled to myself. In a split second, the jumpmaster pulls the chute. All sense of motion stopped!

"The only

sound I could hear was the parachute fabric ruffling in the breeze. Slowly, my mind regains control of the helm. I am able to move my head from side to side. After subconsciously enjoying around 35 thrilling seconds of freefall, the gentle, scenic ride to landing seemed very peaceful.

"Seconds later, the jumpmaster handed me the controls of the parachute. We made a left turn, a right turn, and then we spun counterclockwise twice. After a couple of minutes, the jumpmaster retook control and aligned the parachute for landing.

"Around 4:00 p.m., all forty-eight Outdoor Club members had completed their jumps successfully. This was the peak experience of their lives. I would definitely recommend this experience to anyone."

At this moment, Elaine decided to jump into the conversation, "I never understood, why would anyone want to jump from a perfectly flying airplane? Now I do! A little insanity, thrill-seeking and the desire to test the limits is worth the experience. When is the next skydiving trip, do you know?"

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Belly Dancing, the Ab-solutely Fabulous New Trend

Professional Belly Dancer Brings Ten Years Experience to Dancing Enthusiasts at Thunderbird

By SEDA SOLMAZ
Turkey, Fall '03

Shimmy your way into shape. Hip-drops, rotations, serpentine arms, snakelike head movements, waterfalls and abdominal undulations. Zills, coins, beads, scarves and veils all add to the flowing appearance.

Belly dancing, the newest fitness craze, offers something for everybody, no matter how old, no matter how fit they may be. As the new trend, belly dancing classes are being offered at community centers, gyms, and dance studios across the nation. Thunder Turks, in conjunction with the Middle Eastern Club, has joined in the craze, bringing this sensual dance experience to Thunderbird.

Our professional instructor, who has been a dancer for more than 10 years, has been teaching weekly belly dancing classes at Thunderbird since February 2003.

On a regular basis, she teaches nearly 20 women the art of belly dancing every other Thursday evening at the TAC. Belly dancing T-Birds learn the basics of rolling, shimmying, hip crescents and loops, thrusts, pops and other assorted torso movements associated with the Middle Eastern style of dance.

"Belly dancing is a great cardio workout that can strengthen muscles through isolation movements. It is low-impact, but you sweat. And the strength gained in your stomach and back muscles can help alleviate back

pain, and help women avoid problems in the future," the instructor said.

Belly dancing has its origins in the Middle East, where it was performed in a ceremonial fashion to glorify and celebrate fertility. For hundreds of years, it was celebrated as the dance of a thousand and one Nights (the Arabian Nights).

It made a revival with women in the United States in the 1970s, when dances that emphasized the natural beauty of women became the trend.

Michelle, a student who has been taking belly dancing classes, describes belly dancing as rhythmic and graceful.

"I think belly dancing is a beautiful mind, body, spirit 'workout,'" Michelle said. "I



T-Bird Women pose as they learn belly dancing

love belly dancing music. The movements are beautiful with a meditative quality. It's a workout that's fun, different, interesting, good for toning, sensual and feminine!"

With all its popularity, belly dancing classes will continue in the fall for Thunderbird students who want to learn an exotic dance while relieving stress and getting fit.

Aramark Update

Continuous Improvement and Transparency Seen Since Last Article

By DEIRDRE DALY
Ireland, Spring '04

In the March 10th, 2003, issue of *Das Tor*, Juarez Lowe and I wrote an article comparing the Commons to ASU West's facility and reporting the TSG survey results.

Aramark was not very pleased with our overall assessment. Specifically, they say our claim that the salad bar in ASU West is much better than Aramark's is "crap." Sigh ... everyone's a critic. But credit where credit is due, since that article appeared there have been some changes in the Commons.

The offending salad bar has been updated and the variety of toppings increased. A TSG/Aramark notice board has gone up to improve communication. There wasn't anything on it last time I looked but I'm sure it will be put to good use in the future. Aramark opened the Commons early on a Saturday to accommodate 8a.m. midterms.

While that was a wonderful response to customer needs it was not cost effective for the company. It didn't get enough customers to warrant opening the entire Commons. It will open again when needed but will probably offer a more limited selection of breakfast items.

Opening hours this Easter are an improvement over last year when the Commons was closed for the entire weekend. This year they were only closed for one day with weekend opening hours on the other days. Aramark now allows students to use their dining plan to pay for food for club events. Now you know what to do with the \$300 you have left at the end of the semester!

The menus and menu cycle have been improved. Aramark was operating on a four week menu cycle, but has now

moved to a five week cycle so we will have more variety.

There have also been new additions to the menu. Quesadillas are now a staple at the Grill. I've seen calzones, lasagne and avocado chicken at the Changing Scenes station, all brand new to my Commons dining experience. There is also a plan to introduce made-to-order sandwiches a couple of times a month during the summer. If it proves popular Aramark may

increase the number of days it is offered for the fall.

Richard Nix, Food Production Manager at the Commons, told me about some other ideas that are under consideration for the fall.

They are looking at the feasibility of offering microwav-

able food in the tower, for when you missed closing at the Commons but still want hot food.

Another idea being bounced around is to increase snack options at the Pub. Pizza by the slice, or maybe nachos,

Another idea being bounced around is to increase snack options at the Pub. Pizza by the slice, or maybe nachos, might be appearing in the fall. All of these ideas depend on student interest and cost effectiveness.

might be appearing in the fall. All of these ideas depend on student interest and cost effectiveness.

I did hear one piece of information that shocked me. Aramark is giving away money in the form of coupons for beer and very few people are taking

advantage of it. The current deal ended on April 23rd, so it's too late for that one but check out the Aramark home page via MTB for new deals. They also have a raffle for a free meal although at time of writing I could not find a link on the web page for it.

I also asked Richard about two issues I have heard complaints about in recent weeks. The first was that during the recent TSG elections people handing out flyers in the Commons were told that was not allowed. Richard clarified that there is no rule against handing out flyers although nothing can be put on the walls.

The other issue related to catering events on Thursday nights. The TSG luau was held at a very early hour a few weeks

ago and many students were still in review sessions or classes. When I asked about it I was told that Aramark had said they would not cater events later on Thursday because it interferes with Pub night. Richard told me that this is a pre-Aramark rule from when the Pub was student managed. Perhaps it is time to revamp the old rules while they are revamping the old menu.

It is great to see that Aramark is being responsive to customers' needs. We need to continue to do our part by communicating with Aramark. Communicating does not just mean complaining, but also complimenting them when something goes well or you enjoy a change that was made. By working together Aramark and the student body can find a middle ground that all can be happy with.

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Corporate Visit

Students Have Opportunity to Use IPE and RBE in Discussion at WTO

By MEGAN STALEY
U.S.A., Sprin '04

The Thunderbird Europe students had the opportunity to visit the WTO on a historical day - the day Macedonia became the 146th nation to join the WTO after eight years of negotiations - April 4th, 2003. "Macedonia gets its full rights and privileges and has to assume its full obligations," Hans-Peter Werner, a Counselor in the External Relations Division, explained to the group of thirteen students.

Also of importance, the meeting of the Trade Negotiations Committee (TNC), working on the Doha round of negotiations, was taking place in the new conference center on the WTO campus. This meeting was one of high ambassador level, "to feed into this process of trade negotiations," Werner said.

He also added that the Director General of the TNC, WTO Director-General Supachai Panitchpakdi, "has a lot of sense of what is needed in the system," adding that although four major deadlines have been missed, Panitchpakdi asserted that, "it is important for government to keep focused...to keep the political momentum going."

This positive outlook is of importance, Werner added, is

that the conflict in Iraq and the new SARS virus have prompted the press to ask how governments can continue to focus on Doha. His belief is that it is "all the more reason to build stronger, more durable relations."

The Doha round, he explained, is the eighth and biggest round in economic history, and this marks the eighth time such a round has been held. The system of addressing international trade began as a result of actions in the late 1920s, early 1930s by "nations pushing up trade barriers. The system - GATT - was the first treaty after WWII designed to bring down tariffs."

This round has eight issues on its agenda, and topics include trade and environment; intellectual property; rules (anti-dumping and subsidies); and services and trade. The topic of services and trade is of particular interest to the industrialized nations, he said, as the services comprise 65% of U.S. industry, and just below 50% of industry in Germany. He also noted that for the smaller, less developed countries, negotiating eight topics is extremely difficult, as they do not have the resources to focus on such a wide array of issues in addition to their nations' own policies.

The Doha Round builds upon all the previous rounds, the most recent being the Uruguay Round. One result of the Uruguay Round [1986-1994] is that "if you don't respect the book [Uruguay Book], you go to the dispute settlement system. And if you lose, the winning country can retaliate." He gave the infamous Chiquita banana example noting that in the dispute system you either win or you lose. Due to the proliferation of trade disputes, Werner says the dispute settlement system is "one of the crowing achievements of the Uruguay Round."

A proliferation of trade disputes resulted in the creation of the Dispute Settlement Board (DSB). He gave such examples as in the 1970s, Thomson TVs in France being subject to technical regulations against Japan and Korea; Australia rejecting salmon from Europe that it said is "known to carry...;" Japan refusing apples and oranges from California that are "known to carry...;" EU opposing the importation meat from the U.S. with growth hormones (the U.S. took the EU to the DSB and won \$100M, and now charges extra tariffs on EU meats and cheeses).



Group Photo in the Main Lobby of the WTO

"Laws are trying to catch up with the reality of the world. It is irrelevant if you do or do not like trade. If we don't have the rules, you have big economic players doing whatever they want. For example, the U.S. cannot boycott French food now" he said, using the mentality of "just because I don't like you today I'm going to raise your tariffs."

When Natalia Tafur asked why the WTO was still using the consensus model of decision-making, noting that many other pan-regional and international organizations employ different methods, Werner explained that the members of the WTO haven't found a better way. Currently, all members have the right to veto. "St. Lucia, with 300,000 people, held

up discussions for a week, illustrating that the US and EU cannot always get their way even though they are big," he noted.

The policy of whoever pays more has the most power is not applicable in the WTO. Germany and France, together, pay more than the U.S. "The EU pays 43% of the budget and the number will increase after expansion." But, Werner added, there is a minimum contribution; if you do not pay you cannot chair a committee [there are about 20 committees].

Sean Howse asked, "If a country does not pay it thus cannot chair a committee. But what does a chairman decide? Why does this form of punishment

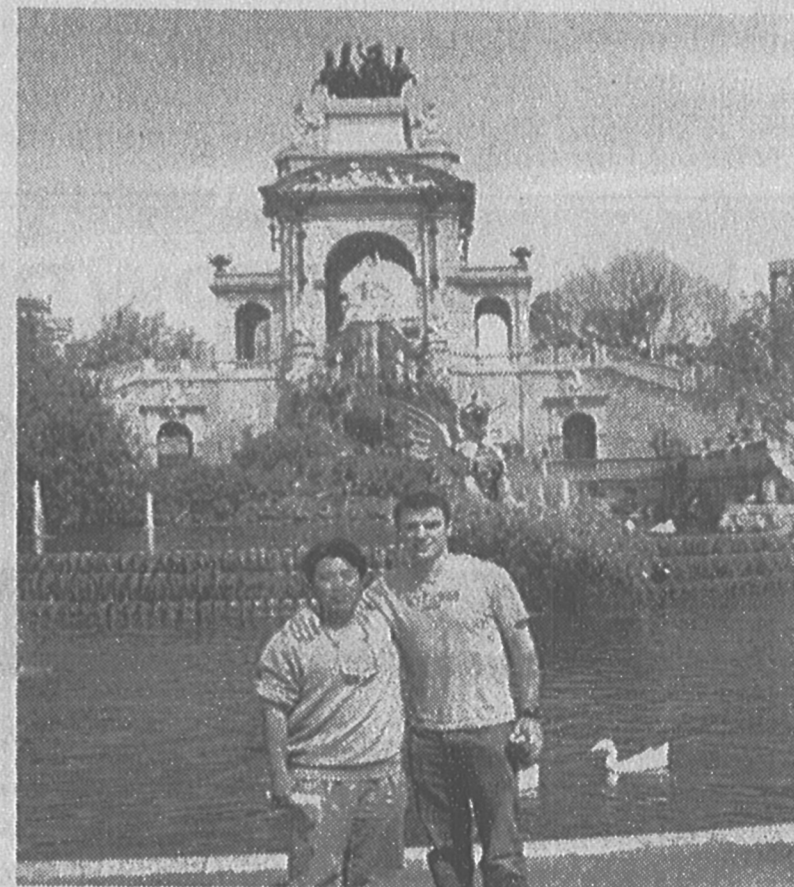
Continued on Page 19



Tanya Baker and Minsoo Suh stop at ancient Roman amphitheatre on way back from Venice Carnival



Victoria Cox, Cody Sutton, Alexandra Walters and Matt Jones take their guests out for typical Swiss Fondue



Minsoo Suh and James Keefe traveled to Barcelona



Quinton Singleton, Nana Asare and Denby Sellers take a break from the festivities at a pot-luck hosted by Nana



Jamie Johnson, Brad Heaton and Sean Howse BBQ for students at Sean and Quinton Singleton's rental house in the Alps

Movie Review

Billy Elliot Takes to the Pitch In Feel-Good Brit Film

By JOHN CARLISLE
U.S.A., Spring '03

★★★★ (4 out of 5)

Sometimes you sit through a movie that follows a familiar "feel good" formula, and when the lights come back on, you really don't care that you've been duped into covering the same old clichés again. In fact, you really feel good! That's exactly what to expect with the film *Bend It Like Beckham*.



Parminder K. Nagra plays the main character Jessie Bhamra, a teenage girl in London who is smitten with English soccer star David Beckham and who dreams of being a soccer star herself one day.

The catch is that she comes from a very traditional Indian Sikh family, whose own wishes are closer to seeing Jessie in an arranged marriage than in a World Cup match. Jessie is doomed to sit on her bed and carries on solitary conversations with the shrine to Beckham she has constructed, asking him for sage advice on how to balance life between her family's wishes

and her own desires to be an independent young woman.

Jessie spends her free time playing soccer in the park with her male friends, until the day she is finally "discovered" by Jules (Keira Knightley). Jules plays for a local girls team and invites Jessie to try out for the squad. The result is quite reminiscent of the film *Billy Elliot*. Jessie is especially talented, but forced to sneak around pursuing her dream fully knowing that her parents would never

grant their approval. Playing sports is decidedly unfeminine and the mere thought of Jessie exposing her legs in soccer shorts is enough to give her mother fits. Jessie's father is worried more about her studies and ensuring she can become a doctor.

Bend It Like Beckham is full of sports cliché, teenage angst cliché and cheap homosexuality gags, but they all seem to work well together. The movie is also a great opportunity for Thunderbird students to revel in their own cultural knowledge and sensitivity.

Many humorous situations in the film are the direct

Movie Review

Drama in Tight Quarters Keeps Plot Moving

By DEIRDRE DALY
Ireland, Spring '04

★★★★ (4 out of 5)

I'll admit my bias upfront. The star of this movie is Irish (not to mention amazingly sexy) so I'm predisposed to like pretty much anything he is in.

All but five minutes of *Phone Booth* takes place in and around a...phone booth. It is amazing how much drama you can fit in that small space. Stu Shepard (Colin Farrell) isn't a very nice guy. He's a slick, fast-talking, and manipulative PR guy...and that's just the opening scene. He is married to Kelly (Radha Mitchell) but moving fast on Pam (Katie Holmes).

On this particular day, Stu hears the phone ringing in a booth and he picks it up. The voice on the other end tells him that if he hangs up he will be shot. The voice seems to know a lot about Stu and over the course of the day manages to torment Stu and reduce him to a mental wreck as he tries to get him to confess his sins. Add in one dead bystander, some hysterical

hookers, a wife, a girlfriend and a SWAT team and Stu is having a really bad day.

This is basically a one man, one voice movie.

All the other characters besides Stu and the voice are peripheral to the story and not particularly well developed. But it's a small phone booth so I guess that makes sense.

Farrell's performance is excellent, especially given that the voice's part was added in post production. Farrell's entire performance is done without any input on the other end of the phone.

There are a few holes in the plot. The voice's reason for doing this doesn't really make much sense and we get a lot of information about the police captain (Forrest Whitaker) that seems totally pointless.

However you aren't really aware of the holes in the



plot while you are watching the movie. It is fast paced and holds your attention; so much so you don't stop to think about the plot holes until afterward. Irish or not, this movie is definitely worth the price of a ticket.

Starring Colin Farrell, Kiefer Sutherland, Forest Whitaker, Radha Mitchell and Katie Holmes

Director Joel Schumacher
Screenwriter Larry Cohen
Studio 20th Century Fox
Producers Gil Netter & David Zucker

Release Date April 4 2003
MPAA Rating R: pervasive language and some violence
Running Time 81 minutes

technical information and photo from <http://movies.go.com/>

result of misunderstandings caused by differences between the Indian and British cultures. Personally, I just loved hearing Indian characters speak with cockney accents (simple things for simple minds, I guess.) When you see *Bend It Like Beckham*, I'm sure you will have your own

favorite aspect of the film. I'm also pretty sure that you will leave the theater feeling good.

Starring Parminder Nagra, Keira Knightley, Jonathan Rhys-Meyers, Anupam Kher, Archie Panjabi, Shaznay Lewis, Kulvinder Ghir
Director Gurinder Chadha
Screenwriters Paul Mayeda Berges, Guljit Bindra, Gurinder Chadha

Studio Fox Searchlight
Production Company Kintop Pictures, Bend It Films, Roc Media, Road Movies

Release Date March 12, 2003
MPAA Rating PG-13 - for language and sexual content
Running Time 112 minutes

technical information and photo from <http://movies.go.com/>

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Movie Review

Nicholson and Sandler Deliver Refreshing Changes in Character to Manage Anger

By CARLOS AMADO
Guatemala, Spring '03

I love going to the movies, especially if I get the chance to go on opening day after I have been looking forward to a particular movie. Such was the case last Friday in which I got to see *Anger Management*, starring Jack Nicholson and Adam Sandler.

The film is about Dave Buznik (Adam Sandler), a mild mannered regular guy who has spent most of his life taking abuse from stronger, more aggressive classmates, friends and co-workers. He is always overlooked for promotions because of his lack of aggressiveness, though he is smart and hardworking (as a designer of clothes for fat cats, and I mean that literally). This situation bothers his girlfriend Linda (Marisa Tomei) enormously.

On a business trip Buznik is wrongfully accused of abusing a stewardess (oops, flight attendant), which of course he has not done. After the situation ridiculously escalates beyond his control he ends up in court facing charges of assault and battery. Buznik is sent to an anger management program to correct his sickness.

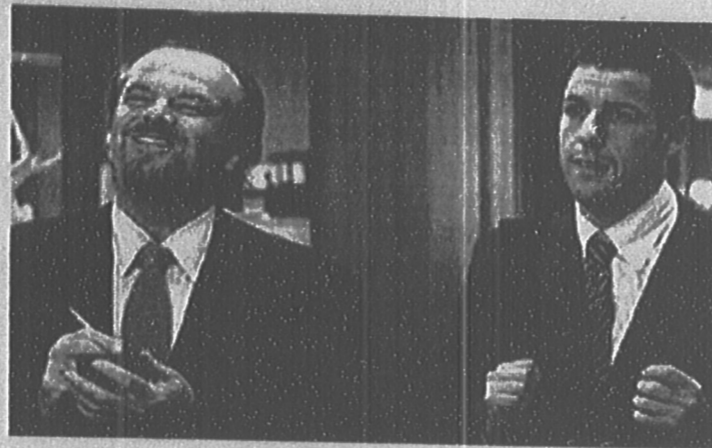
Dr. Buddy Rydell (Jack Nicholson) is the therapist, and his unorthodox treatment is based on trying to provoke Buznik in

order for him to express and then control his temper. Buznik becomes part of an anger management therapy group filled with outrageous characters such as a lesbian porn

star couple who "share" his anger management challenge. There are also some interesting appearances like Woody Harrelson who plays a Yankee stadium crossing usher named Galaxia.

Nicholson, of course, is great in his part, and there are some hilarious situations. In one instance Buznik is made to confront his grade school bully, who has now become a Buddhist monk. Nicholson's off colored remarks are offensively funny, though not as poignant as in his *As Good As It Gets* role.

Sandler plays a surprisingly refreshing role since he doesn't spend half the movie screaming at the top of his lungs and making the same contorted faces we have seen in each one of his past films. In fact his performance is a direct opposite compared to what we are accustomed from him. In most of his stories Sandler's character goes through a right of passage that involves him morphing from an ignorant brute to a somewhat



calmer and slightly more educated individual.

Anger management is designed to take him from an individual with repressed feelings and a bland personality to one who is aggressive and hopefully more assertive.

The plot and the ending are somewhat predictable, and there are a couple of boring lulls in the development of the story. I also felt that the difference in acting styles of Sandler and Nicholson could have been exploited further, but all things considered the movie does deliver good laughs at the expense of our politically correct sensitivity.

The movie is doing remarkably well at the Box Office, having grabbed over US\$ 42 Million in its opening weekend (Boxofficemojo.com, homepage of april 15th 2003). Six dollars of which were mine.

Starring Adam Sandler, Jack Nicholson, Marisa Tomei, Luis Guzman, Lynne Thigpen, Woody Harrelson, John Turturro, Harry Dean Stanton, Michelle Rodriguez

Directors Peter Segal

Screenwriters David Dorfman

Studio Sony Pictures

Production Company Happy Madison, Jack Giarraputo Productions

Release Date April 11, 2003

MPAA Rating PG-13 - for crude sexual content and language

Running Time 100 minutes

technical information and photo from <http://movies.go.com/>

Restaurant Review

Nick & Tony's Provides Light, Affordable Escapes

By JUAREZ LOWE
Malaysia, Fall '03

A shopping mall is not typically where you would expect to find Mongolian Style Ahi Tuna (\$17.95) or Crispy Calamari with cocktail and remoulade sauce (\$8.95). The first thing that you notice about Nick & Tony's is the clean but classy décor. This and the high ceilings make you forget that you are in between Crate & Barrel and the car park.

Service is very good - our server John was very obliging and was a genuinely friendly person. To test a restaurant, what better way than to order fish in the middle of the desert?

The Mongolian Style Ahi

Tuna was a masterpiece in every sense of the word. It was beautifully presented, pan seared sashimi grade Tuna on a bed of Cilantro rice - separated by baby spinach with a sweet teriyaki type sauce and ginger garnish. The Tuna was beautifully done - flash seared so the outside was well done and the inside still rare. The seared tuna with delicate pink flesh inside was a tantalizing blend of textures. The baby spinach complemented the fish as did the fragrant cilantro rice.

The next fish was the blackened swordfish. This came coated with Cajun spices, served on a bed of cilantro rice and an avocado mango salsa sauce. The swordfish had a firm texture and the mango salsa was tasty - but it could not compete with the Ahi Tuna. We also had a side order of asparagus, lightly done and pan fried - definitely a worthwhile addition to any main dish

(\$3.95). The fish was complemented by the Raymond '00 Chardonnay - a crisp dry white (by the glass \$9.75, bottle \$34.00).

To round the meal off, we had the Key Lime Pie (\$5.95). The portion was large enough to share and came highly recommended by John. Although his uncle had cheesecake factory, he claimed this Key Lime Pie was far better. John was right. The key lime pie was very refreshing and we could taste the lemon zest in the creamy filling and the granola base added a crunchy taste.

It was so large that I am fortunate enough to be eating it while typing this review. The sweet refreshing key lime pie was washed down with the espresso-rich, with a thick crema.



Nick & Tony's
Scottsdale Fashion Square
7014 E Camelback Road
Scottsdale AZ 85251
480-874-9911

Marcus, the assistant manager, was kind enough to brief us on the history of this establishment.

Nick & Tony's recently moved westwards from Chicago to Phoenix. This restaurant was set up in July 2002. The menu changed for the Phoenix restaurants to lighter meals compared to the Chicago steak and meat focus. They are also famous for their steaks and their rotisserie chicken.

Overall, the food and service were of a very high standard - certainly a very refreshing change from the Glendale eateries. The prices are very reasonable - around that of most chain restaurants but the food and service were far better. Nick & Tony's also has \$2 appetizers and beers from 4 p.m. - 7p.m. everyday. Definitely a worthwhile stop if you happen to be in Fashion Square Mall.

WiFi Task Force Works For Study Rooms

Continued from Page 6

wireless network need a separate 'thundernet' account. Student users will use their lifetime email accounts to connect.

Study Room Details

A total of nine rooms in the Tower building and an additional five rooms in the "C" building (adjacent to the Wilson classrooms and Omega Travel) will be made available.

These rooms will be renovated to offer adequate, busi-

ness-meeting facilities. The new reservation system will be on MTB whereby students can see what rooms are available and reserve accordingly. The system, when fully implemented, should link for reservations all designated study rooms on campus.



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LUAU PARTY



Bulk Fiction - Par Avion From Archamps (By Way of Japan, China, Russia) Mixes Finance Notes With Lipstick and Mystery Photographs

By THOMAS SCHWARTZ
U.S.A., Spring '03

I saw a *Simpsons* episode the other day. A more recent episode, but still a good one. Not a transcendental experience, like when Homer eats Guatemalan insane asylum chili peppers and goes on a mystical spiritual journey with a red coyote voiced by Johnny Cash.... but a good one.

Titled, "Thumb Fiction," it is the extraordinary journey of Homer's severed thumb, which on its way to reattachment with its rightful owner is chewed by a dog, pickled, and indirectly involved with a hit and run, two stolen cars, one stolen bicycle, the mafia, a monkey, a robot, a fireworks explosion, and a hospital fire. Told in three ten-minute mini-episodes, you have to see the day through Homer's, Lisa's, and Bart's eyes for the day to make any sense; it's like a mix of *Run Lola Run* and *Pulp Fiction*.

I was thinking, "Can't happen." But witness this ordinary-looking box. It seems like a month ago that I left Archamps, France. I packed my precious textbooks away in this box, content the cutting edge French postal system would see to it my box arrived safe and sound. But first, some other things to account for that will make sense later.

Mystery woman's / couple's month - August 20th Mails box from undisclosed location. Box contains nail polish, eye liner, A LOT of travel film, miscellaneous unknown contents.

Jane's month - End Of August Mails box from undisclosed location. Contents of box unknown.

9/15 Box arrives in U.S. Jane opens box. Some contents may be missing or damaged. Some new contents... exciting ones! Grad student work in "Finance 2." Sounds fancy! Film too, and postcards.

California port worker's month - 9/30 (Insert music) "Sitting on the dock of the bay, wasting time."

Worker picks up my box. Point of origin: some suburb in France. Destination: some suburb in Phoenix. By way of East Europe, Russia, Japan, Pacific Ocean, Long Beach.

Worker's thinking, "If I have to move just one more box from those French people..." Yells, "Hey fellas, watch this!"

My box is punted, lands between 2 containers. Fellas raise hands in the air, jubilantly. "It's good!"

Foreman enters. Thinks, "I need a soapbox. Well, this will do." Stands on my box. Yells, "Attention everyone! The union and our employers have reached a deadlock on negotiations. Our

employers have locked us out for the foreseeable future." (Foreman steps off soapbox)

10/16 Worker returns from strike, grumbling something about "Dubya." Sees box. "Hey, this box has been out here in the rain the whole time! Oh, wait, it's that French guy's box. 22! Hut, hut, hike!!!"

Tom's Month - 8/27 Tom brings stuff to Gaillard, France post office. No boxes for sale. No boxes??? Fortunately, classmate has extra. Tom packs "deliverables" (textbooks, souvenir books, class notes), pays a stiff fee, and sends it on its way.

Will it go by sea mail? "Maybe," answers the clerk.

9/15 Tom runs into classmate, who needs some notes I took on a speech made by a T-Bird alum who visited Archamps. Soon, I tell him, I'll have them back, they're in the mail. Once a week afterward, for a month, I tell him the same thing.

10/16 Box arrives at T-Bird post office; rounded corners, huge gaping hole in side. No need to cut through tape to get to contents, I just rip the box open an inch more. Some surprises. Some of my books dog eared, water damaged. One with a spine now shaped like a canoe.

A sculpture! (not my newly shaped book, mind you. A real sculpture is now in the box).

Also, "delightful cherry" lip tint and metallic blue nail

polish, both by Caboodles. Friend places dibs on any unclaimed Caboodles products, thinks it's nostalgic or rare or something. Oh yes, also find six roles of travel film. Missing are the class notes that I need to give.

Post on MTB, asking anyone to come forward on lost things. Get one reply, a forward by the registrar's office, but confused by message:

"Would you please email my address to Thomas Schwartz in regards to some items that I believe are his. I received a package from Paris, that I sent, with some extraneous items. One of which is his folder from his Finance 2 course WB4204 from this summer 2002. I believe I might also have some film that belongs to him and some postcards. Please forward this, email him or send me his email to get in touch to return his belongings to him. - Jane"

My Reaction That's great she found my Finance notes, who ever Jane is. Doesn't have the notes I need for my classmate though. Do I have her stuff too? She didn't mention missing anything. The postcards aren't mine, and clearly not the film (I use a digital camera). Do they belong with my mystery stash? Or to a fourth party? The plot thickens.

January 2003 Nobody has come forward. I develop the mystery film, all five rolls of it

(Jane has many more). Seems this poor Japanese person/persons has been to Venice, Rome, and parts of Spain. Since it also seems Japanese never pose inside the photos of the sights they visit. I hope some coffee table books would serve as a good substitute.

As you can see, the holes in this plot have yet to be filled. How / When did the contents of our boxes get mixed? How many field goals did the dock worker kick? Perhaps I'll never know.

Key Takeaways If it absolutely, positively, has to be there by next year, the French will send it in the direction that absolutely, positively, gets your package in as much trouble as possible, by making it travel halfway around the world instead of just the Atlantic. Really, messieurs, the Concorde doesn't get to the U.S. by way of Asia!!!

If the economy is in the crapper, you can count on unions and docks managers to make a bad situation worse. Sheesh, anyone who took Communication Negotiation would try to increase the pie for all involved. Let's be collaborative, everyone!

Note: All the persons and events portrayed in this story are true. Well... clearly, the dock workers' interaction with my box is unsubstantiated. But I am certain that is how it happened.

Rugby Club Exudes T-Bird Spirit at Duke Tournament

Continued from Page 12

itself in the semi-finals and Cornell back on the bench.

As the score may indicate, this game was a tough one, as the competition was clearly looking for a repeat performance from 2002. In fact, both backs and forwards pushed themselves to the brink of exhaustion during this tri-less match, which would reflect during the following game.

vs. Wharton (3-15)

After losing to Wharton on April 5th, during the round robin, the team got exactly what it and anyone else in such a scenario had prayed for - a rematch.

Talk among other teams at the tournament centered around T-Bird and Wharton, as these two had some serious beef between them. Thunderbird's strong forwards pounded against Wharton's aggressive attack, and while Thunderbird's speedy backs did manage to move the ball up the pitch and painfully close to the goal, Wharton deserves credit for digging in and playing tough defense, blocking back T-Bird's push a mere meter from the goal line.

As Saturday's rain had cleared and gave way to windier conditions, on Wharton's back, Thunderbird failed to stop the

Pennsylvania march, giving up precious points. During the second half, T-Bird failed to follow suit despite having the wind on its side. Although Wharton's skills and ability were in no way superior to Thunderbird's, they played hard, fast, gained the upper hand first, and went on to win.

From the sidelines, it was interesting to see the crowd's reaction to Thunderbird. In the Final Four, most were already out, with the pressure off, and looking forward to a good party. Harvard, Ivey, and other schools cheered us on as we battled Wharton.

Hundreds of MBA students, young, bright, and full of as much optimism and an unbridled desire to succeed and enjoy life as we do, took time out to watch students from that mysterious school in Arizona, the one that tops the polls every year, the one they know so little about - Thunderbird.

For us, it was great to play alongside North American, European, and Australian teams, but it must have been interesting for them to see 15 guys on the field, some from Asia, from the Middle East, Polynesia, and South America, playing as a team, a unit, as if it were a culture in of itself.

The tournament gave Thunderbird a chance to show the world what international business really is all about, not a training ground made up of those who resemble you, but a mix of people from around the world. And in terms of turning a team sport into an experience, more than a tournament but something that fosters team play, something that draws on each member's unique skills developed from whatever corner of this world need to reach a goal - or into something that can teach, Thunderbird emerged as the real winner.

The school should be proud of our hunger for success and the hard work put in to get there, and we thank the school for instilling the skills needed to think that way

The Thunderbird Rugby Football Club would also like to thank everyone for their support and enthusiasm in allowing us to represent the school at such an event. We know the exposure is invaluable to the school and we could not have done it without everyone's hearty support. We look forward to our next chance to represent the school and once a gain offer our sincere thanks.

T-Bird Europe Students Visit the WTO on an Historical Day

Continued from Page 15

hold so much clout?"

"The chair's job is to find consensus in the room," Werner replied. Right now Norway is saying agriculture should not be touched as it has social, religious, and economic implications, whereas Australia says to eliminate all tariffs. The chair cannot pull it off if there's no political will to move," he further explained.

James Keefe asked about the knock-off markets in Shanghai, drawing on experiences from his Winterim trip. "Intellectual Property was in the Uruguay Round but it is not the WTO's role to go to Shanghai and arrest merchants. China signed the protocol saying they will implement the law and enforce it. China has a transition period; it will be a rough and rocky ride. It is too early to take China to the DSB," he said, adding that Italy and the U.S. (example of NYC) also have knock-off markets.

The question was raised as to why there is so much negative publicity about the WTO and so many protestors.

"We have to get invited; there is no budget to go to schools. National governments

say it's their job to do education. There is little money left in the WTO budget for public information," he explained, adding that 5,000 to 6,000 students visit the WTO each year.

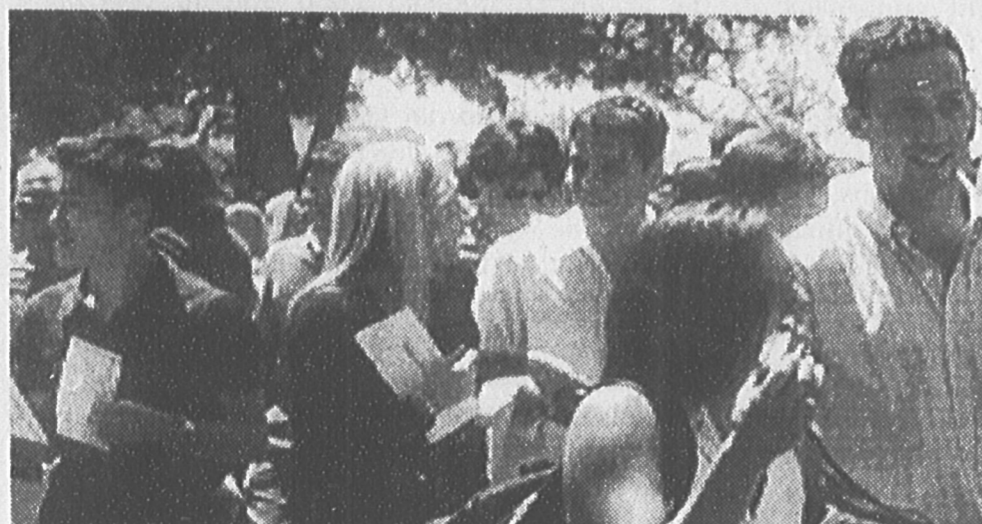
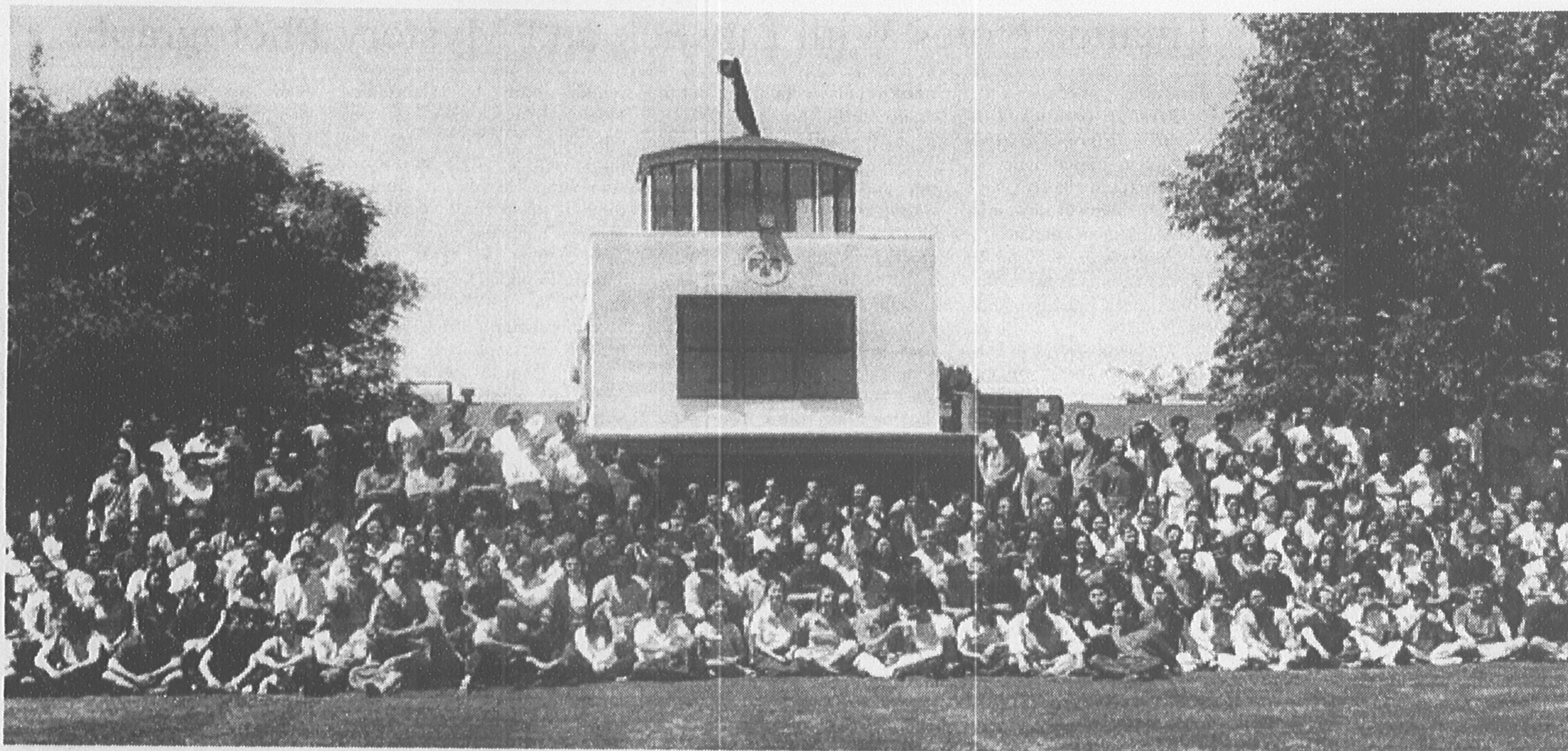
"Protestors," he said, "do not take the long term view. They don't take the global view, they take a regional view."

In closing, he said that, "The system is only as strong as the will of its members to abide by the rules - Negotiate. Respect old rules. Create new ones. We must negotiate and the best way to do so is bi-laterally; also want to safeguard access to other markets."

Mr. Werner is a German and Canadian citizen. He attended university in Florida as well as in Geneva, and has been working for the WTO for ten years. The External Relations Division works with organizations such as the UN, UNCTAD, UNDP, IMF, OECD and the World Bank as well as with NGOs, Oxpan, Green Peace, and the International Agriculture and Trade Compact. Werner said his favorite quote is "Borders frequented by trade seldom need soldiers."

WTO online at <http://www.wto.org>

Good Luck Thunderbird Class of Spring 2003



Graduates Say Goodbye and Wish Fellow Students Well

Team GlobalMate: Let us not ever stop dreaming or pushing the envelope, especially in the company of our good friend Mr. Moretti. DJ Vaclav

Team India: Survey says?..... We can't bottle in a jar large enough how many laughs we shared. Best of luck. --Punjab

Magdiberts, Mr. Orlando and Sr. Colombia: Wherever we go, we will always have Margie Maple and Peter Perrier. Want to have an online conference call this Sunday?

Agent 619: Remember....who loves ya.... and who's always watching!

Team Fin 3 Chingones: Black Sholes is not in Jasper; Arnold will always be back; most importantly...Finance is WACC. -- The Other Poet

South America Winterim-ites: Did you think we could laugh, cry, eat, drink, dance, absorb and walk so much in 19 days? Next year: The Taj Mahal ! -- Manki-Tango

Team Transcript: Did any of you ever consider that we were set up....from the beginning? - Agent 323

Of all the many choices I had to make, I am glad that I chose to study and invest two years here at Thunderbird. My sincere gratitude to all my professors, the staff and the Thunderbird community

for creating a conducive learning environment. I will surely miss my friends but I am pretty sure that our paths will cross again!

Make the most of the Thunderbird experience!

Kristina J. Lacson
Manila, Philippines
Spring 2003