

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

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Spain and the Weapons of Mass Persuasion: Part I

By CARLOS FERNANDEZ ESTEBAN
Spain, Summer '04

After eight years of prosperity, Prime Minister Aznar's Popular Party lost the national elections held on March 14th. Before the Terrorist attacks that struck Madrid on March 11th every single poll, every single political analyst, indicated a clear victory of the Popular Party candidate Mariano Rajoy. Did the terrorist bombings change the tide of the Spaniards vote? What happened in those three days that could affect Spain's future not only for the next four years, but forever?



The answers to these questions are found after taking a deep look at Spain's history and more particularly, the last eight years of President Aznar in the government.

Spain's political spectrum includes a variety of nationalist parties from different regions in the country, the communist party, the socialist party and the popular party. Of all of these, only the last one, Aznar's party, can be considered a right wing national party. After thirteen years of corruption, the socialist party lost the elections held in 1996 which started a new era of prosperity that allowed Spain to become the world's eighth largest economy and a key player in world politics. Aznar's policies were remarkable, reducing unemployment from a catastrophic twenty percent to a more

reasonable nine percent. Spain's real conversion with the average of the European states reached 88% these last years (in terms of income per capita), largely increased from the 78% recorded in 1996. Liberalization of the market, law enforcement, and a zero deficit policy reduced risk and increased returns to a point at which the national government bonds reached an AAA rating (the same as German bonds) for the first time in history. The Basque Terrorist Group (ETA) was weakened thanks to the strong policies followed by the central government.

What did the Government do wrong then? Well, many things, but the most important has to do with one man: Jesus de Polanco, the owner of the largest media group in Spain, *Grupo Prisa*. It includes the *El Pais* newspaper, the *Cinco Dias* economic newspaper, *Cadena Ser* radio station, *Cuarenta Principales Radio Station*, *M80* Radio Station, *Canal+* and *Localia Television* TV channels, and holds the monopoly in the digital television market with *Canal Satellite Digital*. All of his companies are working together servicing the left wing parties. The problem is that Aznar's government thought that by being kind to the group's interests, they would not get bad press by the time the elections were held. They were wrong. In a democracy, it is crucial to have a well diversified media across the political spectrum, the problem is that in Spain there is little diver-

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More FOCUS:EUROPE articles on pages 13-24

Thunderbird Global Council: Student Involvement Plan

By SHARON JAYAKUMAR
India, Spring '04
TSG President

You remember that word "silos?" The favorite phrase in every organizational behavior class inside or outside of an MBA? The silo epidemic is widespread in many organizations and most certainly in the world of academia and academic institutions. When I started as TSG President, I wanted to change the world, but knew I had to pick my battles and fight them well. This is one that I picked and I was fortunate to have a strong army of generals supporting me all the way.

The "Student Involvement Plan" is aimed at engaging our Thunderbird Global Council (TGC) more closely in initiatives that impact the student body directly and immediately. The Thunderbird Global Council comprises a group of over 100 corporate executives in key positions in Fortune 500 companies all over the world. Some of our council members are from Oracle Corp., Johnson & Johnson, American Express, Citigroup, Continental Promotions Group, Eli Lilly, etc., as well as from outstanding entrepreneurial outfits that have carved a niche for themselves in the corporate world. They serve as consultants to Thunderbird's management and are involved in assisting the school through its many strategic

turns.

It is important to note though that the TGC is completely voluntary and the members give of their time and dime to support the school. What drives them to do so is their belief in the philosophy of the school. Some are alumni and others are not; but, they all believe in the ideals on which the school was founded.

1) *internship & 1 full time job.* Recruitment may be via: career fair job posting and participation; general round-the-year job postings; or, special two-day recruitment program designed specifically for TGC member companies

2) *In-class client projects: TGC member companies to provide client projects for elective classes.* This will help voca-



TGC Members join students on the Tower Lawn to hit a few golf balls

In many ways, the TGC is underleveraged. Since what drives them is the opportunity to make a difference for students, I started to work on a plan that provides TGC members different categories of involvement, and after numerous initial meetings with various internal owners as well as members of management, a kick-off meeting with TGC members was scheduled for April 2nd.

The Plan Outline

The various categories that TGC members and member companies can be involved in are:

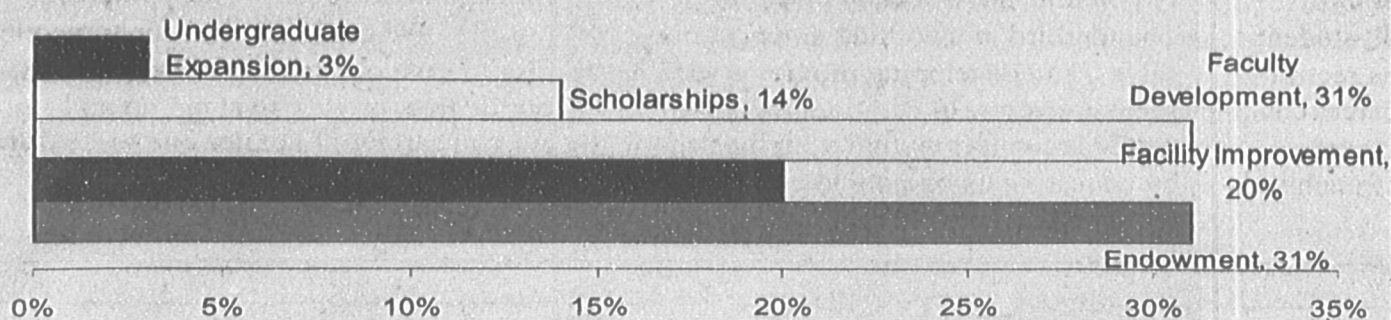
1) *Internships & Full Time Jobs: Provide a minimum of*

tionalize our curriculum, give job switchers an opportunity to wet their feet in an industry / function of choice, and will showcase the school and its students to TGC member companies. On the other hand, the project will add value to TGC member companies and will help them outsource innovation and marketing consulting to top MBA talent. Projects may be in areas such as: Business Intelligence, Corporate Consulting, Supply Chain, New Product / Division Business Plans, New Market Entry Plans, Other Marketing ventures

3) *Sponsor a case for*

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How Should Thunderbird Spend \$60,000,000?



www.dastoronline.com asked its visitors last month how they think Thunderbird should spend \$60,000,000. Of the 93 respondents, here is how they voted. Go to www.dastoronline.com to complete this issue's poll

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In Search of the Mystique

Mapping the Thunderbird Genome

By MEGAN STALEY
U.S.A., Spring '04
Editor-in-Chief, *Das Tor*



Megan Staley

It seems the new B-school Buzz-word at Thunderbird this trimester is DNA. No, it's not some new marketing scheme concocted by the BCG and it's not some new financial model created to make you use new keys on your HP calculator.

At Thunderbird, this buzz-word is about *us*. Sam Garvin mentioned the "Thunderbird DNA" in his interview (see page 12); Dr. Herberger talked about it at his farewell dinner with the TGC on April 1. *We have a DNA; Thunderbird has a DNA.* The people who apply to Thunderbird should have this DNA. What is this DNA?

I believe this DNA has several key characteristics - family, work, social and personal.

It goes without saying that a *personal love of travel* is paramount. But not just any love of travel - going to DisneyWorld or a 2-week, 8-country tour

of Europe does not count (or, God forbid, going to EuroDisney). Ginny Stern has this DNA. When talking with her about travel, the excitement, passion and wonder came across in her voice as she said, "there is nothing I love more than stepping out of an airport in a new city. Having no plans but going to experience what is there."

Travel can be both social and work-related. But within the *work realm*, T-birds have the desire to do things a bit differently. I am not saying that T-birds abhor typical desk jobs; they take these jobs and put a different spin on them. There must be the desire, in any job, in any location, to bring the international component into the focus of the business.

The *social skills* and ability to say, "to hell with it" are a factor. The school doesn't have a type-B personality simply because that is who is recruited; the school has that feeling because students recognize when "enough is enough." Knowing when to leave the IBIC or the study room and go on a day hike with friends, or to Dim Sum with your cohort, or just head to the Pub to relax with friends, is an integral part of being a Thunderbird.

Even a Thunderbird's orientation

toward *family* is different. No longer is the word "family" synonymous with one place on a map. Being able to trace one's ancestry through one country isn't cool; being able to claim multiple citizenships, birth placés, and work authorization is. "There's no place like home," has a different meaning in the T-bird DNA. It is not curling up in bed, listening to the rain and reading a book. (Although with the rain outside as I type this late night, that proposition is enticing!) Home is doing that, but the bed is in a new location, the book could be about micro-finance in Africa, and the sound of rain is the sound of a foreign language being spoken outside your window.

Whatever this Thunderbird DNA is, it is in us. It is in all the alumni and it is what Admissions will be looking for in future Thunderbirds. Knowing what this DNA is will help you find the "Mystique" for yourself; knowing what the DNA is for the school will help us re-invent the "Mystique" that makes us Thunderbird.

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Email your thoughts of the Thunderbird DNA to dastor@t-bird.edu. Submissions received by April 15th will be run in the April 27th issue of *Das Tor*.

Letter to the Editor:

The Reinvigoration of the Thunderbird Nation

By TONY VAN DER HOEK

I have been working on behalf of the school since I participated in student government in 1988-89 (TSG Vice-President) to being active in the Atlanta alumni organization since 1993. I wanted to share some thoughts and ideas with you on what the Atlanta Alumni chapter is about to embark upon given the recent events that have occurred.

Our alma mater is going through some very positive changes, both in terms of financial endowment and also in strategic direction. I am delighted that Sam Garvin has graciously given the school a generous and unprecedented graduate business school gift to reinforce his belief in the school. This gift provides the school with an opportunity to set a new strategic direction of increased focus on Executive Education and continuous learning.

But the setting in which this endowment finds the school is somewhat troubling. This is a time when all graduate programs are struggling, and Thunderbird has a unique challenge because of our boutique presence as a graduate school of international business. While this position sets us apart from the pack, it also means we cannot leverage an undergraduate program as with most other business schools. As well, student enrollment is very low; campus recruitment is low; internships are scarce; corporate gift giving is flat; alumni are becoming disengaged or disenfranchised from the school.

You may all believe that this gift from Sam will make the school great and that you don't need to do anything. The "transformational gift" is just that; it is to enable the school to pursue its strategic path. It does not fix the institutional issues that I have listed above; it does not guarantee us that the school will remain intact as we remember it. It adds some much needed foundational support, but the financial difficulties of the school are much worse than we all know.

As alumni we are asked for support, but what to do? Given the economy, many people may not be in a position to give money, but can still appreciate the necessity to maintain the brand and quality of the students and jobs for alumni. It will take time for the new strategic direction to take hold, for other sources of revenue to be generated, and we need to support them now in their hour of need more than ever.

A mutually advantageous activity would be for alumni chapters to engage summer interns. Yes, interns! The school needs to provide students with real world experience and networking opportunities. As alumni, we need help in developing our chapters, forging international relationships with our local communities, engaging with local universities to identify potential student candidates for Thunderbird, networking amongst ourselves, and developing programs such as speaker events. In addition, the intern would reconnect alumni with the school by educating us on how to connect when we seek market research, internship or job

placement assistance, executive education, want to provide corporate gift giving, and so on.

Given these facts, the Atlanta alumni chapter is about to embark on just such a program. We are currently in search of an alum (or several) to host an intern in terms of housing and/or office equipment (e.g. computer and phone). This new program would provide an internship opportunity, when there may not be one. The intern would establish a regional network of country consulates, international institutions and alumni business leaders. The learning opportunity would revolve around public relations, networking, business development, branding and marketing. Additionally, we are striving to develop a stipend for the intern to live on.

In short, it will help to ensure the future of Thunderbird and the status of our degrees, enhance the Thunderbird brand, and provide us with opportunities for a richer, more fulfilling future. Not a bad goal, really. Every alumni chapter in the world could execute such a strategy. For students that may be taking the summer off, this could be a way to network and seed future employment opportunities without pushing a resume. Students need to inform Kip Harrell in the Career Management Center of their interest.

We could all wait for someone else to save our school, our reputation, our degree, or we can stand up and fight. As you can tell, I am not one to lie down. I need your help.

Corrections

If you, the reader, find any 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*.

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. *Das Tor* adheres to all the policies contained in the Thunderbird Honor Code.

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Pro / Con : GWIB, Men and Thunderbird

Throwing women to the Tiger?

By ERIKA FREDELL
U.S.A., Spring '05
and
GISELLE SCHMITZ
U.S.A., Spring '05

When Annika Sorenstam became the first woman in forty-five years to compete in the men's PGA tournament last year, many columnists questioned why Sorenstam would want to compete with men, when she could continue to compete with women in the LPGA.

The current administration of GWIB, the Graduate Women in Business organization, is thankfully kinder to its

male counterparts than the free press was to Annika. But, should they be? When there are already organizations that

serve all Thunderbirds, why are we catering to Tiger Woods when we should be helping out Annika?

We weren't expecting to be in such a minority. But thank goodness, there was GWIB, a sanctuary of sorts where the 28% minority of women at Thunderbird gather together to discuss issues relating to women in business, and oh yeah, to learn how to golf. What we found was quite the opposite.

GWIB is a national organization and the Thunderbird chapter, although only recently formed, has already gained notoriety for its activity, even being honored to host the national conference last year. Interestingly, participation levels have dropped as the Thunderbird chapter has allowed men to participate in more of its events.

A brief glance at the mission statement of GWIB shows that the current administration has somehow strayed from its purpose as advertised on its website:

"To be the foremost professional and educational information resource for female students, as well as women in cor-

porations, faculty, alumnae and other professional business women in the Phoenix area."

The point is NOT to be an equal opportunity educator, but to bridge the gap that still exists between men and women. Many women come to Thunderbird with little to no experience at playing golf and the precious little time spent with the GWIB golf pro is all they have before the days of golf outings to come. In fact some women might be deterred from learning if they have to make their mistakes in front of men. While the mission statement does provide:

"To conduct trainings for women and men on issues pertaining to women in business (i.e. sexual harassment, gender perceptions, working dynamics, etc.)" We don't think teaching men to golf

counts among those issues.

And it isn't just golf. Most of GWIB's initiatives, such as the faculty networking or the alumni networking events, are open to both men and women and while they are valuable events, we wonder how they specifically provide value to the women of Thunderbird. We are trying to develop women leaders in a male dominated environment. Why take away the one venue devoted to that purpose? Keep up the events, they're great, but do them under the auspices of another group - we have plenty of them here - and leave GWIB for the women.

GWIB could be a wonderful forum for addressing the needs and issues that are inherently specific to women in business school. Our advice to GWIB leadership moving forward: We need to work with Annika before we can go out and face the Tigers.

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The point is NOT to be an equal opportunity educator, but to bridge the gap that still exists between men and women.

No "Artificial Sweetener"

By BECKY EBY
U.S.A., Spring '05

GWIB: Graduate Women in Business. The name seems to say it all - it's an organization of and for women in the business world. At Thunderbird we are fortunate to have another component to the simple formula - men are a welcome part of GWIB. We do stand out from other chapters by opening our membership to members of the opposite sex, but doing so has many positive benefits. Men are confronting the same issues faced by women, they make up a large

part of the business world, so not including them creates an artificial environment, and by including the guys in GWIB activities we are giving them a buy-in into the group's success.

All of the important programs that Thunderbird GWIB puts on such as golf clinics, the internship panel, alumni networking opportunities, and chances to interact with faculty are important to the whole campus.

GWIB golf is designed to help anyone who needs to learn the basics of this important business game. The club originally recognized that many of the women on campus didn't know how to play so a program was set up to allow people to learn in a pressure-free environment. In addition, part of GWIB's role is to tackle traditionally women's issues, such as work life balance, and we are finding that more men are looking for the same types of information and help. As more women and men come to recognize the importance of some of these issues, the workplace will become a better place for everyone.

If GWIB excludes men from our activities, we risk being artificial and irrelevant to our membership since we all

must eventually go to work in the outside business world, where the majority of people we encounter are likely to be male. Including the guys allows us the chance to forge important relationships that will help us in the future as we get into the working world. In the end, learning how to elicit cooperation and support can only help us.

Admitting men to GWIB does not change the inherent qualities of the organization, GWIB is still here to promote women in business, instead it makes the organization more powerful by getting even more people behind the group's

efforts. By inviting men to become members, we are giving them a buy-in. It would be silly to exclude men who want to support the efforts of the group just because they are

men. The organization remains committed to addressing issues that are important to women and as long as that fundamental principle is adhered to, there is no reason to exclude anyone who wants to help advance the group's projects.

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If GWIB excludes men from our activities, we risk being artificial and irrelevant to our membership ...

Have A Pro / Con Issue to Debate?

Comments?

Questions?

Suggestions?

Das Tor welcomes your opinions on this and any other topic

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I'm Right, Who Are You? (Mel Gibson and Human Nature)

By CHRISTIAN MACY
Brazil / U.S.A., Spring '05

In retrospect, it was probably foolish of me to think that I could watch *The Passion of the Christ* without being compelled to write at least something about my reflections on and after the film.



Christian Macy

The most shocking revelation (pardon the pun) is simply the fact that all the actions which Jesus' persecutors took are repeated daily around the world in one form or another. Catch any recent posts on MTB in the Garvin or Open Discussion sections? Violence, ignorance, venom, and distrust permeate a good number of the things that are said there. Whenever there is a disagreement, people quickly resort to the attitude of "Oh yeah? Well I'm still right! And YOU'RE a poophead!" If this is the ultimate course of most discussions between students and various alumni and staff at one institution (which supposedly instills values pertain-

ing to embracing diversity and accepting cultural differences) then what does that say about human interaction on a more general level?

The fact is that we are consistently so entrenched in our own ideals and value systems that we rarely take the

opportunity to step back and ask ourselves if it really matters that much, or even if maybe it's possible that we're wrong! Like the mob in *The Passion*, we are inspired to hold on to our views and opinions with a relentless death grip no matter how many times our face contorts in the violent anguish of a realization that we may be wrong!

It is difficult to go much further without discussing religion and its implications. So much of our existence is based on coming together in social groups, being accepted, and binding

together. Our groups are our "comfort zone" and our sanctuary, ensuring us of a common thread that will always bring us together, especially against our common enemies. (Crusades anyone?) In this world of deteriorating borders, these groups often form the core and basis of

rivalries and conflict among individuals and between nations. The question I

have often put to myself is this: Why? It seems almost counter-intuitive to still be divided into small "survival groups" when the world as a whole is readily accessible to almost every individual!

The fact is that as humans, we seem incapable of completely individual thought or unbiased opinion. On top of that, we need to make our opinions heard, and more importantly, accepted. The problem is that if these things were not

true, we might never agree on anything due to lethargy and the permeation of apathetic decision-making.

So how do we find the middle ground between one and the other? Don't ask me, I'm just as indoctrinated as you are. I might suggest though that a look back at IPE might shed some light. If Liberalism and Conservatism are on opposite ends of the spectrum, and we can recognize a continuum between them, is it not possible then to find a point somewhere in the middle? And can't that idea be applied to other extremes in life as well?

Finding the middle ground might not solve the world's problems, but it could be a definite start. The next time you're in a heated group meeting, take a step back, ask yourself why it matters, and find a better solution than bickering. Confucius once said, "Do not do unto others what you would not have them do unto you." I would ask only the same of you - life is too short to spend proving your point to others and persecuting those that disagree.

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Like the mob in The Passion, we are inspired to hold on to our views and opinions with a relentless death grip no matter how many times our face contorts in the violent anguish of a realization that we may be wrong!

Current Student "Blog" Stirs Debate on Iraq and Free Speech

By TATIANA PINHO
Brazil, Spring '04

As Thunderbird students, we have the privilege of sharing ideas within an extremely diverse pool of human capital. In fact, many of us consider our fellow students the single most important differentiator of our program. The exchange of ideas that takes place within our community is an invaluable resource, and the ability to listen and reflect on these ideas with an open mind is thus imperative; what you give is parallel to what you generate, both as a listener and emissary of information. Lately, our "All Students" discussion group, a "blog" created for all enrolled students, has been enjoying a surge of political and economic issues that benefits from interesting and original discussions. One of the more disputed issues is, of course, the war on Iraq - a topic that directly affects all of us as members of a Global Business Community.

The thread on the Iraq discussion started with a bit of chagrin for many students who do not believe the war on Iraq should be associated with terrorism, as some of us believe that there were no significant links between Iraq and terrorism, and neither with weapons of mass destruction. There was the argument that Iraq and terrorism shouldn't be discussed along the same lines that would imply that terrorism had any truthful relation with America declaring this war against Iraq. This would provoke a non-sequitur analysis.

In fact, anti-war students stated that terrorist hubs started to act in Iraq AFTER the American-led war, as a vote of opposition. And of course, there is little doubt any member of this campus would claim that it is acceptable for terrorists to attack civilians. Should, it be OK for military armies to attack targets that jeopardizes civilian lives then? Is \$5,000 enough to exonerate itself for Iraqi civilian casualties?

When students discussed Iraq, topics like campaign funds (both official

and "informal") from the likes of Shell and Amoco, Bechtel and Halliburton (who "accidentally" was overpaid for some of its hefty rebuilding contracts) going to the Republican Party. The issue of bringing democracy to the Iraqi people also came into question as individuals asked why the U.S. is so worried about "freeing" the Iraqi people when many of its allies are guilty of similar or worse "undemocratic" crimes. And yet these allies are able to remain unpunished and unmonitored by this unmalicious will to democratize oppressed societies. Shouldn't the U.S. try to bring this blessing to our allies before we go into third party countries?

On Friday the 19th, a several

dozen Iraqi reporters walked out of a news conference in protest against the shooting deaths of two Iraqi journalists by

American forces. It is great that these people are now uncensored and that a murderous autocrat has been toppled. But does this justify these abhorrent exonerations? It is very dangerous to the stability of the entire world, when a hegemon is able to act with absolute impunity. This is a seed for a despot system.

Although this appeared to be a transient occurrence, it brings about yet another issue that is rarely studied when such controversial national and international topics surface, and that is the issue of censorship in America. Other than the negative view of many journalist groups who have been close to the issue, it is important to understand the dichotomies at home. As we know, different countries have opposing views on censorship and free speech, which many people consider a gauge for genuine democracy. However, few Americans are aware that the U.S. media operates under two levels of censorship: one for domestic coverage and

another for international news, and the gap between the two echelons are quiet considerable.

Reporters Without Borders accounts a "double-rating" for the American censorship system that is inconsistent with other democratic nations. While the U.S. ranks 35th in domestic media coverage, a very healthy score (leaving the U.S. behind to countries such as Finland and South Africa), it ranks a frightening 135th (a difference of 100 positions) on international media coverage, implying the existence of a selective governmental filter of what the American people should and are allowed to learn, thus unfairly manipulating public opinion through the retention of fully

[the U.S.] ranks a frightening 135th ... on international media coverage, implying the existence of a selective governmental filter of what the American people should and are allowed to learn...

developed facts and the release of "shaped" information.

Perhaps

this is one of the reasons why international media coverage on certain topics is sometimes so different from what U.S. communication systems tend to report. There are countries with media organizations that enjoy access to complete facts. The American people, like all citizens under a democratic system, have the right to transparency, and that cannot be achieved with partial disclosures.

Extreme nationalism is a subtle, yet very real danger, to the principles of democracy. Being born during the end of the dictatorship of Getulio Vargas in Brazil, I've experienced some of the "hangover" effects of a government who used nationalism to avoid criticism of an administration that was inefficient and murderous. In fact, one of the Vargas administration's most popular political slogans was: "Brazil, love it or leave it," which held the sublime insinuation that one was a traitor if he/she didn't support the country's controversial policies.

That wasn't a new strategy in any way; autocratic governments prey on people's sense of nationalism and sometimes xenophobia (in this case fear of not only foreign people, but also unfamiliar ideas) to keep power and to carry on policies that are contestable at best. Examples of these arbitrary strategies are abundant throughout Western history and are usually associated with parties on the extreme right of the spectrum (with the exceptions of communist regimes, which reside on the left). They tend to control and manipulate the information fed to the people, information that is crucial for a comprehensive formation of fair public opinions that cannot be based on "half truths."

The bedrock of democracy doesn't lie in capital markets (which in its turn is only valid if it is supported by Ricardian competition, and not by brute force, that is called something else). The essence of democracy, and of the most democratic country in the world, is based on principles of freedom, justice, sovereignty and truth. For many of us, these words are inseparable. Force should only be used to protect these principles; we are forsaking this dignified creed if we use force to achieve other less credible purposes. The people have the right to know the real culprits for the use of force; the people have the right to know if their democratic foundation is being abused.

As opposed to autocratic governments who twist one's love for the nation in order to suffocate important criticism, a true democracy invites appraisal, commentary and elucidation of its work - it calls for *in depth, open research and complete, not bilateral, free speech*. For when you truly love a country, you want to ensure that its very core is not being tainted, that its public is not being misguided, and that any error should be brought into light in order to be corrected - this way the nation is allowed to continue its growth held by a strong and transparent democratic ground.

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Doggone it! Man's Best Friend Banned from T-bird

By MICHAEL BRYCE
Peru / U.S.A., Spring '05

In walking around the Thunderbird campus, you may see a variety of interesting animals and insects. Your eyes may catch everything from lizards, scorpions, hummingbirds, and on an exciting day, five security golf carts chasing a coyote into a residential neighborhood. What you will not see though, is the most dangerous animal of all, the fierce breed of dog known as the Labrador Retriever.

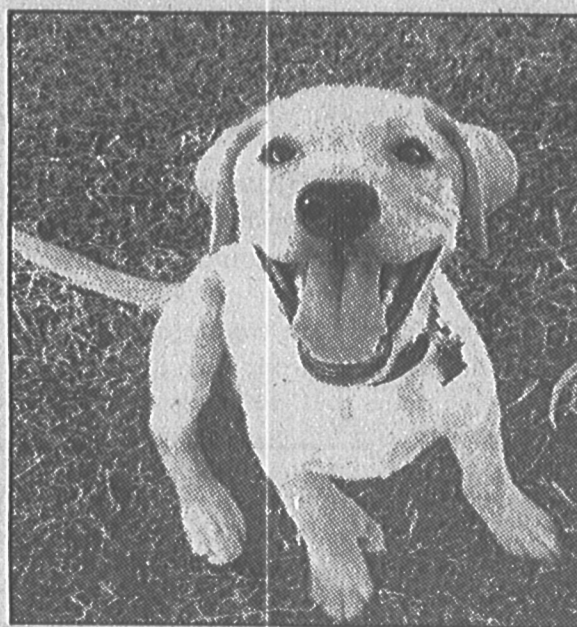
I know, I know, just seeing it written down makes you begin to shiver in fear, but alas, you will have to take control of that fear in order to continue reading this article.

As many of you know, dogs are prohibited from being on campus. It seems that the Thunderbird administration feels that they are dangerous and a nuisance when it comes to maintaining the campus in its pristine state. Dogs have not always faced this select T-bird discrimination though. In speaking with security personnel, I discovered that dogs once roamed amongst students. He stated that the change came when a "V.I.P" student escorted a girl out to the rugby field for

some heavy petting, and ended up rolling over a mound of dog poop instead. This "V.I.P" was able to rile up the administration and enough students to bring about a campus wide dog vote, in which I believe the loyal dog got Al Gore'd, and lost its right to exist on campus. I say, BRING BACK THE DOG!

I understand people's concern about having dog poop littered about the campus. I enjoy poop-free bouts of heavy petting on the rugby field as much as the next man, but each pet owner should be held accountable for their dog's actions. As a conscientious pet owner, as I'm sure most pet owners are, I pick up after my dog, and would like the opportunity to hang out with my furry friend on campus.

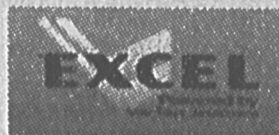
As far as the dog danger is concerned, I believe the quality of some of the faculty and the amount of secondary smoke outside of the IBIC poses a greater threat to students. If a dog happens to snap at another student, then simply ban that dog from campus. This is not a new procedure at Thunderbird - you don't see the lunch lady who snapped at numerous students anymore do you? Not only is the dog ban unjustified, it goes against the Thunderbird principal of non-discrimination and open-mindedness.



Bring Back Daisy! say some students at T-bird

I'm calling all students to push for another campus wide vote, and BRING BACK THE DOG! In conclusion, I will slightly re-phrase a quote from one of my favorite movies, *Revenge of the Nerds*. As Gilbert Lowell said about the nerds and as I say about our loyal companions, no one will be truly free until dog persecution ends!

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Dean Speaks: Listening to Students

By DR. DAVID BOWEN
Dean of Faculty and Programs

"Will we have a 'say' in that decision?" is a question I am often asked by students. Recently, it has been raised relative to the upcoming "strategic review" of the full time program, the Presidential search, and utilization of the Garvin gift. Let me, here, focus on the curriculum and in my next column in *Das Tor*, provide some thoughts on the Presidential search and the gift.

How We Listen

Here are some of the "listening posts" we use to capture the voice of the student ("we" being my office and other members of the administration):

* An "Operational Effectiveness Team" meets weekly. Members are: Dr. Kay Keck, Vice President for Student Services and Program Support; Joe Miller, Director of Student Services; Tim Propp, Chief Administrative Officer; Dr. Femi Babarinde, Academic Director; Sunny Christofferson, Managing Director of the Program; Judy Johnson, Director of Admissions; John Mathis, Director of Faculty, and myself. Easily 80% of the agenda deals with what we all have been hearing from students.

* Joint TSG-Administration committee meetings ("Curriculum Advisory Panel" and the "Cross-Functional Team"). Recently, we have discussed dead hour problems, scheduling important electives, curriculum workload, and the Fall 2003 student survey. Additionally, Dr. Keck stays in

personal contact with TSG officers.

* Other "listening posts" such as Town Halls, feedback from the Faculty Cohort Leaders, meetings between individual students and administrators, and, of course, reading *Das Tor*.

How We Respond, and Why

The following are some of the changes that have been made over the last year or so directly in response to the voice of students:

1) Dead hour can no longer be used for makeup classes thereby allowing students to use that time for the original purpose of student meetings, hearing guest speakers, prepping for job search, and so on.

2) The faculty Curriculum Advisory Committee is considering changing / combining a select few 1.5 credit hour courses to 3.0 credit hour courses to reduce the crush of midterms and allow nearly another week of course content.

3) Given student feedback about the poor writing skills of some of their peers, we began the Writing Enhancement Program that is connected to the RBE course; we have added and deepened pre-curriculum "boot-camps" in Accounting, Statistics, and Economics because students reported needing more of these skills to be successful in the program.

4) Students have expressed frustration that there

seems to be no response to their providing low course evaluations. We have redesigned the faculty performance management system to include a "met expectations" format; a faculty member that does not meet expectations will now be expected to participate in a faculty development plan.

5) In response to the TSG's request for faculty to assist students in their job search and career fair participation, we arranged for some faculty to meet with students to help prep them-

The student voice is heard within a "consulting" decision making style in which their views are authentically taken in, but the final decision rests elsewhere.

selves.

6) A one-year course schedule is now posted on MTB since students said it was difficult to plan ahead.

Why listening to students does not always produce their desired changes

You likely understand this already, but I want to make it explicit. We are a community, and all members have a right to know the norms by which we live together! I do feel badly when students assume that because things were not done their way that I neither listen nor care. That is not the case; the following is.

The student voice is heard within a "consulting" decision making style in which their views are authentically taken in, but the final decision rests else-

where. Although the reasons why students and the administration would reach different conclusions are as many as the situations themselves, here are three underlying reasons:

1) *Any One Stakeholder, contrasted with a Balanced Scorecard*

Many of you have been exposed to the Balanced Scorecard concept and tool that builds organizational effectiveness upon satisfying multiple criteria and stakeholders. e.g. shareholders / financial; customers; employees; and society. I believe in this.

For example, then, on a scheduling issue, a decision for students that may complicate a faculty member's ability to pursue research or other professional interests can arguably hurt us all if that makes Thunderbird a less than preferred employer to talented faculty. And, yes, there is the need to satisfy financial stakeholders, which can constrain course offerings at times. I am not saying students would not prevail in the above two examples. Students deserve to be satisfied, as do other stakeholders.

2) *Short Term and Long Term*

Curriculum adjustments made to fit the specific preferences of students at any one point in time may serve us less well longer term...

For example, the Fall '03 student survey data - which will be considered and was very well done - identifies some courses out of favor this year that were highly valued last year.

Curriculum changes, and certainly those that may also involve significant structural or financial investments, should only be undertaken after a pattern emerges.

Finally, multiple curriculum changes each year several years ago created considerable confusion both externally and internally.

3) *A Professional Service as Opposed to a Consumer Service*

Although cliché-ish, professional services, e.g. graduate education, should give their clients what they need, which may not always be what they want. For example, student surveys indicate students want a consulting and general management focus area. Femi Babarinde, the Curriculum Advisory Committee (CAC), and I have run this by the CMC and hear that the career paths for those focus areas are really weak. We are still actively considering it, because we do take your voice seriously, but so far have held back to serve your needs, if not your wants (Please know that I am not claiming we have necessarily got everything right even for your needs).

In closing, I feel fortunate to work with students who care enough to share their voices. I have colleagues elsewhere who report their students are too alienated or uncaring to offer constructive feedback. I very much want both to add to the list of "bullets" of things done as you requested and to convince you that if things don't always happen as you request, it is for reasons other than we did not listen.

Reaching for #1 Brand Recognition One Frappuccino® at a Time

By BETSY HOAG
U.S.A., Spring '05
Co-Editor, *Das Tor*

On Tuesday, March 16, Thunderbird alumnus ('79) Thomas T. Yang, Senior Vice President of International Marketing of Starbucks Coffee International visited Thunderbird as a Global Issues Forum speaker. It was his first trip back to the school in nearly 25 years.

Mr. Yang's career has included a great deal of international work experience. Prior to joining Starbucks, he worked in marketing for Coca-Cola in Africa, the Middle East, and Asia. He has lived and worked in seven countries overall. Mr. Yang affirmed that the Starbucks image is deeper than that - an image - in that the company culture permeates employees, or "partners" at every level; all truly believe in the "Starbucks Experience." Employees are called partners because they own shares in the company, thus owning part of the brand.

Starbucks began in 1971 as a roasting company out of Pike's Place Market in Seattle. In

1982, Howard Schultz came on board as director of retail operations and marketing and founded Il Giornale. The next decade included significant growth, as Schultz incorporated ideas obtained during visits to Italy as well as offering various blends of coffee, putting out a mail order catalog, completing its IPO after a sale of the company in 1986, and opening over 160 stores across the U.S. During this time, Starbucks Corporation evolved out of Schultz's Il Giornale.

From 1993 onward, Starbucks continued to grow at a rapid pace based on three main factors. First, the company attained substantial contracts with large retailers and hotel chains such as Barnes & Noble and Starwood Hotel.

Additionally, the Starbucks product line expanded drastically, including such Starbucks® Ice Cream Bars (in grocery stores), Frappuccino® blended beverages, and Tazo® tea beverages (Tazo was acquired by Starbucks in 1999).¹

Finally, Starbucks undertook an aggressive international expansion plan, first open-

ing in Japan in 1996. It then began to open 3-4 stores per day, in places including Taiwan, Thailand, New Zealand, Malaysia, Qatar, Lebanon, China, Saudi Arabia, Turkey, Chile, Peru, and Australia, among other locations. At present, Starbucks has 7,569 stores in 34 countries.

However, rather than flash its company passport, Starbucks tends to showcase its commitment to corporate social responsibility and belief in its people. Mr. Yang stressed that Starbucks has a commitment to coffee-origin countries, implementing sustainable development programs such as CARE and creating the memorandum of understanding with Fair Trade Labeling Organizations International (FLO). Starbucks is able to legally enter into licensing agreements with national Fair Trade organizations to sell Fair Trade certified coffee in the countries where Starbucks does business.

Beyond the Fair Trade mark, Starbucks tries to develop relationships with farmers who fit well within its own corporate mission, thus enveloping them as

part of its family. Child labor is not tolerated. Products are strongly connected to the village or region from whence they originate. Starbucks strives to establish a connection between commitment, environment, product, and company. According to Mr. Yang, the baristas in the actual Starbucks stores are the facilitators of this intricate relationship.

Each Starbucks partner is wholly aware of the company credo, but it is the baristas who, Yang claims, are the creators of the "Starbucks Experience." Training may take 3-6 months, and all employees - baristas included - have the opportunity to become involved in the community on a local basis. Certainly, there exists an emphasis on team work, and the creation of a "Third Place," or a place beyond home or work at which customers may take respite. This environment supports the Starbucks desire to demonstrate that it is in the "people business serving coffee," rather than the opposite situation. Yang claims that the company's goal is to become the #1 global brand in terms of recognition and respect, even if it is not

the largest.

While size is supposedly not the driving force behind the great Starbucks expansion, it has certainly driven profitability. Surely increased product exposure and a tremendous global presence have had something to do with the 57% stock value increase Starbucks experienced last year (according to Mr. Yang).

The major test for Starbucks involves strategies for future domestic growth as well as strategic international growth. Mr. Yang insists that the baristas - personable nature is a major differentiating point for Starbucks. But this must be continually adjusted according to different cultures.

Should the current global passion for the coffee house endure, the Starbucks brand will continue to flourish, even if revenues become somewhat stagnant over time.

¹2004 Starbucks Company Website: <<http://www.starbucks.com/aboutus/timeline.asp>>

Transformation of the U.S. Postal Service: Restructuring Networks

By MEGAN STALEY
U.S.A., Spring '04
Editor-in-Chief, *Das Tor*

The United States Postal Service (USPS) has "transformed in ways we cannot even imagine," John Seybolt, Sr. VP for Institutional Advancement & Alliances, said when introducing Mr. Paul Vogel, Vice President of Network Operations Management for the United States Postal Service. Seybolt said that Vogel "knows the postal service from the ground up," as he began his career with the Postal Service (USPS) as a mail carrier in 1969.

Mr. Vogel touched on many aspects of the USPS in his March 30th presentation, which was a part of the Global Issues Forum speaker series. These topics included, the scope of the industry, the challenges, competition, the Postal network, transforming the organization, its transportation and distribution challenges as well as the international marketplace.

The Scope

"The scope of the Postal Service is huge," he told the audience. Facts he gave to support this were: by revenue, the USPS is the 11th largest company in the

U.S.; it handles 45% of the world's mail volume (200 billion pieces annually); what UPS moves in one year is equivalent to what the USPS handles in one week; 1.7 million delivery points are added to the network annually; and, it is the second largest civilian employer in the U.S., employing roughly 750,000 people (behind Wal-Mart).

"We pride ourselves on just being everywhere," he explained. "The Postal Service niche is residential individuals," while FedEx and UPS are in the big business niche, one that is fairly saturated. One example of the extensiveness of the scope of the industry, Vogel said, is that "mail is a very specific commodity...Your TV Guides are uniquely made up to your neighborhood."

The Challenge

As any senior manager should do, Vogel thinks about the future of the organization, about potential opportunities and challenges in the next 3-5 years. Some of these dramatic challenges facing the U.S. Postal Service include:

1) *Changing customer needs.* For a long time, the focus was "get it there very fast," he said, whereas, the focus is now on getting it there cheaper.

2) *Eroding mail volumes.* A decline in first class letter mail is detrimental to the Postal Service as it is their biggest profit and margin category. In addition, "our revenues have not been growing as fast as the population."

3) *Rising costs.* "As the network continues to expand, it brings more cost into the structure," he said, illustrating the comment saying that "every time the price of gas goes up one penny, that means US\$10M" in costs for the Postal Service. He also added that the USPS gets killed because it cannot change its pricing structure to immediately reflect the new economy; changing the price of a stamp is roughly an 18-month. The USPS generally raises prices every four years.

4) *Fixed infrastructure costs.*

5) *Increasing security concerns.* This is a topic the USPS has always taken seriously, but now there is a "need for even more critical security levels that what we ever thought of before." Often, he said, the security concern is not from terrorists but from "well meaning people who just weren't thinking."

The Competition

Mr. Vogel cited two differentiators in terms of competi-

tion - network and service. As to the former, he was referring to the 38,000 postal retail outlets and the 40,000 commercial retail outlets and ATMs where people can buy stamps. For service differentiators, he talked about internet shipping solutions and working with companies such as eBay and amazon.com and having delivery to every address six days/week.

FedEx and UPS both use the USPS in some areas as there are "synergies in our competitive natures that work to all our advantages," he said.

Transforming

The USPS has a goal of creating network flexibility. To accomplish this, some of the steps will include lowering capital expenditures on the fixed network and using industry partnerships to increase network flexibility. One such example is partnering with FedEx to use FedEx's planes. The way the USPS thinks is a traditional pyramid structure with a base of operational, lay-



John Seybolt thanks Paul Vogel of the USPS for his presentation

ered on top with tactical and strategic foci.

International Market

In terms of the international market, Vogel said that "1/2 of 1% of what we do" is international, and thus "we don't consider ourselves big there." This is why the Postal Service does not see DHL as a major competitor, but instead focuses on UPS and FedEx.

What needs to be maintained as part of the system is that, "the local carrier adds a tremendous amount of value." The USPS must focus on its own differentiation and how it moves items around. (www.usps.com)
meganstaley@global.t-bird.edu

Private Firm Valuation Course Offers Internships, Real World Experience and an Opportunity for Professional Certification

By SCOTT GABEHART
U.S.A., Spring '84

As a proud Thunderbird alumnus, I have been very excited about continuing my relationship with the school as an adjunct member of the distinguished faculty teaching the "real world" oriented business valuation course titled "Valuation, Sale & Acquisition of the Private Firm" (GF5421). After graduating in 1984 and working as a corporate auditor for both Schering-Plough and Motorola, devoting several years to PhD studies in Economics at ASU and teaching Economics full-time at a local community college, I began the most rewarding and exciting "career path" of all: business sales and valuation. This path was both "entrepreneurial" in nature (self-employed) and based on dealings with entrepreneurs of all kinds and eventually led me back to Thunderbird.

I returned to Thunderbird to teach GF5421 in the Fall of 2002 armed with yet more experience in business brokerage and valuation. It has been a true privilege to offer this unique and often misunderstood course (it was only recently titled "The Going Concern") and a real challenge to improve and adapt the course content to its present status. Many semesters and experiments later, the current flow and composition of the GF5421 experience has changed dramatically. Now called

"Valuation, Acquisition and Sale of the Private Firm," the course offers students an appealing combination of "theory and practice" as it relates to the buying, valuing and selling of small, closely-held firms.

GF5421 course can be viewed as a type of "capstone" course which allows students to apply the principles and tools learned in other classes including accounting, finance, economics, statistics, management, operations, marketing, risk management, competitive intelligence, corporate consulting, etc., to the evaluation and valuation of private firms. In short, the "art and science" of business valuation is both multi-disciplinary and multi-faceted and can legitimately broaden the perspective, skill set and customer base for a variety of professionals.

Although it is true that the disciplines of accounting and finance are central to the practice of business valuation, e.g. financial statement analysis and discounted cash flow analysis, it is equally true that the "real work" of the valuator lies "behind the numbers." In general terms, it is necessary to evaluate the full spectrum of strengths, weaknesses, opportunities and threats facing the subject firm, its industry and current and probable future economic conditions.

To do so, a series of qualitative (Porter Five Forces, GE Matrix, formal SWOT analysis, etc.) and quantitative

(Financial statement analysis via trend, common-size, ratio and comparative applications, breakeven analysis, discount rate estimation via adjusted CAPM, Ibbotson Build-Up or other methods, etc.) tools and techniques MUST be employed by the valuator.

These tools and skills will be introduced, learned, reviewed and applied during the semester through case studies and the course project called an "Evaluation of a Business Opportunity" or EBO. Essentially a "business valuation," students locate a willing business owner who appreciates the "value" of the valuation report prepared by students over the course of the semester. With market values for such reports ranging between \$3K and \$30K, it is truly the students who are providing the favor in this situation. Historically speaking, no group has ever failed to find a willing and able business owner - providing the ultimate proof of this "value."

In the spirit of full disclosure, note that the course also deals with the practices associated with buying and selling closely-held firms. In addition to learning about the business brokerage field, students will delve into the nuances associated with "letters of intent" versus "formal purchase contracts" for both "asset deals" and "stock deals." The entire buying and selling process will be covered to the sat-

isfaction of interested students.

In general, the course deals nearly exclusively with the "business brokerage" and "middle market" segments, i.e. with private firms of both small and medium size. This represents one of the key distinctive features of the course (a private firm focus rather than a public firm focus). Public firm data, however, is utilized both directly (guideline public company method via comparisons of public firm price to EBITDA multiples, as adjusted for "apples to apples" comparisons) and indirectly (development of Ibbotson Build-Up Discount Rate via long run public security return data) to value private firms.

At a minimum, small firms often compete with larger public firms and industry trends of all types should be considered when evaluating smaller firms, e.g. trends in valuation multiples and trends in product/service offerings, pricing, marketing, etc. Approximately 75% to 80% of the course time is devoted to business valuation as compared to 20% to 25% devoted to business transactions.

For those truly intrigued by the valuation field, additional opportunities exist. In addition to practical internship experience (unpaid, flexible and valuation-oriented), the ability to earn a professional designation while still at Thunderbird (or shortly thereafter) in the field of small firm valuation is a rare and

appealing plan of action for those with such interests. Having developed the curriculum to partly match that of two of the three leading business valuation certification-granting organizations in the United States now ensures a well-rounded, advanced and always practical exposure to the "art and science" of small firm valuation.

In order to "optimize" the experience for those interested in pursuing a professional designation such as the "Certified Business Appraiser" (considered one of the top two professional certifications by the profession at large and the authors of Inc. Magazine - go to the GF5421 coursepage for a copy of this article), plans are being developed to offer a Winterim session that includes an "Exam Preparation" component provided directly by the IBA (www.go-iba.org). I must stress that these are only plans at this time and no formal commitment has been made by the school at this time. Should this proposal ultimately be implemented, a follow-up article will appear in *Das Tor*.

Finally, students interested in meeting with myself and Dr. Stralser to discuss the entrepreneurship courses offered here at Thunderbird and other recent developments as alluded to above are invited to attend an informal "Information Session" at the Thunderbird Pub on Thursday evening, April 15th at 6 p.m. Everyone is welcome!

Winterim Already? Making It Successful Starts in the Spring

By GINA RUIZ
U.S.A., Winterim '04

From G-dale to Brussels to South Africa, hundreds of T-birds have reaped the benefits of the Winterim Programs that Thunderbird has offered throughout the years. But, as you may have heard from fellow classmates, some of the Winterims rendered a better bang-for-the-buck than others. Bearing in mind that the cost of Winterims is well into the thousands of dollars, the following questions merit some thought: Why are some Winterims celebrated while others are frowned upon? Could it be related to course content, unmet expectations, or poor selection of location?

Perhaps it is all of the above, some of the above or none of the above. The permutations are endless so rather than engage in a compare-and-contrast exercise of all the Winterims, I decided to take a behind-the-scenes look at the new Global Brand Management Winterim, which was wildly successful in its first year. By examining how this course was put together, I hope to shed light into what the ingredients are that make a strong Winterim, and hopefully help students bet on a sure-win-program when selecting their Winterim.

Coordination, coordination, coordination.

I cannot stress how much project management and planning went into launching the Winterim. The "Fab-Four team" of Professor Guthery, Rick Baer, Joy Lubeck and Kerry Sanderson, had countless meetings and conference calls to ensure that their endeavors flowed like a synchronized medley. Professor Guthery selected the content of the course, Joy

used her expertise as Director of Corporate & Foundation Relations to assemble the roster of speakers and procure sponsorships, and CMC maven, Kerry, handled the student's career management expectations.

Meanwhile, Rick wore various hats, undertaking responsibility for conceptualizing the creation of a Brand Management Winterim, preparing the students to meet with potential employers and arranging funding for the program through the Continental Promotion Group (CPG), where he is Vice President of Marketing. Long before making its historic gift to the school, Sam Garvin's CPG, demonstrated its generosity by donating \$10,000 to make the Winterim possible.

The need for a Brand Management Winterim was glaring, Rick pointed out. "The school offers a marketing track for its students on campus, and perhaps up to 30% of the students are on that track, but there was no brand-orientated Winterim option," he noted. His contention proved to be accurate, as the number of students who applied for the Winterim far exceeded the 30 slots that were available. To select the most qualified of students, the slots were offered on a competitive basis. All students who wished to participate in the Winterim had to pass a screening interview.

What were the criteria for being picked? Students had to demonstrate a genuine interest in brand management and have had professional or academic experience in this field. All students had to have completed the GM4501/02 Global Marketing Strategy/Management sequence.

"We wanted to choose only the crème-de-la-crème, those students who would be most committed," Professor Guthery remarked.

This selection process helped Joy in her pitches as she was able to ensure speakers that the caliber of students who would attend the Winterim was fairly high. "To be honest, I didn't have to make a hard sell. The screening of students and the Thunderbird name carried a lot of weight when convincing the speakers to participate in the event," she underscored.

Thunderbird's network

She began securing speakers in the spring before the Winterim, and during that ten-month period was able to land approximately 30 brand management experts from diverse job functions and across a host of industries

also played a critical role in attracting top-notch speakers. "We had TGC, BOT, Alumni involved. They were key to providing the 'in' to get the right person to speak to," Joy explained. She began securing speakers in the spring before the Winterim, and during that ten-month period was able to land approximately 30 brand management experts from diverse job functions and across a host of industries.

Branding giants, like UNILEVER, L'Oreal, and Mattel participated in the Winterim. And, as if assembling an impressive lineup of speakers wasn't enough, Joy charmed the American Management Association into giving Thunderbird a major discount for the use of its facilities. The CPG's funding, along with AMA's discount, gave T-birds access to a venue in the heart of

New York's Times Square that was comfortable and convenient to get to.

Prepare the troops for battle

The students who were selected for the Winterim were fortunate enough to be mentored by Rick, who has had extensive experience in brand management and is a member of the Thunderbird Global Council. He helped students to revamp their resumes and to polish their interviewing skills by holding mock sessions. "The Winterim would provide the chance for the school to re-connect with companies that perhaps used to recruit at T-bird before," he noted, stressing the importance of making a good impression by being prepared. Kerry compiled electronic and paper resume books, which were sent to each company making a presentation

Part of being ready entailed reading extensive reports about the participating companies, which I was responsible for compiling. The reports included general backgrounds and recent media articles related to brand management. This information was useful because, by familiarizing themselves with the companies, the students were able to ask intelligent questions and target potential employers during the Winterim.

Once they arrived in New York, the "Fab-Four" continued their hard work. Professor Guthery moderated the presentations, helping to keep the topics relevant and engaging for the students. Joy was constantly on the phone, confirming guests. Meanwhile, Kerry was busy giving students the "low-down" about the hiring situation at each

of the participating companies. She also provided helpful hints about getting their foot in the door as well as shed light on potential contacts.

Tell us what is on your mind

The team requested frequent feedback - verbal and written - to gauge the students' overall satisfaction with the program. This allowed them to tweak aspects of the course that the students felt needed improvement. The team was highly proactive and responded to the needs of the students in real-time. Every week, students were asked to evaluate each speaker. At the end of the course, the students filled out an extensive questionnaire, indicating their likes and dislikes about the Winterim as well as giving suggestions for future courses.

Whipping it all together

The constant peppering and interrogation of students allowed the organizers to know when expectations were not being met and allowed them to respond accordingly. I lost count of how many times Professor Guthery, Joy and Kerry compared the Brand Management Winterim to an actual investment, which should produce positive yields for the students.

As you can see, the recipe for a successful Winterim is complex and requires a lot of hard work. From my perspective I can boil down its essence to one important ingredient: communication. The Brand Management Winterim was successful because the leaders were in constant communication with each other and with the students. This allowed them to coordinate their efforts toward a common goal-creating a rewarding academic experience for the students.

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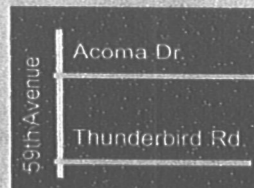
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Directions: From I-17, exit onto Thunderbird Road and head West. Turn right (north) onto 59th Avenue. Then turn right on Acoma. We are 1 quarter mile down on the right

T-birds Build with Habitat for Humanity

By JEFF OSTASZEWSKI
U.S.A., Spring '04

Despite the threat of rain, on Saturday, March 13, forty eager Thunderbird students put on their work boots and went to work for the international home-building organization, Habitat for Humanity. For those unfamiliar with the group, Habitat's credo is to build simple, decent, affordable houses in partnership with those who lack adequate shelter. Under the trained supervision of Habitat volunteers, future homeowners and T-birds helped build houses at two different sites one in Glendale, and one in Tempe.

Thunderbird got involved with Habitat for Humanity through the efforts of Nana Asare (Spring '04). Having previously worked on Habitat sites as a volunteer, she was inspired to involve the Thunderbird community in this fantastic event. Original plans called for Thunderbird students to help frame a house in Glendale. However, a strong response from the student body necessitated that additional students be assigned to a second build site. Unfortunately, even more Thunderbird volunteers had to be turned away from this well-attended opportunity.

Congratulations should be extended to Nana as she worked with various people to equip T-bird volunteers with donated t-shirts (thanks to Joe Miller) and donated lunch and coffee from Starbucks and Chipotle on 59th & Thunderbird,



T-birds stand inside the outside frame of the house they built

and Baja Fresh on Bell Rd.

Both volunteers and homeowners who took part in this event profited. Not only did house framing and roofing get accomplished, but a sense of cooperation was fostered as well. All volunteers I spoke with expressed a gratitude for being part of this event.

Virginia Quipit, (Fall '04) remarked that "a momentous event like this one is a rare event. You actually walk away with a smile and a spring in your step knowing that you made a difference. Then you realize that this sense of purposefulness wouldn't have been fully achieved without the willingness and cooperation of the whole group."

While hammering away and talking with the homeowner-to-be at the Glendale site, I was impressed by the communal aspect of the Habitat for Humanity program. This woman,

a native of Liberia, related to me that in order to qualify to have her home built, she passed a rigorous screening and had already donated one hundred hours to help build somebody else's home. She explained to me that homeowner families are chosen according to their need; their ability to repay the no-profit, no-interest mortgage; and their willingness to work in partnership with Habitat.

Every home built through Habitat for Humanity requires major sweat equity. It is hard work, "but it is not what you do that is important but the fact that you are doing it," said Norm Capistrano (Spring '04).

For more information on Habitat for Humanity and how you can become involved, please visit www.habitat.org

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EntreProject Puts Aspects of MBA Curriculum into Practice

By BETSY HOAG
U.S.A., '04
Co-Editor, *Das Tor*

For quite some time, Dr. Steven Stralser, Clinical Professor and Managing Director of the Global Entrepreneurship Center, has received a wide array of business plans from various contacts. This past trimester, he decided to pass some of these plans on to members of the Thunderbird Entrepreneurship Club (TEC), resulting in the establishment of EntreProject. TEC President Steve Baumgartner extols the virtues of this project, allowing that students have first-hand exposure to writing a business plan and dealing with clients, and are paid for their services, thus giving them a very realistic idea of business plan writing.

Members of the community needing help with business plans are funneled through Dr. Stralser, who screens plans - and clients - according to such factors as workload, timeline, and project scope. Dr. Stralser is in tune with the Thunderbird curriculum, and thus is able to estimate how much time students can feasibly allocate toward the business plan process. Once the students take over the project, Dr. Stralser backs off, letting the students deal directly with clients. Parameters are set immediately so as to eliminate or at least lessen project creep.

Teams were put together this trimester by Baumgartner, based on interests and experience. For example, a team organized to write a marketing plan for an FDA-approved drug called PainEEZ includes Christian Kasparian, Scott Krawitz, Igor Musatov, and Paul Tedeschi. All have entrepreneurial experience relevant to the project, and two have written marketing plans in the past. Cohesion within the teams is imperative, since the four members most likely have just one trimester to complete and present the plan.

Clients are charged per

section, based on pre-determined amounts. Half of the fee goes to TEC, while the other half goes to the team itself.

Baumgartner remarked that EntreProject profits could accrue quickly, thus taking a substantial burden off TEC in its efforts to raise prize money for its annual business competition (every fall). The project will continue over the summer, and it is Baumgartner's belief that it will soon require its own respective manager. TEC officers will be quite consumed with business plan issues come fall of 2005, so EntreProject could be more effective with its own specific coordinator.

Students stand to make decent money from project involvement. More importantly, team members stand to gain invaluable practical experience.

As deadlines must be met and client relationships managed carefully, EntreProject requires close monitoring.

News of EntreProject has spread quickly. Baumgartner commented that students have submitted contact names to TEC and Dr. Stralser of people who might be interested in the project. In addition, various alumni have expressed interest.

Baumgartner is happy that the project started slowly, because, "It has been a challenge to find projects that start and stop within the time frame of a trimester." Student support is crucial should EntreProject take on several clients at once in the near future. Students stand to make decent money from project involvement. More importantly, team members stand to gain invaluable practical experience.

An additional advantage for Thunderbird is the exposure it receives when an EntreProject plan meets client approval. Baumgartner added that entrepreneurs participating in this project are likely to hire people who are familiar with their projects. Thus, working on an EntreProject plan could provide significant job opportunities in addition to financial rewards.

If interested in TEC's summer activities, please contact Steve Baumgartner at sbaumgartner@global.t-bird.edu

Thunderbird Treated to Visit by Foreign Affairs Advisor to the Crown Prince of Saudi Arabia



Students Hanan Wajih, Yeolan Delapenha, Aaron Boyd, Rachel Granger attended the event, representing T-bird

On March 11, Thunderbird hosted a luncheon at the Arizona Biltmore in honor of Mr. Adel A. Al-Jabeir, the Foreign Affairs Advisor to the Crown Prince of Saudi Arabia. The audience of nearly 300 people listened to Mr. Al-Jabeir speak on U.S. / Saudi relations, the political and economical aspects of the relations, and the changes since 9/11. The event was sponsored by The Strategic Alliance from Houston, who also sponsored the visit last fall by HRH Prince Bandar bin Sultan, Ambassador of the Kingdom of Saudi Arabia to the U.S. when he visited Phoenix.



Honorable Matt Salmon and Dr. Roy Herberger join Mr. Adel A. Al-Jabeir for photos at the event

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Portfolio Management Expert Visits T-bird, Shares Industry and Career Advice

By TATIANA PINHO
Brazil, Spring '04

Franklin A. Burke, president and director of research of Burke, Lawton, Brewer & Burke, an investment management company in Pennsylvania, paid a visit to Thunderbird's Global Portfolio Management class on Thursday, March 11th. Dr. Burke, who attended the London School of Economics (no, he did not go to class with Mick Jagger), visited the class for the second time and we hope he will continue this visit in the years to come as it is an honor to have an expert of his caliber at our school.

Dr. Burke stands out as an expert for several reasons. Before anything else, he carries himself with the modesty of someone who truly knows his field; real experts do not need to "act" the part, and both his pas-

sion and knowledge on economic variables affecting portfolios are reflected in his unassuming manners.

The president of BLB&B proved to be a very interactive speaker, repeatedly inviting students to interrupt him with questions while never circumventing a subject or point. But most importantly, Frank Burke's ideas represented a classic school of economic thought that goes well beyond the current trendy contentions between fundamental and technical analysis. He is one of the rare types that actually goes to the root of the problem, macroeconomics and political events (global and domestic), in order to predict the economic consequences in the domestic economy and ultimately on individual portfolios.

Many current economic and political reasons were dis-

cussed in the lecture. As expected, trade deficits, interest rates, the weak dollar and psychological effects of terrorist attacks were major topics of the presentation. While some discussions of the themes didn't differ much from current articles and opinions on these existing issues, a few themes brought about some of Dr. Burke's original and poignant views on the national economy.

Dr. Burke is not as concerned about the weak dollar as he is about the trade deficit, which he views as unsustainable in the long-term. His analysis on

middle, as if the rates will not bounce back.

Our speaker also stepped back to study the larger macroeconomic picture to eventually zoom into the problem of unemployment. Instead of assigning the typical variables, Dr. Burke first described some key points on the general economic outstanding points that are affecting the well-being of the economy and consequentially the unemployment numbers. Three key points were thus connected to a recovery: the cost of money, the cost of people, and the cost of energy. The last indicator was

especially interesting since Dr. Burke believes that the rising prices of energy is a reflection of the cost of production, thus it can be seen as an indirect gauge of unemployment or cost of employment.

Despite these very noteworthy views on the economy, the highlight of the presentation was the anticipated "job advice" component. "People come in asking for jobs and they give me their resume. I look at the person across the table from me and ask myself 'Is this firm the environment for this person to grow? What are his or her values?' So when you go on an interview really try to communicate your principles. We always start with principles; this is a people/principles business."

Dr. Burke recommended communicating what you want from the firm rather than trying to mold yourself into the job description. For when a person knows what she wants, she shows she will be able to grow in that firm.

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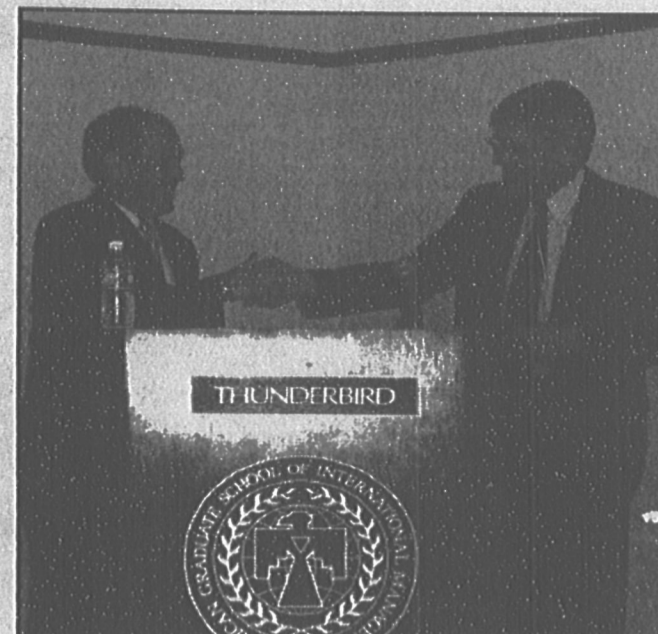
He is one of the rare types that actually goes to the root of the problem ... in order to predict the economic consequences in the domestic economy and ultimately on individual portfolios.

the dollar exchange rate predicted a comeback of a stronger currency in 2005. He explained that the unraveling of Iraqi connections that will probably come out of Hussein's trial will shake the European economy, thus bringing a more equivalent dollar/euro spread.

The psychological cycle of interest rates also came into question. Dr. Burke explained that no matter how low the rates are, many people still wait for them to drop even more in order to refinance mortgages or go into home-equity lending, which can be seen as thermometers of near future economic conditions. The danger of this delay is that interest rates move like a pendulum. They can only go so low (it has a floor, after all, which is zero) and it seems like many financial communities actually believe that the pendulum will simply stop in the

Bribery and Ethics in Global Business: A Few Lessons Learned

By MEGAN STALEY
U.S.A., Spring '04
Editor-in-Chief,
Das Tor



George Sorenson is thanked by Dr. Tom Stauffer, Executive Director, Lincoln Center for International Management Ethics and Citizenship

Mr. George Sorenson, Founder and Chairman of the FE Clean Energy Group, and an T-bird alumnus '80, spoke on bribery and ethics as part of the Charles Olin Norton Memorial Lectureship in Corporate and Business Ethics, on March 29. Dr. Herberger introduced Mr. George Sorenson as a "true

Thunderbird from front to back."

Ethics is "a huge topic," Mr. Sorenson started off saying, admitting that it is often difficult to agree on the finer points of ethical behavior in the business world. Ethics is in the eye of the bolder and is "imbedded in the culture...that culture is the by-product of influences," he continued. What is important, he noted, is to reconcile the cultural differences and create agreements that are fair and consistent for all parties involved. However, he noted, it "does not mean one compromises one's standards." He explained that you have to understand one's standards and the culture and context in which one is operating

Corruption

Corruption has two dimensions, Sorenson explained, citing both political and economic elements. The former can be defined as the abuse of power for personal gain, or gain for a group with which you are affiliated. The economic dimension includes misappropriations; Sorenson cited such current examples as Tyco and MCI.

"Corruption is both an issue of ethics as well as a source of gross inefficiency in the public and private sectors," he said, quoting information from Matt Bohn.

Sorenson advised the audience to invest in countries where the opacity / risk is less than market perceptions. For example, he said that Poland's listed risk premium is too high for the actual risk in that country. The "Opacity Index," or "O Factor" is similar to Transparency International's Corruption Perception Index.

Lessons learned along the way

1) *Pay Once, Pay Forever.* The tone is set in the beginning and dictates your firm's rep-

utation going forward. He said that over time, there is a shift for countries to more economic and legal normalcy.

2) *Understanding the business repercussions of refusing to pay a bribe or provide a donation is critical.* It is paramount, Sorenson told the audience, to understand the underlying issues, giving the caveat that "sometimes they're not clear." His advice is to be prepared for heavy weather, strategize and, if necessary, go through federal regulatory officials.

3) *There are countries in the world today where bribery is the accepted norm, and this will not change in the foreseeable future.* There are three points to this lesson, he said. First is that a local partner is desirable (a point he stressed throughout the conversation) and a plan of execution is desirable. Next, you must monitor local partners so they don't revert to old business practices. He said that it is possible to "mold local partners." Third, sometimes the decision to NOT do business in select markets may be best in the long run.

4) *A legalistic approach in addressing issues related to corruption or inappropriate behavior within partnership agreements does not always work in developing economies.* He elaborated stating, "if you have to resort to the courts to solve a problem, you've already lost." The "government" is different from the "courts" in many countries, he added. The agreements must work for both partners. Again, constant monitoring is important as is flexibility.

5) *Letting the other guy handle the problem can be a very dangerous approach.* "Your reputation is your most valuable asset," he said.

"Ethical behavior, in my opinion, must be at least as important a concern as return on investment in business," he concluded. "Don't depend on your lawyers and accountants to tell you what is appropriate...one must make one's own decisions." meganstaley@global.t-bird.edu

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Thunderbird Marketing Club Hosts Global Ad Night at IBIC Lawn

By JEFF OSTASZEWSKI
U.S.A., Spring '04

If you were on the IBIC lawn on Wednesday, March 23, you were sure to catch Global Ad Night. Hosted by the Thunderbird Marketing Club, this evening event showcased the Clio Awards on a big outdoor screen. Over one hundred students, plus marketing consultants, and a few professors milled on the lawn for two hours to watch award winning commercials from around the world. It is unclear how study groups in the IBIC managed to get any work done with all the ruckus and laughter happening outside. If you were inside the IBIC, you missed a great show!

Global Ad Night was kicked off by Ken Lambert, Thunderbird's new CMO. He offered a few words on the creative process and suggested that all marketing professionals must nurture the creative process within companies in order to have successful careers. His insightful remarks certainly resonated with marketing students among the crowd.

Following Ken's remarks, creative advertisements were projected onto the big screen. Personally, my favorite ad was created for Reebok, the shoe company. The ad featured a hulking football player. Rather than playing the football position of "offensive lineman," he had



Silvia Melgar, Jay Clark, Cara Coffee, and Robin Sborov pose for the camera during the reception at Ad Night

somehow slipped into the role of "office lineman." Hoots and laughter emanated from T-birds when the footballer was shown tackling office employees guilty of breaking office rules. Making unauthorized long-distance calls? Get tackled by the 250 lbs. "office lineman." Fail to complete your expense report on time? Get thrown to the floor again. I thought the execution of this ad was brilliant. As soon as I had seen the first 5 seconds of the ad, I was mesmerized and immediately I turned to my neighbor and mentioned, "Reebok knows how to capture my attention."

Comparing and contrasting the different types of ads from across the world was an interesting exercise. There was an anti-drug ad from Australia that was incredibly graphic,

showing the likeness of the human brain getting sliced and consumed as a drug. A different ad for Pepsi in India showed the life progression of a young elephant trainer. He led elephants through complicated circus shows with a single can of Pepsi. This ad was a great example of Pepsi advertising using subtle tongue-in-cheek Indian humor.

In case you were in the IBIC studying and you missed Global Ad Night featuring the Clio Awards, the tape is on reserve in the IBIC. Have your own personal party and watch the award-winning ads from around the world. For additional pictures of this event, log onto the Thunderbird Marketing Club page on MTB.

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Thunderbird Club Takes a Field Trip to a Local Semiconductor Company

By TANIA BAETJER
U.S.A., Spring '04

Did you know that ON Semiconductor is a spin-off division of Motorola? Did you know that the name was actually thought-up so as to entice consumers that their products would work successfully (by turning ON)? Have you ever worn a "bunny-suit" to observe silicon wafers being made?

These are some of the things that 20 T-birds learned and witnessed on March 26th during their tour of ON Semiconductor in Phoenix. The company visit was organized by the HR/SHRM Chapter and the club's advisor, Prof. John Millikin.

T-birds were greeted by Mr. Bob Zierk, VP of Human Resources, who gave the students an organizational and financial overview of ON Semiconductor. Students learned about the various product sectors as well as interesting tidbits about ON's business.

For example, the company ships over 2 billion products per month, each of which averages 4 cents per device!

The highlight of the visit was the VIP tour through the factory. Drivers were waiting

with golf carts to transport the students to the adjacent manufacturing facility. Inside the facility, the group was adorned with plastic booties, smocks, gloves, hairnets, face masks, and safety glasses in order to enter the sterile environments where the silicon wafers were being manufactured. Students were able to observe the various steps in which dies (micro-like chips infused with energy) are placed onto wafers and made ready for transport.

At the end of the tour, Mr. Zierk encouraged students looking to reenter the workforce after Thunderbird to bring with them creativity and passion for their profession. More importantly, however, Zierk assured the group that at ON Semiconductor, the company was also responsible for providing for its employees. Zierk truly believes that a company must provide respect, dignity and a progressive workplace for all its employees.

T-birds commented on the field trip, stating that more campus clubs should organize visits to companies to reference "best practices" and to learn about a particular function area.

Robert Pfeil (Summer

'04) commented, "We should have more educational opportunities like this one. I think it is important for students to learn that the field of Human Resources encompasses such a large strategic spectrum."

Please see the HR / SHRM Chapter Club page on MTB for April's speaker: International Executive Search Consultant.

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"Three Amigos" From Honeywell Give Advice

By CHRIS NIETOPSKI
U.S.A., Spring '04

Three Honeywell employees (also T-bird EMBA students), addressed the Thunderbird community on Thursday, March 18. The first speaker was Mr. Mark Chavez, a certified "Six Sigma Black Belt." Next was Mr. Frank Borovsky, who is the director of the Digital Works program. Lastly, Mr. Mike Speetzen, who leads the US\$1.5 billion service business for Honeywell. Their experiences and advice were both interesting and helpful for us T-birds getting back into the business world.

Mr. Mark Chavez began the presentation with an overview of Honeywell, whose four diverse businesses are: aerospace, transportation systems, automation and control solutions, and specialty materials. Mr. Chavez spent the first six years as an expat for Honeywell in Prague, Czech Republic. He said that his expat position was a "blast" and a great learning opportunity. He would highly recommend being an expat, although recently the opportunities are fewer because of the hiring of locals.

Mr. Chavez has become trained in Six Sigma techniques, reaching the rank of "Six Sigma Black Belt." Six sigma is a measurement of quality to know how to effectively eliminate defects and variations in processes. The basic steps of the process are: define (what is important); measure (how we are doing); analyze (what's wrong); improve (by changing what's wrong); and control (to guarantee performance).

In his final thoughts, he suggested that you find a company that has values similar to your own. Also, he stressed learning how to communicate at all levels during your education. Lastly, he said that the Thunderbird education will become increasingly important as the world continues down the road of globalization.

The second speaker was Mr. Frank Borovsky, who has

specialized in marketing. He illustrated his diversified career before reaching Honeywell, which included working in publishing, stock brokering, advertising, and banking. The point he stressed was that you need to be flexible in your career and that there are many paths that may lead to your career goal. Presently, Mr. Borovsky is the Director of the Digital Works Program, which uses IT to bring value to Honeywell and its customers.

In his closing, Mr. Borovsky stressed the importance of continually learning to increase your skills. He stressed the need to get involved and network in school clubs, with alumni, and in non-profit organizations. This will help you grow, give you new ideas, and keep you from getting complacent. Lastly, he recommended finding a mentor in any professional position you should decide to work in.

The final speaker of the night was Mr. Mike Speetzen, whose background was in Corporate Finance. Mr. Speetzen is presently the finance leader for Honeywell's \$1.5 billion service business and manages a team of 100 global professionals. He stressed that in his progression from financial analyst to his present position, the "softer" people skills have become even more important than the technical skills. In management positions, the importance of coaching, keeping employees motivated, and cross-cultural communication skills are "huge."

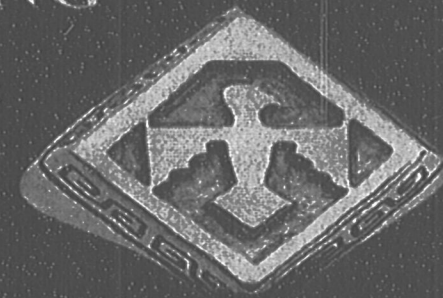
In closing, he advised job-seekers to examine how prospective companies train their employees and try to learn how the company is viewed from both outside and inside the company. Mike then reiterated Frank's advice - get a mentor. In fact, he suggested getting several mentors. If you're in finance, get one who is in finance, one who used to be in finance, and one who is totally out of finance. This will give you a well-balanced mentoring team.

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Pitfalls in Measuring Customer Satisfaction

By MEGAN STALEY
U.S.A., Spring '04
Editor-in-Chief, *Das Tor*

Hosted by the Thunderbird Marketing Club, Dr. Stefan Michel, professor of marketing, spoke with students about measuring customer satisfaction, on March 31. "When we do a customer satisfaction survey, we usually have a lot of items [to measure]. If you don't ask, you don't have the result, so what you ask is extremely important," he said. The lecture was designed to inform students what to avoid when creating customer surveys. He said that the measurements used today are getting worse and worse while the topic is becoming more and more important.

The growing importance is linked directly to the trend of companies using metrics such as ISO900x and TQM; companies are starting to map and guide their strategies with the tool of the balanced scorecard, of which one of its four areas is a customer focus metric. If companies use the scorecard method, he reasoned, then they need to have some measure of customer satisfaction.

Another reason for increasing importance of this subject is that because everyone has a PC, thus there is more data to use. "Everyone can do a survey and analyze the statistics; sometimes this is bad news," he said. He explained that in the past, managers had to be an expert on regression analysis before doing it; now, you can just type in data and SPSS will always give you an output.

"As a manager, you should be able to understand what is going on - what is measured, what are the problems," he

advised students. He continued by saying that it is dangerous that managers don't now have to have statistical skills to get statistical data.

Three Pitfalls for Measuring Satisfaction

Dimensions: "The dimensions which you choose to measure are critical," he explained. There are three levels used to define the dimensions. The first is management opinion. This, Professor Michel said, leads to a risk of measuring a lot of items not valuable to the customer because the management is often biased; it is a dangerous base to rely upon. Second is customer feedback, and the third level is literature. A survey should be a mixture of these three, he said, reminding students to make sure to engage management in decision making. Start with the literature, give the manager 60 questions as a base and let the manager make the final cut.

Wrong indicators: If your indicator is complaining customers, it is not good, he said. Complaining customers either leave for another company, or they stop complaining because nothing was changing. If you use this indicator, you run the risk of managers not reporting the issues; and, the information is generally very good for the company as "a complaining customer has an interest in maintaining the relationship."

Scale: This is somewhat methodological and statistical, he said. "The scale is sometimes too broad," giving the example of a question saying, "Are you satisfied: Yes or No." Scales using a range such as 1-5, 1-7 or 1-10 are even better. If you use a scale that

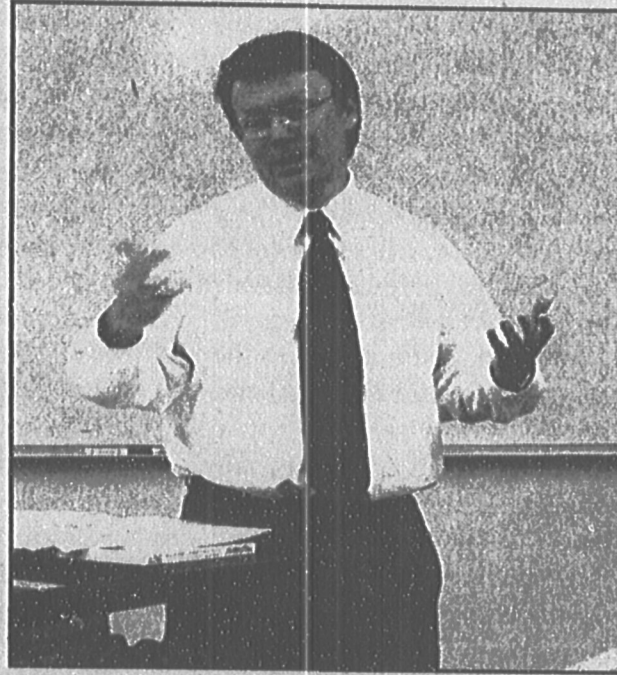
is 1-7 or 1-10, you will get more variance in the data.

Sampling

"Sampling is an important issue," he said, saying that when managers see a survey, the first question they should ask is, "What is the significance level here?" 2,000 customers is a good sample; the pitfall occurs when companies start to divide the sample into smaller segments, making it insignificant. He briefly showed the students a model to use to determine how large a sample size would have to be used, based upon the percentage of confidence you wish to have, touching on frameworks learned in Data Analysis.

I don't think the customer is able to assess the metric "importance." He explained by saying that people will say that "safety" is the most important factor when buying a car; these same people will then buy a car for reasons of style, power, design, etc. Statistically, he continued, you should find out what is important and then see the impact that one factor has on overall satisfaction, since it is the impact that is important. There is a catch, he cautioned. There are two ways to conduct the analysis - correlation and regression analyses, but "both are very very sensitive."

"The main problem when you do regression analysis is the factors are highly correlated." The message, he said, is "don't use a regression analysis you don't understand. If one out-



Professor Michel talks with students about customer satisfaction

lier can turn around your whole data set, watch out for this effect." When asked how he creates surveys that do not have correlated categories, he said he first creates factors that are not correlated, and then uses these uncorrelated factors for regression.

When asked what to use as a measurement if you only have one customer, he said you don't want quantitative data, but should use qualitative measures and manage the relationship. If a business is more relationship oriented, trust & commitment is more important; if it is transaction base (i.e. banks, Starbucks), then satisfaction is more important.

Professor Michel said that he has written "articles about various aspects of measuring customer satisfaction," and combined some of the points for this presentation. He welcomes student input about the subject as he hopes to use the information to write an article for a journal.

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SCIP to the Good Part...

By AARON BOYD
U.S.A., Spring '04

I recently had the opportunity to work as a student ambassador in Boston at the annual conference for SCIP, the Society of Competitive Intelligence Professionals. I was initially made aware of the event by talking with Professor Paul Kinsinger, who as most are aware, teaches the highly regarded Business Intelligence course here at Thunderbird.

The decision to spend nearly a week away from campus was a difficult one, chiefly because of the missed classes, but also because it meant forgoing a particularly eventful time on campus, including Asia night (though I did go out for Thai food in honor of the evening.)

However, attending and working at the conference proved to be an invaluable experience. The seminars and workshops were highly informative and delivered solid, practical tools for business intelligence practitioners. And, while I would consider myself a card-carrying trade-show skeptic, my expectations of the value I would get out of both the presentations and career networking opportunities were exceeded beyond my highest hopes.

Topics covered included effective secondary and primary research skills, global competitive intelligence, crossover between the corporate and government sectors, and tools such as elicitation and profiling techniques.

All in all, I count my time at this conference as quite rewarding, and would recommend it to any Thunderbird who is remotely interested in Business Intelligence.

More information about upcoming conference dates and locations can be found on the SCIP Web site at www.scip.org, or by contacting Professor Kinsinger.

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Editor's note: Aaron's trip to this conference was funded, in part, by the TSG Conference Fund. To find out how you can represent Thunderbird at conferences and receive partial funding to do so, check the Student Activities Page on TSG's MTB page.

Sports Business Club Speaker Shares Fervor for Racing Industry

By BETSY HOAG
U.S.A., '04
Co-Editor, *Das Tor*

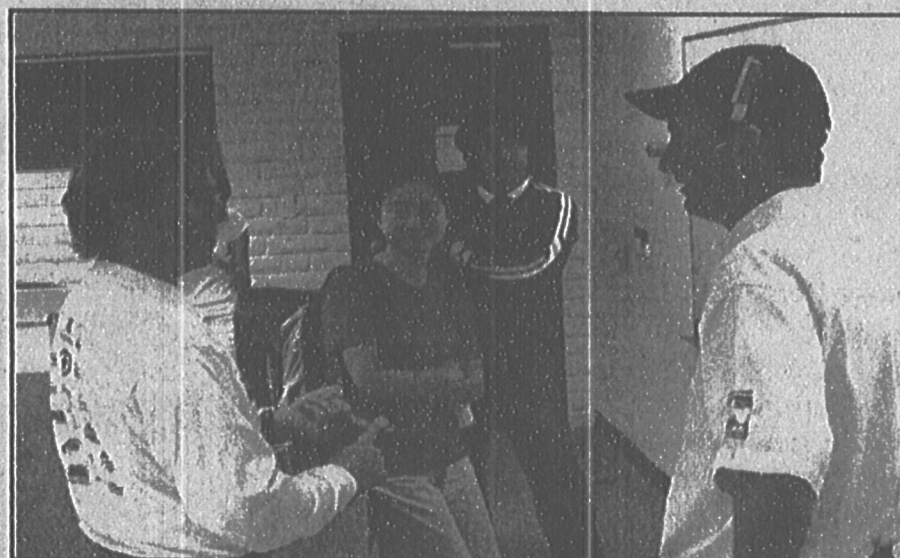
Michael Crawford, Team Manager for Sam Schmidt Motorsports shared his experiences in the Indy Racing League (IRL), Pro Infiniti Series, and sports industry in general, during a Sports Business Club-sponsored speaker event on Thursday, March 18.

Mr. Crawford described the structure of the three major auto racing bodies, which are Formula One, NASCAR, and the IRL. He emphasized that based on history, profitability, and exposure; the IRL is currently the underdog of the three, with a somewhat different value chain than its two competitors.

"Basically, anyone can own an IRL entry. It just takes a lot of money to get you there," he said. He introduced his entity as the "second-tier Indy Car racing team," and asserted the importance of acting as mediator between the sponsor and the big

player in the race. NASCAR, on the other hand, features drivers who are household names, such as the Andrettis, Richard Petty, and the Earnhardts. Formula One has a global presence, and while its drivers do not have the longevity of the NASCAR drivers, it thrives on its image of speed, innovation, and youth. The merger of IRL with CART should equate to more widespread recognition, Mr. Crawford stated.

Those in attendance were curious as to how one could obtain a job in the sports industry with a salary and responsibilities that would warrant the fortune spent on an MBA. Mr. Crawford, who obtained his MBA from University of Wisconsin, was sympathetic to this inquiry. He noted that jobs in sports-and especially within his industry-are far different from the typical corporate experience. He described very long days, many of which include instructing drivers on proper PR techniques or dealing with physically challenging set-



Michael Crawford talks informally with students after his engaging presentation

up and take-down procedures. He expressed a clear passion for what he does, despite the intense workload.

As with any industry, it is vital to utilize all contacts in obtaining a job in sports. It was his experience in the tire industry that allowed him to parlay into auto racing, and he mentioned that if other sports enthusiasts did not have such a clear career bridge as he, they should tireless-

ly seek the proper contacts.

Mr. Crawford was in the area for the Phoenix 100 at the Phoenix International Raceway. A Sam Schmidt driver, Thiago Medeiros went on to win the event on March 20th, becoming the first in series history to lap the field.

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In His Own Words: Sam Garvin Speaks

On the day that the gift was announced to the student body and the world, Sam Garvin sat down with Melissa Crytzer-Fry and Kellie Kreiser, interviewers from Thunderbird's two publications, *Thunderbird Magazine* and *Das Tor*. This conversation gave a glimpse of the true man behind the gift.

MELISSA (M): Obviously, \$60 million is a lot of money. There are a lot of worthy causes out there. Why Thunderbird? And why so generous?

SAM: None of them are as worthy as Thunderbird, I would argue. I think Thunderbird has a unique magical gift to give to the world...it's a place where languages, culture, and business all come together. Rita and I have always believed in education. We've always supported education. Not just at the graduate level, but at the elementary level, the undergraduate level, and the graduate level.

Thunderbird made such a profound difference in my life and gave me the tools which, I think, enabled me to be successful. Think about what life is really about, I mean, I don't think it's about making as much as you can as fast as you can. I think it's about leaving [something to] the community you're in, and...I'd like to think of that as a global community, because we go all over, but I think it's leaving it a little bit better place than when you came. And so, Thunderbird played a pivotal role in my life, and I'll never forget the experiences I had, the friends I made,

and the professors that I still talk to today. When we were blessed with the ability to make a difference somewhere in the world, it wasn't a hard stretch to say, "Let's make it at home."

M: What does it mean to you to be able to help Thunderbird in this way?

SAM: I'm just honored at the fact that they would let me. I mean, I applied to the school - actually, I was wait-listed the first time I applied - but it was just a fabulous institution. What it means to me is to be able to give the school the means to continue the excellence they've had, continue being consistently ranked #1 in international business, but to build on that success, and to really secure our niche as the preeminent institution for a global business education. I mean, we've always been #1.

There's been a lot of competition, as you probably know, in the last five or ten years. They say that copying is the sincerest form of flattery. Well, we've had a lot of institutions, like Wharton and Broad out of Michigan, and others, try to copy our international curriculum. But none of them are tripartite, and none of them...have it in their DNA like Thunderbird does. So, I think it will insure the future, for all of us. I'm hopeful.

KELLIE (K): I'm kind of curious about what kind of student you were? How would you classify yourself?

SAM: Nothing out of the ordinary. I think I got through in four

semesters. I had a couple of favorite classes. One of them was marketing, taught by a professor who has since retired, John Lenholtz was his name, entrepreneurship, taught by Paul Johnson, another professor who retired. I'd say I was an average student, and I'd got to the Pub and, you know, had a lot of friends.

I put a lot of effort into the job search. I was not someone that thought it was...the function of the school to get me a job. I thought it was the function of the school to help me get a job, and they did help me. I had, I think, four interviews and two flybacks. But it was a great experience. We didn't have the physical plant that we do now. I mean, it was somewhat dusty and rugged. But that didn't matter to me. I mean, even though both my grandfather and my dad went to Wharton, I knew Thunderbird was the place for me.

K: Is it true that you came up with your business plan for your company...

SAM: It's a fact. It's a fact. You can check with Professor Paul Johnson at Bond University in Australia. Yeah.

K: Did he give you an A?

SAM: I think he gave me an A minus.

M: I have a question along those lines. Everyone has heard the story of you working from the trunk of your car. Can you give us more detail?

SAM: It was a leased Ford Taurus. It was being repossessed.

But actually, yeah, I graduated from Thunderbird. I had a couple of offers. I worked at Hines prior. I could have come back to Hines. I think I had an offer from Campbell's Soup, and maybe one from Coors, up in Colorado. But I decided to get into this business, working the business I'm in, which is called the Promotion Fulfillment Business, or the Consumer Promotion Business. I worked for another company in our field that was run by some people from A.C. Nielsen, which was a big name in this industry for a long time. And after about a year I was fired for being disruptive. And I was! But a lot of entrepreneurs are. So, yeah, I just decided...I'm young; I'm 1-1/2 years out of graduate school. I had student loans. But I figured, heck, I wasn't married, no kids, I can roll the dice and take a chance. And so I had this business plan that I had written in Professor Johnson's class.

I changed the name of the company, but all the business plan was the same. And so I said I would just give it a try...so I just started out of the trunk of my car. And then eventually we leased a small industrial facility in Tempe, about 1,000 square feet, and got our first few clients; and then we got more and more and more. And then Dial, the soap company, now owned by Henkel, out of Germany, was our first big account. And really sort of put us on the map. But yeah, it was the trunk of a car. That's what it was. And we sat on milk crates, for about the first three months. I had a friend and my mother to help answer the phone.

M: One of the questions that both of us had, not only for students but for Alumni is, what advice you would have for someone who was trying to start their own company. Because you obviously have been very successful.

SAM: I would say, first of all, whatever you're going to do, you have to know it cold. Like the back of your hand. So, know it cold like the back of your hand. You have to be passionate, and you have to like it. ... I had no money for a Board of Directors. So I had 2 or 3 professors here...and I would buy them lunch, and I would sit and ask them questions, like a Board of Directors, you know? And I always said, "Well, I know I've got this Business Plan, Professor Johnson, but I just don't know if it's going to go." And he always said... "Do what you love and the money will follow." And so, I always loved consumer promotions. Something about it just really excited me. Being able to influence a consumer at the point of sale to buy something and pick Coke over Pepsi or whatever. And so, I always did love it. And I just believed. He said, "Do what you love and the money will follow." And I never really got into it to make money. I got into it because I loved it.

I had Professor Lenholtz's Consumer Marketing class here at Thunderbird and a number of others, we had Inter-Ad back then, which I didn't participate in, but I was involved in. And I always loved consumer package niche marketing. So I would say, you know, "Know whatever it is cold. Whatever that discipline is." You know, engineering or marketing or promotions or internet, or whatever it is. Be passionate about it. Be committed to it. And you have to love it. And the money will follow.

K: Now you do hire Thunderbirds?

SAM: Yeah, we have several of them.

K: What do you look for when you're sitting across the table from a prospective employee?

SAM: I would say someone who is aggressive, passionate, a risk-taker. Our sales director for Europe is a Thunderbird. He's the V.P. His name is Falk Winter '98. Falk was actually East German by birth...came to Thunderbird, and my International V.P. hired him, and he's done really well. He just led our acquisition of our only competitor in Germany; but I would say passion, someone who is aggressive, someone who is a risk taker, and someone who is also well rounded. You know, speaks at least 2-3 languages, has some work experience, not only with a large company, but also with a small company. Because that's sometimes a different world. And ours is going from a small to a large. So it's helpful to have people that have been on that road.

M: One of the things I would like to do in the magazine article is to show the whole picture of Sam Garvin. And you might laugh at this question, but it's regarding hobbies. If you have time for any, what is it that you do?

SAM: I'm not laughing, no. I love to travel. Not just for business, personally. Go to new countries, new places, see new things. Love to read, I'm a voracious reader. I love to read.

M: What kind?

SAM: I read five newspapers a day, about three magazines a week. All different ones. I read the Spanish, the German, the English, anything I can get my hands on. I love to read, and I also am a lover of jazz music, modern jazz. Contemporary jazz. That's what I like to do. That, along with my kids. I have three kids. A son who is 6 and twin girls who are 3. So, between the kids and the 2-3 hobbies, and Thunderbird is a hobby too.

K: ...see you at the party?

SAM: Sure! Wouldn't miss it for the world!

Editor's Note: The above is a condensed version of the conversation. Stayed tuned for details on the party.

SPRING GRADUATE'S FAREWELL

April 30th, 2004
at the Westin Kierland,
8:30 pm to 1:30 am

Ticket Schedule

Graduating students:
march 30th - april 5 \$60
All students:
april 6th - april 12th \$60
April 13th - april 20th \$65
After april 20th \$70

Tickets available M-F
12:00-2:00 at the commons
10:30-12:00 at the tsg office

Transportation provided

DVD slide show presentation
copies available for \$5 with ticket purchase





Source: Sensen, Mark and António Martins. Boundaries' data by Guiseppe Bottasini. "FOTW Asia map". 01-17-04. FOTW Flags Of The World website
Based on material from Virtual Tourist. Internet. 16 March 2004. <http://flagspot.net/flags/>

Why Should T-birds Choose to Focus on Europe?

Compiled By
KELLIE KREISER
U.S.A., Fall '04

Currently, I am taking RBE Europe. When *Das Tor* decided to focus on Europe, I thought it would be ideal to ask my RBE Professor, Dr. Femi Babarindi to write an article. The question I put to him was, "why should T-birds choose to focus on Europe?" In response, instead of an article, I got a question. More exactly, every person in my RBE class was asked this question on their mid-term exam! Below are several of the great answers from fellow T-birds who are studying this fascinating region.

Vanya Dimitrova
Bulgaria, Spring '05

"The Old Continent. Europe. Rightly, many recognize the historical importance of Europe for the creation of Western civilization. It was in the Roman time that the codified legal system was created that is still used in most countries in continental Europe, and also in many other parts of the world. The history of Europe is reflected in the present - still there are countries where the head of state is a monarch, like Spain, the U.K., and Monaco.

"The diversity of the region is another important issue. There are more than 30 languages spoken in Europe, and even more ethnic groups. This has led to numerous conflicts in the past, but also after World War II it led to the creation of a European Union."

Jenny Lipson
U.S.A., Spring '05

"In America, it is easy to define what we are - a country spanning coast-to-coast, baseball, apple pie, a car in every garage, and only 200 years of history. Entering RBE Europe without any knowledge at all of Europe, I have to admit, I was expecting it to be just as easy to define and understand Europe. Boy, was I wrong!

"Europe spans from the British Isles to the Urals in Russia. It is populated with many different peoples, languages, governments, cultures, and stories as you can imagine. It is a continent with a vast history of triumphs and atrocities. It is the origin of many customs and systems throughout the world today. It is a vast body of cooperation among the many sovereign states who are in such close proximity to one another. It is aging, it is diverse, it is vibrant in politics."

Gregory Grabiec
Poland / U.S.A., Fall '04

"Europe is a de facto treasure house of culture and ideas. It is a hot place to be doing business. Europe is coming together to become an economic powerhouse. What does this mean? Europe has been the birthplace of the modern democratic experiment and has seen many theaters of war and conflict, but through it all, it has emerged as a stable developed marketplace for trade of goods, services, and ideas. With the expansion of the EU to include 10 new members on May 1, 2004, the total will

come to 25 countries and over 400 million people (100 million people added in a few weeks.) The future of Europe is filled with interesting dichotomies, opportunities, and challenges."

Adrian Radutiu
Romania, Spring '05

"Aside from the fact that Europe is the origin of world civilization and culture (greatest composers, writers, painters, etc.), with the birth of the EU, Europe has become THE place to be for business. Business is flourishing not only because of the fall of communism, but also because of the integration that currently takes place at the pan-European level. In other words, opportunities abound there. Some even argue that Europe is the new rising hegemon."

Don Maciag
U.S.A., Spring '05

"Its geographic base creates the largest economic area in the world, with over a third of the wealth and half of the foreign direct investment. Efforts to create a common market managed by the European Union demonstrate a continued belief in interdependence and the desire to influence the rest of the world. Yet, the individual countries want to maintain their political and cultural uniqueness, creating a multi-layered society with supranational, national, and regional interest that all have to be balanced when making decisions. Europe's values of consensus and social fairness help in the seemingly difficult endeavor."

Atinuke Alakija
Ghana / U.S.A., Fall '04

"The idea of looking at the countries in Europe and understanding them spatially shows how the countries are different based on geography. How is Switzerland different from Italy, for example? It is interesting to learn and important to know (especially for business school students) how these differences impact business. The Swiss society uses referendums to make a lot of decisions. The fact that the people of an area could vote on issues that could affect business is noteworthy. I implore all that want to understand Europe to ensure that they have an understanding of the differences in the countries spatially."

Monika Vejmelkova
Czech Republic, Summer '04

"Overall, Europeans work to live and don't live to work. Their lifestyles are much more relaxed than in the U.S. and people socialize and enjoy their lives there. Europeans don't tend to move around because of a job, they tend to stay at the same place. This issue was one of the EU's largest worries, but it proved the EU wrong.

"For example, when Spain and Ireland joined the EU, "older" EU countries were worried about immigrant workers. However, it didn't happen."

Ryan Wilson
U.S.A., Fall '04

"Despite its harsh, seemingly disdainful approach to outsiders, the fact remains that a

"new, more friendly" Europe is emerging, and you should be there. Despite all the language barriers and the scary cultural discrepancies, you should desire to be there. Europe is only disrespectful to those who don't respect its uniqueness. In other words, get to know Europe; I mean really get to know it - each and every country, regulation, restriction, institution, labor union, and most importantly, the people. And don't try to be a renegade - there is room for innovation in Europe, but not renovation. So enjoy some cheese or chocolate, and be smart when looking to conduct business in Europe."

Jennifer Wolf
U.S.A., Fall '04

"When I think of Europe, I don't just think of the landmass that stops at the Ural Mountains, or a group of people with similar Judeo-Christian heritage, or even as that region where you can go with a Euro-Rail pass.

"Instead I think of Europe as street cafés in small hamlets, and the cold wind whipping my face overlooking a massive city. Defining Europe isn't an easy task, and it's full of contradictions. For nearly 50 years, Europe was split... 1/2 Communist ruled and 1/2 "Free." Many citizens of Europe belong to the Judeo-Christian heritage, but others practice Islam. It is the diversity in fact, and how they deal with this diversity, that makes Europeans "European."
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A Relationship of Extremes

By GLENN PETTEYS
U.S.A., Fall '04

Why Germany of all places? Sometimes I ask myself this question. Why did I learn German? Why couldn't I have picked another language? Why do I study German and keep going back to Germany, even though there are aspects of the culture that I really can't stand? Why not Spanish? There are millions of people in my home state I can't talk with or even begin to get to know since I don't speak Spanish. Or French? I don't know entirely.



Glenn Petteys

I do know this, though. Germans are an absolutely fascinating bunch of people to be around and to live amongst. I feel I have a very good understanding of Germany and its people, perhaps better in some ways than I understand the U.S.A., since it's difficult to be impartial about one's own homeland. I've seen more German cities than most Germans, lived in two very different regions, and lived the life of the touring musician, student, and employed taxpayer in Germany.

As a generalization, the Germans have a lot of character traits that I admire and would emulate, and many others that I loathe. I love their directness and how they speak their mind; I don't like how they don't "pull punches" and will often give their opinion even when it is neither appropriate nor polite.

I like the value German-speaking Europe (and I assume other parts of Europe as well, but I've not lived there) places on free (and vacation) time, yet am frustrated by how the shops close early, and don't open at all on Sundays.

I like living in a place with tradition, a strong sense of cultural identity and a sense of unity. I don't like how not doing things in accordance with the cultural norm is interpreted as "wrong" instead of different.

I feel like the relationship I have with Germany and Germans is one of extremes; extreme love and respect, and extreme frustration. At times I find myself praising them for the things they do better than we Americans do, and fantasizing about returning to the U.S. with ideas that have been put to good practice there. At other times, I curse them for their narrow-mindedness and wish I'd never left the comfort and familiarity of the California sunshine.

What's to like about Germany? I loved living in a country that has cultural traditions and cities dating back a millennium. I loved living in a country where you don't need to own a car, where you can smoke a cig-

arette in a bar and speed like hell on the highways. I liked living a three-hour drive from four different cultures and languages. I absolutely adore their banking system (never wrote one check), their public transportation systems are generally incredible, the beer is as good as everyone claims it to be, and living in clean, safe cities with, for the most part, no crime is a wonderful thing.

Germans have a lot going for them. They've certainly made their presence felt on the world stage: scientists, musicians, psychologists, writers, artists, inventors, astronomers, mathematicians. Germany has produced more than its fair share.

As friends, Germans will ride a bike 30 minutes through sleet to meet for a beer at a bar. They will let you stay at their house, eat their food, make long distance calls or whatever and expect pretty much nothing in return. They won't give you a guilt trip about it, use it against you later, or do it conditionally. Once a person has befriended a German, they're pretty much the most steadfast, loyal, dependable and best friends one could ever want to have. They have forever changed how I view hospitality.

However, to people not within their circle of friends, Germans tend to be a tough bunch to get to know; reclusive, private, and difficult to approach. Becoming "friends" can be rather difficult and take a long time. They can also be down right mean and nasty to each other, even in public it's not uncommon (though not an everyday occurrence by any means) to deal with very overt rudeness; the sort of rudeness that would get you fired or beat up in the U.S.

One of the biggest differences between the Germans and the Americans is the distinction they draw between public and private life. In public, feelings have no place. It's the real world, and private life and feelings have no place in the public sphere. It's nothing personal; they say it like it is. Or perhaps better said, like they think it should be, and if it comes out hard, well, that's your problem.

Again, extremes. In the U.S., people aren't casually mean or rude enough to you to enrage you. But friendship is lighter, too. Often less sincere, more "fair weather" and less devoted. This certainly doesn't mean that people don't care about each other more one place or the other. But it's not entirely that. Friendship is manifested in a different way.

Despite these differences though, I think Americans have more in common culturally with Germans than with any other European country except the UK, and even that can be argued. And as the Germans here on campus are testament to, they're certainly a good people who are worth getting to know. glennpetteys@global.t-bird.edu

Switzerland and its Changing Face

By REGULA M. SCHEGG
Switzerland, Winterim '05

A short train or car ride from Archamps and you cross the border to Switzerland. This small country in the middle of Europe with only 7 million inhabitants is the world's biggest chocolate consumer. Next to our sweet pride, we are known for cheese fondue, watches and banks. But Switzerland offers more. Our country stands for democracy, stability, quality, punctuality; we love efficiency, and defend strongly our neutrality and independence. Yet we also are considered as conservatives to some extent.



Regula M. Schegg

Switzerland may not be as multicultural as Thunderbird, yet we do speak four official languages ("Swiss" German, French, Italian and Rumansch), and have cultural ties to Germany, Austria, France, and Italy. However, we like to be different, strongly independent and neutral.

Switzerland is the oldest direct democracy in the world where the national assembly (National- and Ständerat), elected by the Swiss citizens every four years, holds the decision power on a national level. Yet every canton and community has its own parliament with its own laws and regulations (confederation) and almost all changes can be rejected through the power of a referendum by the citizens, and new laws can be launched by these initiatives.

Since the end of WWII, my country faced a stable, continuous economic growth which resulted in times where human resources were so scarce that a

high number of laborers from neighboring countries (Italy in the 1970's, and the former Yugoslavia in the late 1980's and 1990) were imported. High unemployment rates were an unknown until the early 1990's, the period of recession. Although many still see Switzerland as the country of "milk and honey," Switzerland has not been growing since the early 1990's; the income per head is almost static. The current unemployment rate is at approx 4%, a figure insignificantly low for many countries, but for Swiss standards high and alarming.

The Swiss economy depends heavily on exports and our borders are entirely surrounded by EU countries, a club we decided not to join, yet we export most of our goods to the European Union. Since 1992, when the Swiss citizens voted against the European Economic Area (with a very small majority), the government managed to negotiate bilateral agreements which support the opening up of today's goods and labor markets. In the late 1990's and the beginning of the 21st century, large Swiss companies drifted toward problems; the grounding of Swissair, our national symbol, in 2001 came as a shock. Swissair was not the only company in trouble, generally, many companies lost momentum.

Another reason for concern is the constantly growing public expenditures, specifically over the last few years. The Swiss budget deficit increased, not to a level of many other countries, but still to a dangerous amount. Spending for health care and disability pensions has gone through the roof. The constantly aging population adds pressure to our social care and pension system.

These are some of the challenges Switzerland has to

face over the next years. To ensure the development of the virtual state Switzerland as a strong, influential country, it has to work on the competitiveness of its labor force. No significant natural resources exist which would add to the sustainable development of my country. Our major input is brain power. Sad to say, certain parties try to eliminate budget deficits by cutting the budgets for education at all levels.

I came to Thunderbird to become a part of this amazing global community, to develop myself as a well-rounded, internationally educated, aware young manager, who is able to add value to the future of Switzerland, and by doing so, to the global village. Only a strong nation can sufficiently support emerging markets in its path to security and sustainable development, which I see as one of the strong roles of the Swiss heritage. One of our early initiatives was the foundation of the Red Cross, in 1863, in Geneva. This initiative led to the foundation of the ICRC, a well know and highly recognized world-wide organization, whose purpose is to protect lives, health and dignity of human beings (www.redcross.ch or www.ikrk.org).

I look forward to going home and to being able to build a bridge between different cultures. It is my wish and obligation to pay back to the older generations and pay forward to the generation to come. I hope we all will have the chance to once return to our roots and will be able to contribute to sustainable development.

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Hip-Pop or Latin? House Music from the European Disco Clubs!

By ONO LATTANZI
Italy, Fall '04

Who said that there is nothing to do in Glendale on Friday night?!? The Pub at Thunderbird is the dancing alternative to the 45 minute drive to Scottsdale. The "Cultural Thunderbird Mix Fusion" is reflected in the music selection, spanning from American Hip-Pop, to 70's, 80's, Latin Sounds, and House Music from the Old Continent.

After an experimental European Night during Summer '03 and the evident success of the Pub juke box, I started to promote a weekly appointment at the Pub where Pub fanatics, disco fans, and casual attendants merge together.

Justin and Britney, yes they are good looking. What

about the hot sound of Kylie Minogue with the magic track "Love at the First Sight?" It brings everyone on the dance floor. She also launched her own sexy lingerie alternative to the J. Lo fashion brand.

"In Da Club" by 50 Cent is cool, but don't tell me that you don't go crazy listening to "Around the World" by Daft Punk or "Music Sounds Better with You" by Stardust. My best artist is Mr. Jamiroquai with his "Love Foolosophy;" it brings you to another dimension. Many of you adore the mix version "Con Te Partiro" with the deep voice of Andrea Bocelli.

OK. OK. I will play Outkast "Shake it shake it like a Polaroid picture..." First, though, check this out: "Who Said" by Planet Funk. Beside the music, you people, the Kings and



Ono Talks Music

Queens of the night, make my hobby gorgeously entertaining.

"Hey Ya!" See you all next Friday. Until the security person kicks us out, the party is on! DJ Ono!

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From Rags to Riches (Figuratively Speaking) Life in Grenoble from a Californian's Perspective

By MARIANNA
EYZEROVICH
Ukraine / U.S.A., Fall '04

Looking back on the past eight months, it's hard to know what to write, even for me, a person typically not at a loss for words or opinions. It's pretty clear to me now that everything was predestined. The fact that I had met and trusted the ever-convincing Vivian and Walter, who persuaded me, despite my lack of interest in France (sorry, all you Francophiles, i.e. Brian and Craig), to take the 9-month internship at Hewlett-Packard's European headquarters in Grenoble, France.

Grenoble is a beautiful town strategically located in the Alps, just one hour west of Italy. Henri Stendahl, a famous French writer born in Grenoble, once wrote that there's a mountain at the end of every street. Being a beach bum myself, it was wonderful to discover the magic that lies in living in a setting surrounded by mountains, especially in the winter months when they're happiest and ashen with snow.

The best word to describe the people of Grenoble is "aloof." Most of them (first and second generation immigrants excluded) have the typical characteristics of a mountain people - closed, solemn-faced, unfriendly, and suspicious of outsiders.

It literally took months for the French people at HP - who are typically more forthcoming and open to foreigners than the average Grenobleis - to even acknowledge my presence. And let me tell you friends, this was a hard blow to a chirpy and completely unsuspecting California girl. Add to this the fact that we

are in the midst of a heated socio-political war with France over the Iraqi and Israeli / Palestinian crisis, and the fact that I was the only Anglo-Saxon around, I truly felt like E.T. before he was befriended by Elliot.

It took me a long time to feel comfortable in Grenoble. In those long, preliminary months I learned a lot about myself and made the decision that no matter what anyone thinks, I like those qualities about myself that make me seem too "American" to others.

It literally took months for the French people at HP - who are typically more forthcoming and open to foreigners than the average Grenobleis - to even acknowledge my presence.

It's hard to define exactly what is meant here, but in general, some French people take me as being not "friendly" but "superficial," not "content" but "fake." I was even told that I smile too much (which I decided to take as a compliment despite the comment's intentions.)

My life remained fairly stagnant until I went home for the New Year's break for ten days. My heart nearly burst from the outpouring of love I received from my friends and family - I think I had almost forgotten what it felt like to be surrounded by unadulterated, positive energy. It was the best vacation I've ever had, and all I did was return home.

Despite the sorely needed soul-refueling, I returned to



Marianna
Eyzeroivich

Grenoble, sunk to the bottom completely, and then life did an unexpected 180° on me. I became closer friends with my neighbor Fabienne, and a Barbadian named Fay. I made some amazing French friends at HP (thank you Nadia, Celine and Laurianne). And most magically, fate presented me with a Moldovan partner-in-crime named Eugene who completely lifted my spirits, brought out my childish self again, and even taught me how to read Russian. I re-read *The Alchemist*, became a pretty damn good snowboarder, and all was well once more.

I believe that everything happens for a reason. Chisinau, the capital of Moldova and Eugene's hometown, is only a two hour drive from Odessa, my birthplace. On May 6th, I will be the first member of my family to return to our Soviet birthplace, now the independent country of Ukraine, in 23 years. Best of all, I'll have a mad guide to take me along. Life is amazing indeed.

As for specifics about my internship, if you're interested, I'd be more than happy to answer questions or send you my 20 pager entitled, *What is Customer Relationship Management, why is it important, and why, in a time of extreme downsizing, is HP investing so heavily in it?* replete with appendices, graphs and charts.

A bientot!

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What Is Uzbekistan: Asian or European?

By SARVAR TILLABAEV
Uzbekistan, Spring '05

Every time I introduce myself to other T-birds, the question airs about my country. Mostly people have heard about Uzbekistan, but do not have any idea about the location. For Asians it was in Europe, and for Europeans it was a pure Asian country. My American friends had a choice between putting Uzbekistan either to Europe or to Asia depending on an impression from me (since I am the only student from Uzbekistan currently at Thunderbird.) So, what is Uzbekistan?



Sarvar
Tillabaev

Can you imagine a place as hot as Arizona in summer? If not, you should probably go to Uzbekistan. Of course, it is not as unbearable as it was here last August, but 42-43 degrees Celsius (~110 F) is common for summer time. Unlike here, winters there are cold with snow and up to minus 10 C. But like in Arizona, you will find different landscapes including deserts and steppes, mountain ranges and green valleys.

Uzbekistan is certainly the most historically fascinating of the Central Asian republics. Within it are some of the oldest towns of the world, like Samarkand, Bukhara, and Khiva. Uzbekistan has had a most interesting history from its regional perspective, moving in 14-15 centuries from separate tribes to the powerful state and superpower for a short period.

The culture and traditions of the country and people living there were influenced by the winds of history. Located in the middle of Central Asia and being an important part of the

Silk Road, the country soon became the target of invasions and raids. People living there faced the influence of Persian states and the army of Alexander the Great, Arabs, Genghis Khan, and finally Russia.

While other Central Asian nations had a nomadic way of life, Uzbeks were settled and involved in trade and agriculture. Therefore, they were mostly affected by all different cultures and languages meeting there, which made the country truly a "melting pot." The Uzbek language is the most mixed among Turkic languages, having words and sounds from Persian and Arabic. People in Uzbekistan are different from those in neighboring countries. Unlike Kazakhstan or Kyrgyzstan, you can find different faces and colors representing the mixture of Asian and European shapes.

If 100 years ago you could go to Uzbekistan and say definitely that, it was an Asian country, now it will be more difficult to claim the same. The Soviet period, with its industrialization, planned economy, and secularization affected the culture and values of the people living there. Probably, that is the reason why many sources are confused when they add Central Asian countries to the Eastern Europe in a political map.

However, the Asian characteristic remains and is existent in respect to older people. Traditions are highly respected in this culture. Another feature that visitors point out is the hospitality of the people. According to Uzbek traditions, you should put guests higher than your own family members.

Is Uzbekistan European or Asian? It is Asian with some European features. Sounds strange ... but does it really matter?

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COUNTRY GABLES

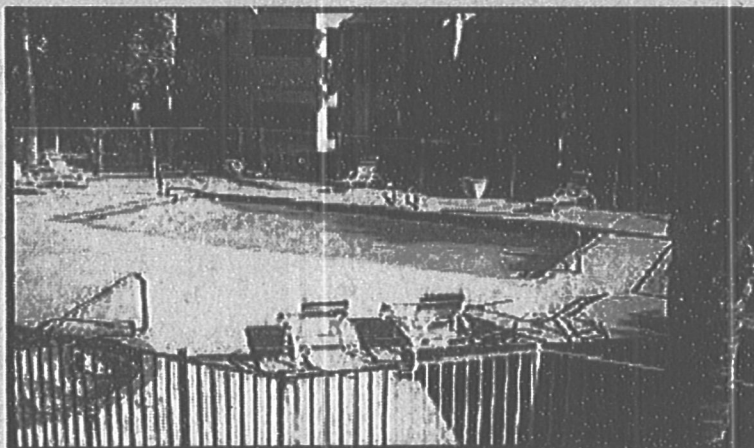
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A Few Tips for Archamps Students

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www.swissinfo.org or www.student.ch

Many open air festivals take place
all over Switzerland during the
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Here are two that are recommended,
taking place close to Geneva:

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www.montreuxjazz.com

and
Paleo Festival Nyon (close to Geneva)
www.paleo.ch

Feel free to contact Regula
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RSchegg@global.t-bird.edu

Denmark: Defining *Hygge* Over a Pint

BY GREGORY WHITE
U.S.A., Summer '04

I joined a Danish Shipping Conglomerate in 1995, after finishing my undergraduate studies and immediately found myself interacting with people from the smallest and southern-most of the Scandinavian countries; Denmark.

Later, I lived in Copenhagen for more than two years, from 1998 to 2000, where I built on existing friendships and established many new friendships with Danes. Through these friendships I gained an understanding of the elusive state-of-being known as *hygge* (pronounced "hooga").



Gregory White

Hygge is a uniquely Danish state-of-mind, easier to find or encounter than to actually define. The word roughly translates as cozy or snug and it roughly implies a high state of enjoyment and contentment. This phenomenon, or state-of-being as some Danes would call it, is surely one of the most fascinating aspects of Danish culture. *Hygge* implies shutting out the turmoil and troubles of the outside world and striving instead for a warm intimate mood. It effects how Danes approach many subjects of their personal lives, from designing their homes to a fondness for small cafes and pubs. An occasion that evokes *hygge* will be generous, familiar, unchallenging and happy. Friends will raise toasts most likely over candlelight or an open fire. There is probably no greater compliment

that a Dane can give their host than to thank them for a *hygge* evening.

During my stay in Denmark, I spent a lot of *hygge* time in cafes over a flickering candle, drinking smooth Danish beers while thick cigarette smoke swirled around us. Copenhagen, by the way, is the wrong place for squeamish, prissy American non-smoker types. Dinner parties were another common experience for *hygge*. Lots of wine, lots of interesting low pressure conversation, delicious food, dimmed lights, and friends very often lead to a state of *hygge*. *Hygge* can sometimes be experienced in other places, though.

During my first summer living in Denmark, I went on a unique trip to visit Jutland, which is the western-most peninsular portion of the country. It is better known as the "country" as a result of the heavy focus on dairy farming and agriculture in the area. Accompanying me were five of my best Danish friends, several of whom had grown up in Jutland. During the trip we visited the homes towns and parents and families of three of the five. We termed the trip, *Tour de Jutland*.

A couple of days later we found ourselves in another town on the east coast of Jutland called Horsens. This was my friend Frank Skou Petersen's hometown. Frank's father and second wife welcomed us into their home for a birthday lunch celebration. Frank's birthday was actually the reason that the idea for the trip came about. His parents arranged a traditional Danish lunch including all the traditional items. The table and each place setting were adorned with the Danish flag, as is tradition for all

birthday celebrations. All variety of *smorrebrod* was served. *Smorrebrod* is normally translated as "open-faced sandwiches," but that really does not do it justice. My favorites include curry-marinated herring with onions on Danish dark brown rye bread, potatoes with sherry-marinated herring, with *crème fraich* and red onion on rye, and tiny fresh peeled shrimp on white bread. Mmmmm. We drank (in large quantity) the time-honored accompaniments of Danish beer and a sampling of various aquavits. The toasts were many, with eye contact made to each individual around the table, and they were always completed with, *Skal* - the Danish word for "Cheers."

After our delicious traditional Danish lunch, and a few too many *aquavits*, we made our way downtown to the bar that Frank's father owns. There, Frank was welcome by all the regulars who treated us to Danish beer after Danish beer after Danish beer. Old Danish rock songs from past European song contests and bands like TV2 and Dizzy Mizz Lizzy were intermingled with American Classic Rock in the background. We exchanged lots of stories and heard some interesting anecdotes from the regulars. Later, we left the bar feeling absolutel happy and *fult* (literally full or figuratively slightly intoxicated). We stopped for Danish *rod polce* or hotdogs purchased from a street vendor as is tradition on the way home from a pub in Denmark.

As we stood on the street corner enjoying our late night snack I remarked to my friends that this has been a pretty *hygge* time. Yes, they told me, you're catching on.



Gregory White has a *hygge* time in a Danish pub

What Is Denmark?

Denmark is an interesting mix of lively cities and pastoral farmlands. The country abounds with medieval churches, Renaissance castles and 18th-century fishing villages. Shakespeare's Hamlet takes place at an existing Danish castle called Klampenborg.

Copenhagen, Scandinavia's largest and most cosmopolitan capital, has renowned museums and a great live music scene accentuated by the Copenhagen Jazz Festival each July. The country has beautiful white sand beaches and the warmest waters in Scandinavia. Denmark has a number of famous writers including Hans Christian Andersen, Karen Blixen (Out of Africa), and philosopher Soren Kierkegaard.

On a different front, Denmark is a leader in industrial design with a style marked by cool, clean lines applied to everything from architecture to furniture to silverwork. Leading high-end product designers

include companies such as George Jensen and Bang & Olufsen (B&O).

Denmark is also home to the world's oldest amusement park, Bakken, though the modern Tivoli Gardens is probably more widely known.

A brief description of Denmark would not be complete without mentioning Christiania. This former military establishment near Copenhagen was taken over by squatters in the 1970s and proclaimed a "free state." The Government now officially recognizes the colony as a social experiment in communal living. In addition to progressive happenings, Christiania is probably most famous for Pusher Street where soft drugs such as hashish are openly smoked and sold, though not legally. As you leave the walls of Christiania, there is a handwritten sign hanging crooked on a post that says, "You are now entering the EU."

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T-birds Get a Lot More Than Banking at HSBC - a CEO Visit and More

By CHRISTY KONG-EATON
South Korea / U.S.A.,
Summer '04
TSG Europe
Academic Affairs Chair

On Friday, March 19th, a group of T-birds marched through downtown Geneva, headed for the second largest banking corporation in the world, the Hong Kong and Shanghai Banking Corporation (HSBC). We entered the building, just a few meters from Lake Geneva, strolled through the beautifully designed lobby into one of the many beautiful conference rooms. This company visit was much anticipated, and students were immediately impressed by the décor that seemed to smell of success.



Christy Kong-Eaton

The morning began with a presentation by the head of Human Resources, detailing the

internship and post-graduate programs that HSBC has to offer. They've created dynamic two-year programs, designed to train and educate the top 200 applicants in general management and/or specialized areas. In his presentation, he described the ideal candidate for the bank's highly competitive graduate programs, but I swear he was describing T-birds:

- * Ability to work well in a team
- * Cultural sensitivity
- * Happy to live all over the world
- * Excellent communication skills
- * Strong business English plus an aptitude for languages
- * The social confidence to make friends quickly and build rapport easily.

Following the HR briefing was a presentation given by the head of Marketing and Communication. We learned about the history of the company and the key events that led to the successful growth of the HSBC Group. HSBC was recently rated as one of the top three "most

admired" companies in the world by *Fortune* magazine, and ranked sixth in the *Times*' Top 100 Graduate Employers Survey. Judging by the enthusiasm of the speakers, it was obvious that their corporate culture was not that of the average banking company. HSBC group is a truly global company, with over 8,000 offices in more than 80 countries.

Next, we had a nice surprise: a visit by the CEO of the Geneva office, Peter Braunwalder. Confident, proud, and extremely engaging, he spoke about the important role that Relationship Managers played in the private banking game. Essentially, marketing is what private bankers are all about. They market themselves, their services and the support that their bank can provide to increase and protect an individual's high net worth.

My favorite comment from the CEO was when he reinforced our MBA program, "You are doing the right thing. It takes a lot of guts to temporarily halt

your career in order to further enhance your education, but it is the right decision."

Next, Shahzad "Shaz" Ali, the head of business support, led us through a global finance exercise. "What are the objectives of private banking? How do you organize a team for a Lebanese Diaspora? How do you organize your relationship managers?"

Shaz emphasized the importance of global teamwork as a vital tool to providing optimal service to the international client. It's imperative that the international manager works well with the regional relationship manager, as some clients often relocate.

As T-bird Jeff Hustis pointed out, "HSBC is the only private bank that seems to truly differentiate their cross-cultural services in order to preserve and build customer relations."

The visit concluded with a presentation by the head of Sponsoring Events. We were shown the marketing strategies

that the company implemented to highlight their strengths in serving cultural differences. Most of their print advertisements portray the international perspective of the company. One ad in particular shows a hand with chopsticks, one with a knife and fork, and one with no utensils, showing that HSBC is as diverse as the cutlery of its clients.

After the morning presentations, we were treated to a delightful spread of hors d'oeuvres specially catered by their in-house chefs. We were definitely spoiled!

We left the bank feeling good about ourselves and declared a newfound respect for HSBC and the private banking industry. Some of us even applied for their internship program... Keep your fingers crossed!

To learn more about the company or their graduate programs, log on to their website: www.hsbc.com

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April 7, 2004

So What's This Swiss-German Thing, Anyway?

By GLENN PETTEYS
Fall '04, U.S.A.

Swiss German is an interesting thing to explain. There is nothing in English which approximates the relationship Swiss German has with German or Austrian-German. One cannot think of Swiss German as a German dialect, like Bavarian or Saxon.



Glenn Petteys

the language spoken by the Germanic tribe of the same name (the *Allemannen*) who settled in the present day regions of southern Germany (Baden-Württemberg), Switzerland, and the eastern most provinces of France, Alsace-Lorraine (hence the French name for the Germany, *Allemagne*).

The so called *Nieder-Allemani*, the present day Swabians, Württembergers Badenens, etc, have become more or less linguistically assimilated with the rest of Germany. With Martin Luther's translation of the Bible into German and the adaptation of a written standard of German, countless wars moving people back and forth, trade with the rest of Europe, and more recently, the founding of the German nation state, the people in Germany have cast away their original dialects and spoken "German." It was and is a sign of education, of being well-traveled, of not being a country bumpkin, to shirk off your *Dialekt* and speak (or at least, be able to speak) *Hochdeutsch*.

Although this opinion has changed recently to some extent, and people have begun taking a greater interest in the old dialects (since some of them are

on the verge of dying out). For the most part, it is fair to say that the Germans have to a large extent cast aside their dialects. If one travels from the Danish to the French to the Polish borders, the German spoken will be, by and large, a heavily accented German perhaps, but nonetheless, German.

Not so the Swiss. The Swiss, politically independent from the wars and tumults of its neighbors and ethnic cousins to the north, locked away in their high mountain valleys and pastures, stayed isolated. They stayed rural and confederated only loosely, and kept to themselves. As a result, their language has evolved much more slowly, and German and Swiss German have grown apart.

Even amongst the Swiss themselves, there are dozens of dialects. Every German Swiss will tell you that the next village over has a different dialect, the town after that in the next valley over is almost completely unintelligible, and my God, you should hear how they talk in Vallis, the southern most Canton bordering Italy.

So Swiss German isn't really German at all, it's as different as German is from Dutch.



Interlaken has both German architecture and Swiss mountains

And each town can be as different from each other as, say, a Scouse from a Londoner, a Manc from a New Yorker, or a Dubliner from a Californian.

Why is it called German? Why isn't it called Swiss? Because the people who speak it write in German. Standardized, gloriously ruled and regulated, written German is the paste that holds the different linguistic blocks of German Swiss communication together. All the Swiss learn German in schools at a very young age, they

consider it their first foreign language. It's the method of official communication, the TV, the Radio, and the Newspapers. Due to the many different dialects of Swiss German, a written standard was never decided upon. So, they borrowed German's.

The next time you run into one of our German Swiss on campus, ask them how to pronounce *Chüchichäschtli*, that quintessential Swiss German word meaning "Kitchen Cabinet."

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Olympic Games Return to Greece

By EVITA SIDERI
Greece, Spring '05



life much easier to the expected 1,000,000 Olympic guests, will be the economic legacy left to the Greek population after the end of the Olympic and Paralympic Games.

The revival of the Olympic Games in Athens after the first modern Olympiad in 1896 could well herald a new era in the appreciation of the ancient ideals that were inspired by the Olympics. Beyond the combination of the history, culture and natural beauty, Greece has promoted a series of events that are meant to be incorporated in all the future Games, as catalysts for peace and understanding among the nations. These are mainly the Cultural Olympiad, the youth festival and the international Olympic truce centre, the last one being based on the ancient Olympian ideal of peace. All three new institutions are destined to promote Greece's distinction on the international cultural scene.

Furthermore, the Olympics are a great commercial event. Greece will stand for over a month in the limelight. Beyond the promotion of its cultural and natural beauty and the consequent tourist boom, this will draw the attention of the universe upon it. This can be easily converted

into figures e.g. through international and domestic sponsorship, television rights, licensing and ticketing, not to mention the significant profit that local merchants can make during the four weeks of Olympic and Paralympic Games. The upgrade in every major sector of the economy and the re-invigoration of public life throughout Greece is becoming more and more visible.

Nevertheless, the Olympic Games mean far more than public works, promotion and figures. The impact they have had on the Greek population is enormous and has been expressed through the 160,000 applications received for 45,000 volunteer places, and the overwhelming willingness of anonymous Greeks to be the torchbearers of the Olympic flame throughout Greece. Moreover, the skills, expertise and training of the workforce in Greece across every sector will be enhanced. The workforce will be called upon to manage large scale complex projects that require integrated planning and detailed coordination, which shall leave them with valuable assets to survive the completion of the Games.

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Also Contributing to this article was Natalia Papsteriadou, Scientific Collaborator, Center of International and European Economic Law, Thessaloniki, Greece.

Images from www.athens2004.com

Spain: Mass Persuasion

Continued from Front

sification left.

There is a sentence from the Supreme Court that states that over 100 radio stations around Spain from which *Cadena Ser* broadcasts are illegal and should be shut down. It was the government's role to execute the sentence and they never did. *Localia Television* was illegally broadcasting national programming even though the law stated that local television channels could not do so. Finally, the law was changed to allow Polanco's television to be legalized. The only two digital cable companies merged becoming a clear monopoly. The government gave the permits arguing that it was going to benefit the final customer with a reduction or at least freeze of prices that the two parties agreed on. The prices were never frozen, they actually went up.

After the Prestige natural disaster (an oil carrier that sunk on the northwestern coast of Spain) the Socialist-Prisa tandem started the propaganda, the first test, the first round.

Both the Socialist and the Communist party joined forces to protest against the government's handling of the crisis. The war in Iraq was seen as a great opportunity to regain power and the left propaganda machine started working again full throttle, second attempt, round two.

Millions of people went out on the streets to protest against a war they considered illegal. The weapons of mass destruction may never be found, but it is clear that Spain had

another type of threat, the Prisa Group and its weapons of mass persuasion.

The people's will was soon manipulated by Prisa and the socialist party. The Popular Party's offices around the country were attacked by hordes of so-called anti-globalization, anti system, anarchist groups and other barbarians. It didn't work, people still believed that what happened in Spain during the last eight years was more important than what could happen in Iraq, and the Popular Party won the regional elections.

Everything seemed to be going as planned by Aznar's cabinet. His appointed successor was clearly going to win the March 14th elections. But then three days before that, on March 11th, ten bombs in three different trains exploded simultaneously at eight in the morning, leaving almost two hundred dead and fourteen hundred wounded. It was the worst terrorist attack in European history. It was what the international press soon called the European Sept. 11th. Everyone thought that the Basque Terrorist Group ETA was behind the attacks. Even the Prisa Group companies had no doubts about ETA being responsible for the attacks. But then, after all the confusion, a day after the terrible bombings, Prisa leaders met with the socialist strategic managers and they realized they had a last chance to win the elections. It was going to be hard, maybe illegal, but they had to try. Round three, final round.

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Conducting Business in the "New" Europe

By VANYA DIMITROVA
Bulgaria, Spring '05

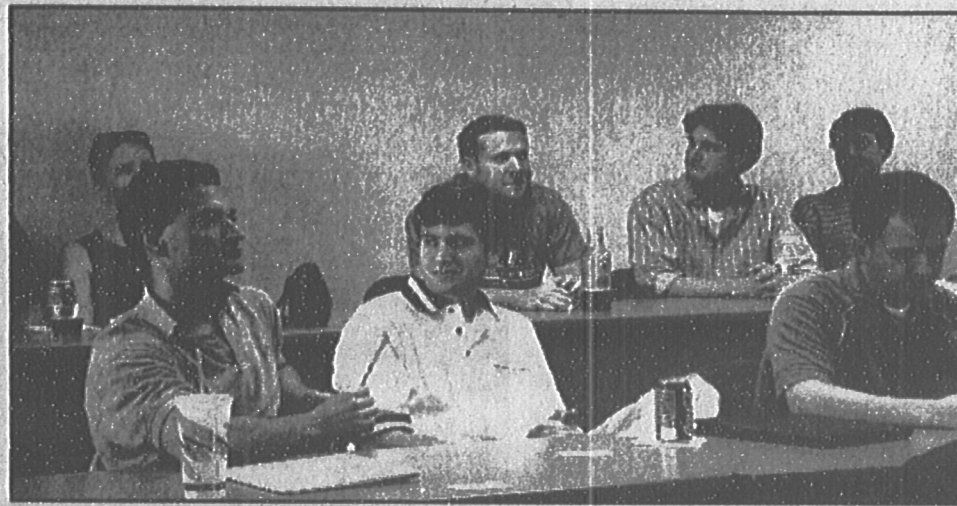
This is an exciting year for many of the former communist countries of Central and Eastern Europe. For more than 15 years they have been going through a hard transition from centrally planned economies to market based business practices. This May, ten countries (Cyprus, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, the Slovak Republic, and Slovenia) from the region will be invited to join the European Union, an act showing recognition of their achievements in political and economic reforms.

The seminar "Conducting Business in Central and Eastern Europe," organized by the Central and Eastern European Club and co-sponsored by the European Career Club seemed timely.

On Friday, March 19, about 40 students attended the 1 1/2 hour seminar on business practices in Eastern Europe. The speakers, Mr. Iancu (KVG Consultants) and Dr. Doede (The Answer System and AIG Silk Road Fund) discussed their experiences in conducting business with Eastern Europeans. The focus of the lecture was not, however, as much on the countries joining the EU in 2004; rather the speakers talked more about the nations that have lagged somewhat with their reforms, like Bulgaria, Romania, Russia and the Commonwealth of Independent States (CIS).

Contrary to popular expectations, Mr. Iancu expressed an opinion that Romania and Bulgaria offer the best potential for investment in the next few years to come (2005-2008). The reasons he stated are that the two nations offer lower costs of labor and land and plenty of lucrative investment opportunities with high returns.

Also, the political situation in both countries is now sta-



Students share their experiences with the presenters

bilizing as Bulgaria and Romania are putting the necessary legislation in practice in order to satisfy the criteria for joining the EU (planned for 2007). Mr. Iancu particularly focused on IT outsourcing in Romania, which his firm is currently doing.

Dr. Doede discussed Russia and the CIS states. He emphasized that there are security issues in the area, but that there is great potential for investments in the future, especially in the natural resources and military industries. He also emphasized the great talent pool in the region.

The debate became interesting at the end as the two speakers had different opinions on investing in Eastern Europe. Mr. Iancu defended the position that you have to be a first entrant in order to benefit from the business environment while the opportunity still exists. Dr. Doede's opinion was that you should let others do the tough things at the beginning, and come in after there has been an established path. However, both Mr. Iancu and Dr. Doede agreed that corruption is still a big problem in Eastern Europe and should be considered when doing business there.

Adi Radutiu, a second trimester student who attended the seminar, commented, "I liked it because I got to hear different perspectives. On one hand, there was an Eastern European who grew up there, but now is living in the U.S. On the other hand, we

had an American who was brought up in the States, but had a lot of business experience in the region. I think this is why the two speakers represented very different perspectives on conducting business in Eastern Europe. We got a good 360 degree view on what it is to be involved in a business in the region."

Student Lester Lee commented that he learned more about the region from the seminar. He said, "I think Eastern Europe represents tremendous business opportunities for anyone willing to take the risk with the fledging governments and new market economies. The region offers an exciting mix of rich history and culture, interesting people, and seasonal weather."

Another student attendee, Monika Vejmelkova, commented, "The presentation gave me a great insight into current business issues and trends primarily in Romania, Bulgaria, and former Soviet Union countries. In my opinion, Mr. Iancu and Dr. Doede did an excellent job illustrating that Eastern European countries are not all alike, but each country deals with different economic, business and security issues."

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To find out more about the Central and Eastern European Club or the European Career Club, contact the author at dimitrova@global.t-bird.edu or the individual club pages on MTB.

Food Wars: Episode 1

By GREGORY BONNET
France, Spring '04

What is the most important thing for a Frenchman in life? This is quite a stereotype, but it is eating and drinking for sure! We could not be world champions in football anymore, but we are still champions of gastronomy and good taste (speaking only about eating habits... I should be somewhat cautious on some other points.) If eating in a restaurant in France is a dream, eating in the Commons is much more of a nightmare... Burgers galore! Oh my God!



Grégory BONNET

I wish you could have a

taste of all the different specialties of our regions: our cheeses, our wines, our meat and much more. The only thing is that you are likely not to be allowed into the United States anymore!

Since February 24th 2004, the Bush Administration decided to ban all the French *foie gras* and *charcuterie* (pork butcher's and delicatessen). Why? After an inspection of the U.S. hygiene services in France, the U.S. administration cancelled the import agreement of all the firms surveyed because of "a failure in the French hygiene control system compared to the U.S. one" and because the French services seem not to be "technically-able" to deal with those issues. (Please note that there are a hundred times more deaths linked to food poisoning in the United States than in Europe.)

Even if the U.S. government claims not to have particu-

larly targeted the French, it seems to be one more Non-Tariff Barrier raised against France and the European Commission. Some years ago, the U.S. administration partly banned the imports of French cheese to the United States for the same reasons.

The tariff war is raging between each side of the Atlantic Ocean. Where will it stop? Will it never end? Will the French wines be poured into the sewer on the New Continent? Will the Europeans throw the burgers away with all of the Pepsi/Coke drinks? Wait a minute... who are the real victims of this war? Do the governments care about it? Yes, they do... to some extent: you were mean to me, so I am mean to you!

The collateral victims are much more the producers and

Even if the U.S. government claims not to have particularly targeted the French, it seems to be one more Non-Tariff Barrier raised against France and the European Commission.

consumers. We should be able to choose what we want to eat and where we want to do so. It is high time to stop playing a foolish and childish game. Sit around a table and talk rationally (or go to the Global Negotiation course).

Hopefully, planes are still allowed to cross the Atlantic Ocean (for how long?)... So, my dear fellows that are going to Archamps: have a taste of France, take a deep breath, go out, eat, drink and enjoy! You might not be able to do so anymore, back in the U.S.... or ask for French recipes that can be cooked in the respect of all the American hygiene and security rules.

Author's Note: Thanks to Kierstan Grunow for the crêpes and the strawberry "1000 feuilles" at European Night... it was wonderful!

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Thunderbird Graced by Greek National Team Golfer's Skills

By BETSY HOAG
U.S.A., Spring '04
Co-Editor, Das Tor

Evita Sideri's golf career began at the age of 12, out of a desire to engage in some sort of activity that would afford her long, unquestioned time on her own, away from her parents' notice. In fact, she indeed spent every hour she claimed to be golfing doing just that. It is sort of an unusual way to pick up a sport, perhaps, but Sideri (Greece, Spring '05) became dedicated from her earliest days on the course. She added that in addition to wanting some independence, she was enticed into golf by her father, who is a 12 handicap.

Just two years later, at

the age of 14, Sideri entered her first international competition in San Remo, Italy. She then played in several youth or ladies tournaments in Morocco, Germany, France, the Czech Republic, and Slovenia. These competitions piqued her interest in traveling, and exposed her to some of the best golfers in the world. Her goal at this point in her career was to participate in a European Championship or World Cup event, as she realized she enjoyed the team - rather than individual - aspects of the sport.

A desire to improve as quickly as possible prompted her to take lessons in the UK for two successive summers. Sideri said that it was necessary to make this journey, since Greece has only a few golf courses and the level of

instruction is much higher in the UK. There, she played between 8 and 10 hours a day. One winter her coach from this golf camp (in Chester, outside of Manchester) came to Greece to assist Sideri for two weeks. Sideri is now a 6 handicap, and plays on the Greek National Ladies Team.

Despite Greece's disadvantages relating to lack of golf courses and high-level instruction, its golf team has made great strides. Prior to 2000, the Greek National Ladies Team had never participated in a European Championship or World Cup event. But in that year, the team played its first World Cup event in Berlin, and went on to play its first European Championship event in Vigo, Spain, the following year. The team also played in

the Met Games in Tunisia in 2001. Sideri says the team's next goal is to play in the 2004 World Cup this October in Puerto Rico. She hopes to be a part of this effort, providing her course schedule allows.

Sideri has played with top talent such as Sergio Garcia and Annika Sorenstam, and says she has learned an incredible amount from not only these high-caliber players but those on her team as well. She continues to work on her short game as well as strategy and analysis.

Since Sideri arrived at Thunderbird, she has played in several competitions with the TEE-Birdies and coordinates GWIB Golf lessons and activities. While golf is "just a hobby," she is clearly committed to the



Evita is all smiles at Cave Creek golf course during one of the weekly GWIB golf clinics.

sport, and has made a valiant effort to teach the game and encourage students to play. betsyhoag@global.t-bird.edu EvitaSideri@global.t-bird.edu

Corruption: Learning How to Do Business in Central Asia

BY GREGORY WHITE
U.S.A., Summer '04

In June 2000 I was working for a Danish Shipping conglomerate in Copenhagen, Denmark when I received a call from our HR department. I was expecting to be repatriated to the United States soon, so it was not an altogether unexpected call. That I was instead being offered a pioneering start-up position in Central Asia rather than a trip back to my native land across the Atlantic was a huge surprise, though. Like many of you reading this article, I had heard of one or two of the Stans but I knew nearly nothing about them. So, I got to work on the Internet researching these enigmatic countries, began Russian language classes almost immediately, and found myself on the ground in Kazakhstan by September 2000.

First on the list was to establish a legal and physical presence in the region. Almaty, Kazakhstan was determined to be the modern commercial center of the region with the largest GDP among the five Stans and double-digit growth expected over the next 10 years due primarily to increasing exploitation of the oil and gas reserves. It was thus decided to establish a regional headquarters in Almaty. There were many reasons our company had not invested in Central Asia previously, and among the most significant were corruption and administrative barriers.

The Administrative Code in Kazakhstan, for example, enabled numerous unjustified inspections by state authorities. This posed a problem for business development because it was the basis for corruption and extortion by the government. The same is true of the Tax Code. Whenever an item in the Tax Code is left open to interpretation then no matter what a company does, it can be said to be wrong and "fines" can be assessed. This is admittedly a short and simplified explanation of the corruption issues that businesses face in Central Asia and other developing countries, but it provides an idea of the sorts of problems that exist.

Many international organizations, non-governmental organizations and local business interest groups are present in Central Asia and are working with the government and, in many cases, each other to address these and other challenges. Teams of western lawyers, for example, volunteer and consult each year to help correct loopholes in the tax code and to assist in identifying obstacles to reform and economic development.

Corruption in day-to-day business dealings is still



Central Asia or Eastern Europe? Almaty, Kazakhstan from afar

present, however. The problem is that if a foreign company engages in a pay-off for a deal "once" in order to enter the market quickly, for example, then it rapidly becomes known throughout the market that this company will engage in such activity. Thereafter, customers might not

access to western consumer goods. The Big 5 accounting firms have been very successful mainly in providing tax and audit consulting services to the large oil and other foreign companies. The tobacco companies such as Philip Morris, JTI and Gallaher continue to expand and meet with

financial success.

In my case, I was there at just the right time. Not only was there a growing need for western logistics companies in the booming cotton, cotton yarn, and textiles trade, but the U.S. military quickly became our biggest customer with the onset of the military venture in Afghanistan to root out

Bin Laden and his cronies.

I spent the better part of three years living and working in Central Asia based in Almaty, Kazakhstan. With very few exceptions my memories are all positive. The local people, whether Kazakh or Russian, were always kind and always interested to learn more about me, my travels, my work, the U.S., and my ideas about the future development of the Stans. It was an extremely rewarding experience to bring new investment, jobs, and western standard uncorrupt business practices to these developing areas and to assist in the development of the countries' infrastructure through my work.

Through my position as a Community Director for the American Chamber of Commerce in Kazakhstan, I developed very close friendships with local business people, government officials, and expats working in all variety of industries. Those friendships made the experience special.

In addition, the world-class mountain biking, hiking, rock climbing and skiing (yes, skiing!) made the experience memorable and fun. Of all the countries and places I have visited all over the world, Kazakhstan and the other Stans are among my all time favorites.

gwhite@global.t-bird.edu

The author invites you to contact him if you have any questions about Central Asia or this article.

The Administrative Code ... enabled numerous unjustified inspections by state authorities. ... it was the basis for corruption and extortion by the government.

deal with your company unless you agree to deal.

In my experience, it was sometimes very subtle, unspoken, but implied. In other cases it was so direct it made my head swim. An import manager for a tea company once said to me, flat out, during my first call on him that he would need a considerable cash payment associated with each container of tea we transported for him in order that he could take care of the many payments to local government officials.

Corruption begets corruption. It is a slippery slope that many companies face. The problem is when something goes awry - and it always does. The frequency of country manager changes was quite high because such a change was often required in order to clean house and establish new modus operandi.

At the end of the day does business get done? Can foreign companies bring their products and services to the Central Asian markets and succeed in capturing market share and becoming profitable? Absolutely. The energy companies are in a unique situation and have done well in spite of the scandal associated with millions of dollars being paid in to Swiss bank accounts operated by Kazakh officials in order to gain oil concessions. Companies like Procter & Gamble and Johnson & Johnson have been very successful as the average Kazakh's earnings begin to grow and they want

What You Need to Know About Czech Hockey

By MONIKA VEJMELKOVA
Czech Republic, Summer '04

Less than a month remains until the opening game of the 2004 IIHF World Hockey Championship, which will be hosted in the newly constructed Sazka Arena in Prague. Sixteen of the world's best teams will fight their way to the top between April 24 and May 5, 2004. The games will be held in the Czech Republic's capital and the city of Ostrava, which is located in the north-western part of the country, near the Slovakian border.



Monika Vejmelkova

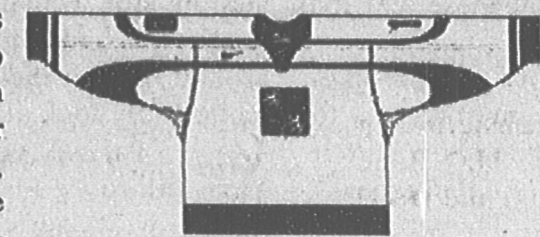
The World Championship in hockey is returning to the Czech Republic after 12 long years. Czechs are hockey fanatics and cannot wait until the opening moments of the tournament. Due to the enormous interest of the public, all seats for the Czech team matches in the base group in Prague, the matches of the Slovak team in the base group in Ostrava, part of the seats for the qualification groups, the semi-final, the final and the contest for the bronze medal are all sold or reserved.

The Czech citizens' passion for this sport can be easily explained. Hockey has a long tradition in the Czech Republic and the country was one of the founding members of the IIHF (International Ice Hockey Federation) in 1908. The Czech hockey team won its first World Championship title in 1911 in Berlin, Germany. Back then, the country was known as Bohemia, given that Czechoslovakia was not formed until after World War I. Since then, the Czech team has collected 11 more World Championship trophies and one Olympic gold medal.

The most recent Golden Era for Czech hockey began in the mid-nineties. In 1996, the national team under the guidance of Ludek Bukac took gold at the Vienna World Championship. While in 1998, a fine team built around Dominik Hašek and Jaromír Jágr, and coached by Ivan Hlinka and Slavomír Lener, won a historic first Czech gold medal in hockey at the Winter Olympic Games. At the turn of

the millennium, the Czech team captured the World Championship gold three times in a row for the first time in the history of Czech hockey - in Lillehammer (1999), St. Petersburg (2000), and Hannover (2001). In 2000 and 2001, even the Czech Junior team won the U20 World Championship twice in a row (the first Czech golds in this tournament in history). Dominik Hašek and Jaromír Jágr won many prestigious individual NHL trophies between them - and the Czechs were simply winning anything that was possible to win.

The season 2001-2002 however was not so successful for Czech hockey. The team coached by Josef Augusta ended up out of the medals in both top events (at the Olympics in Salt Lake City and at the World



Championship in Sweden). In the quarter-finals, Russia dealt the deadly blow in both cases. Nor did the Czechs take home a medal in the tournament in Helsinki in 2003, even though they managed to make it to the semi-finals. There they lost to Canada and later got

beaten by Slovakia in the bronze medal game.

This year's goal of the Czech team is to win the title and forget about the unsuccessful past three years. The players will have the advantage of a home environment and returning to the spotlight in front of their fans will be phenomenal. So, I would like to wish them all the best and good luck at this year's championship!

Images from: www.hokej.cz and www.mshokej2004.cz

mvejmekova@hotmail.com



A Love Affair in Paris

By **MANISH PUNJABI**
India, Summer '04

Interning with a French company, swimming twice a week with a French colleague, sharing an apartment with a French man and occasionally lunching with my French assistant... just the perfect recipe to fall in love with France. The only missing ingredient being a French speaking girl-friend. Work in progress on that front.

Yes, I am writing about some of my experiences in beautiful Paris. Interning with Alcatel for 11 months is a great experience. My team's area of responsibility is Sales Support; it covers customer demonstrations and presentations, marketing documentation and support to sales teams worldwide. My first international experience has seen me speaking to people from all over the globe and witnessing first hand, the contrasting business cultures of the Japanese and the French.

One of my greatest take-aways from this internship is to have truly understood how hard it is for non-native English speakers to follow me. Though I did receive feedback while in Thunderbird and in the early days with Alcatel to speak slowly, I could not reduce the speed at which I spewed out marketing jargon. However, once I started learning French with my flat-mate, Farid - I truly realised the need to slow down the rate at

which I churned out sales pitches. My maximum satisfaction is to see my boss beaming when other colleagues mention my improvement. My aim, of course, is to conduct presentations in French and write emails in French.

Living in Paris has also showed me what I missed out on while in Paris as a tourist. It is simply impossible to cover a city like Paris in seven days. I visit the city a minimum of three times a week, and enjoy walking through back alleys that showcase the French way of life - people scurrying home at 7 p.m. from the boulangerie (bakery) armed with baguettes (French bread) under their arms, saying "Pardon" to strangers when your paths cross.

Outside our regular café haunt in Montmartre, to irritate passers-by, I push my chair leaving a very narrow gap for people to pass - but guess what - no one seems to mind. Lovers walking side-by-side actually change to single file and big groups walk around or wait their turn to pass while I idly look at my coffee.

Paris is very much like Thunderbird - a place where you find a wide variety of people from across the globe. Irrespective of whether you are from the Philippines or China or from the Indian states of Tamil Nadu or Karnataka or from East Europe - the entire mélange is tied together by a common thread - French.

Another positive out-



Manish is all smiles in Paris

come is that I have found a great friend in Brian McClure. Though we started from the same cohort in Archamps, we hardly interacted while in school due to the schedule and living arrangements. "Monsieur McClure," who is interning with Delphi, is a walking, talking, living Pearl Jam encyclopaedia. It is with him that I roam the streets of Paris experimenting with different cuisines and seeking nirvana for our stomachs and soul. We share our ups and downs of our internships saying that "One day, we will be managers with five figure salaries and no time to savour these moments of calm bliss atop a hill side café amidst the scurrying hum drum of human activity - so enjoy these simple pleasures while we can." Who knows, next we might be flying to Hawaii from opposite parts of the world in our private jets for tete-a-tete over coffee.

So come enjoy Paris and let me be your guide!
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Blimey Mate - Nice Whistle

By **DOUG BACON**
U.K. / U.S.A., Fall '04

I walked into my office in the newly developed Canary Wharf in London's East End. It was the first day of my new job. "Blimey Mate, nice Whistle, and did you get your Barnet cut?" said the COO. "Yes...em...thank you..." I replied bemused.



Doug Bacon

London's East End has long been known for its "down-to-earth" sub-culture. Historically, the English prevailing south-west winds blew the City's industrial smoke and dirt to the east. The area became inhabited by the poor and the dangerous. Londoners fortunate enough to be born within the sound of the Bow-Bells (bells heard from one of the East End churches) were termed Cockneys.

The Cockney rogues and vagabonds would sit in the pubs, and discuss and scheme their evil deeds among themselves. With the sharp ears of the police and informants always around eagerly trying to overhear the conversations, the villains began to speak in a code known only to them. A secret rhyming slang. As the years rolled by it became a common language of the East End Cockneys and to

this day is heard all over London used by all sorts of people.

Essentially, the secret is to understand that the slang uses couplets. The last word of the couplet rhymes with the word that you are trying to say. So, Apples and Pears would be stairs. As I found out - Whistle and Flute is a suit. Barnet Fair is hair. And so on. This then is often abbreviated to just the first word of the couplet. So it becomes "going up the apples to get my whistle."

The next time you hear someone say "I'm leaving the Saucepan (Lids) with the Trouble (and Strife) in the Cat (and Mouse), taking a Haddock (and Dab) down the Frog (and Toad) down to the Rubba (Dub Dub) putting my hand in my Sky (Rockets) to pull out some Rifle (Range) and buying my Old China (Plate) a Pig's (Ear)" ... you'll know that the person in question is off to the pub for a beer. No?

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The Best Restaurants in Geneva: A Guide for T-birds

By **SONIA DEROBERT**
Fall '04, Switzerland

Geneva is a wonderful place to be in the summer, and obviously if you go there you will find plenty of professional guides for restaurants and bars. This is my personal guide to Geneva and I hope some of you will follow my recommendations while I'm in Glendale stuck with Einstein Bagels and P.F. Chang's...



Sonia Derobert

A very popular place to have dinner is the *Café des Bains*, a small but trendy restaurant serving fusion-style food. The bar next door is also nice, but the best place in the neighborhood to hang out is *La S.I.P.*, a former industrial plant where you can stay at the bar or go dance on the second floor.

Another good place to go out is *Carouge*, in one of the nicest quarters of Geneva, where you should also not miss an evening at *La Plage*, which is one of the oldest bars in Carouge.

A very good restaurant

is the *Café des Négociants*, and if you are a jazz fan, you should try out the *Chat Noir*, where there usually is live music.

In the old town, don't forget to try the most famous chocolate cake in Geneva at the *Mortimer*. If you just won the lottery and you like Italian food, *La Favola* is one of the smallest restaurants, but also one of the best.

Also, the *Demi-Lune Café* has good tapas and is a nice bar. Of course, you will want to hang out at the *Clémence*, where you go to sip a kir or a glass of wine at a nice piazza and watch other people while they are watching you. If you are single, this is the place to be.

Last but not least, don't forget to go to the *Bains des Paquis* to have a swim in the lake and have their famous brunch on Sundays. And if it is raining, you should try their *le pain quotidien* - fresh baked bread with their special milk jam. I hope you will enjoy my hometown... and before you come back to the U.S. go to *Micheli* and eat some of the best chocolate of Switzerland!

soniaderobert@global.t-bird.edu

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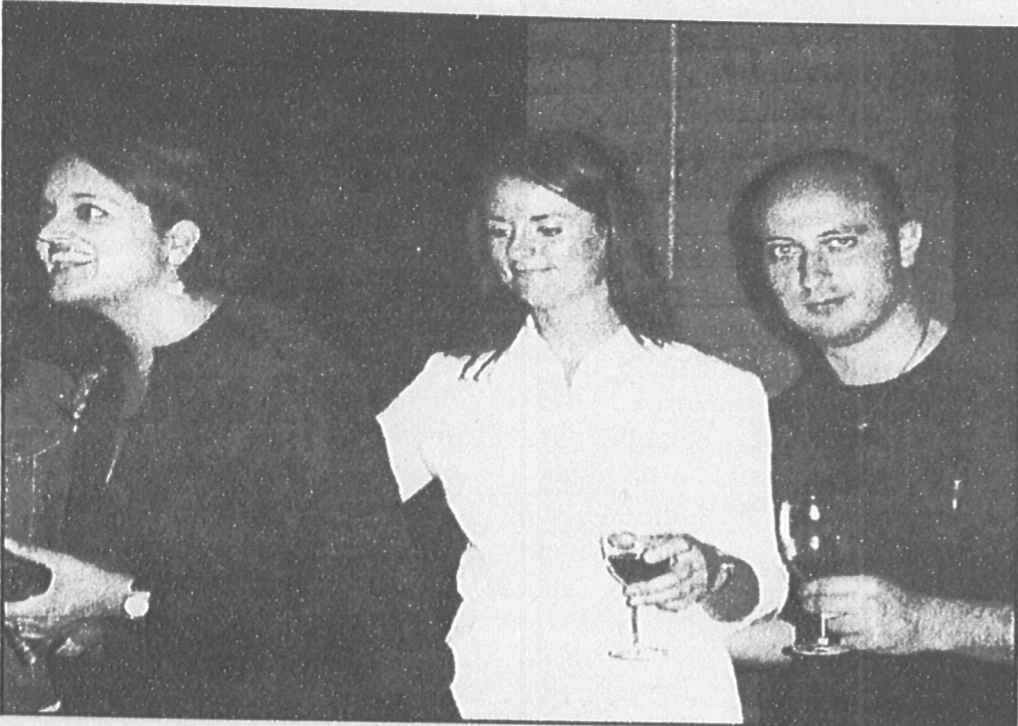
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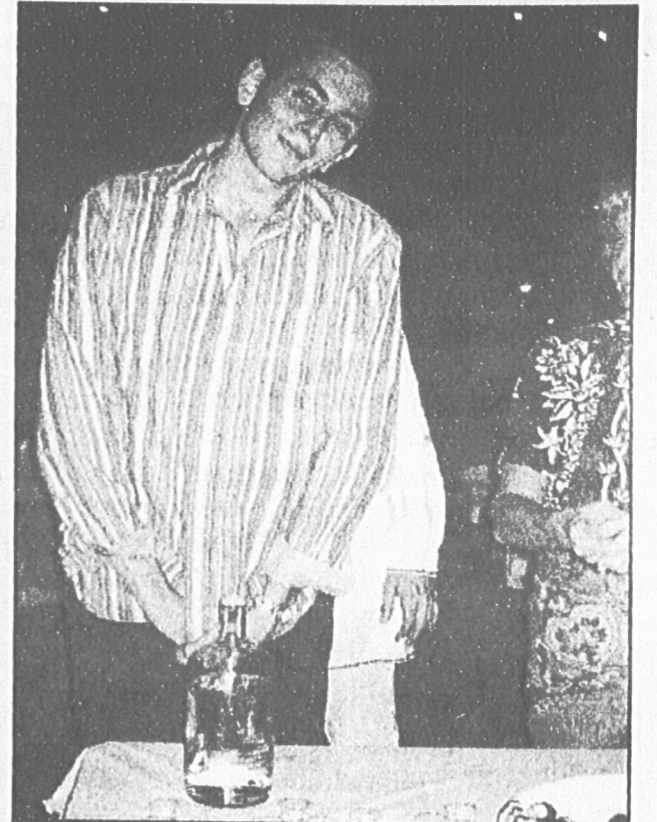
How Do T-birds Celebrate Europe?



Kalpana Schwani is supported by Stephanie Evans and Federico Spadea at the Wine Club's March 19th tasting of Italian wines



Barbara Woodard and James Garcia party in Spain



Can you go drink-for-drink with the Russiansat Europe Night? This inviting face begs you to try your luck!



Skiing in the Alps is one of the many pastime pleasures in Archamps



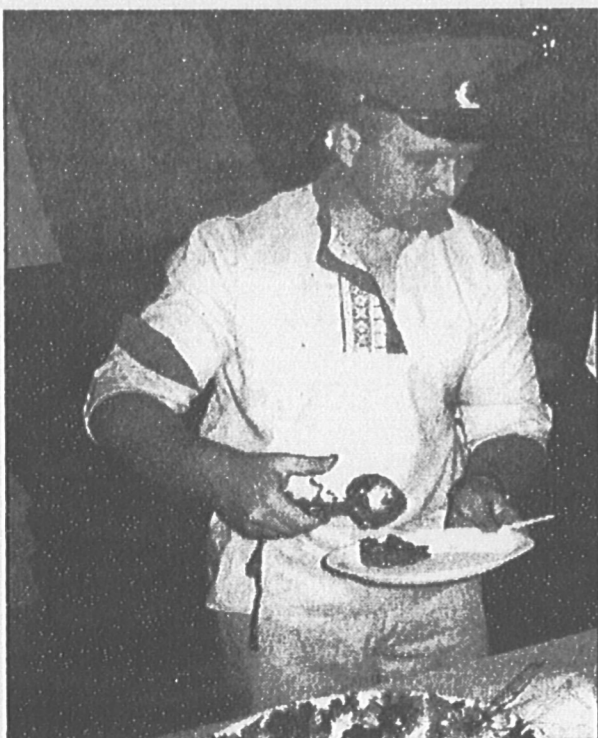
Amedeo Gaggion, Ian Bolin, Brian Cramer, Yvonne Boltan and Sharon Jayakumar sip Italian Reds at Wine Club on March 19th



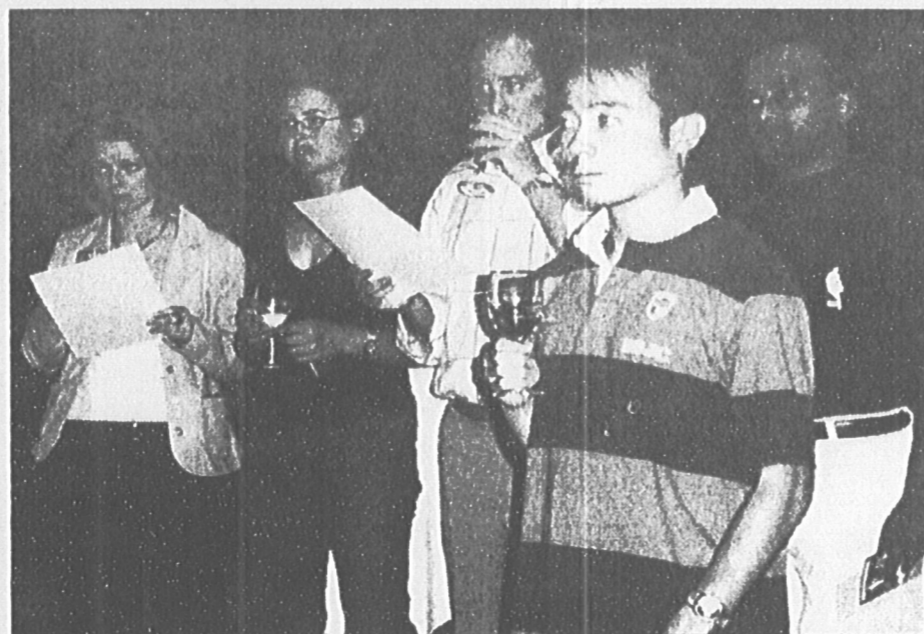
Students party at Europe night, tasting the regional beverages of German beer and French wine



Students take a break from their books in Archamps. Here they relax from the "rigors" of a weekend ski excursion.



Something smelled great at Europe Night on March 23rd



Ginny Stern, Itai Bierderman and Jagadeesh Veerappan are joined by fellow T-birds at Wine Club



The French wine brought out the best in everyone at Europe Night at the Fish

Send your sports photos to dastor@t-bird.edu for inclusion in next month's issue of Das Tor. Deadline for submissions is Thursday, April 15th. Das Tor thanks all people pictured here for their enthusiasm to be photographed.

Spanish Socialists Win

By JOSE DOMINGUEZ
Spain, Spring '05

The March 11, 2004, terrorist attacks on Madrid signal a turning point in Spain's recent history, bringing consequences to the Spanish political and social arena.

The terrorist attacks took place just three days prior to Spain's General Elections, putting a burden on PP's chances of re-election.

(The PP - *Partido Popular* - the conservative party still in office, was clearly heading the polls to be re-elected into office for an additional 4-year period). Factors that enabled the Socialist party to surprisingly win the elections with quite a margin were:



José Domínguez

1) Spain's social discontent with President Aznar's support of the U.S. led coalition in Iraq, and the presence of 1,300 soldiers in an assigned control area in Iraq.

2) The cabinet's information mismanagement of the terrorist acts, refusing to accept at once the possibility of Al Qaeda being behind the attacks.

3) The chance that Spain would continue to be a target of massive terrorist acts if support of President Bush's Iraq policy would continue.

Consequences of the PSOE's victory in the recent elections:

Economic: There should not be too many dramatic

economic policy shifts. Market friendly policies and deregulation should continue to be implemented. The new government's tax plans will be informed by the twin aims of promoting social justice and improving productivity. The PSOE is planning a cut in the main corporate tax rate from the current 35% to 30%, and tax breaks to encourage innovation and R&D. It intends to lower VAT rates on large consumption goods and services, including food and recreational services. Like its predecessor, the PSOE government will seek to maintain budget stability. Thus higher spending and tax cuts will be financed through an increase in capital gains tax and higher indirect duties.

Foreign Affairs: An alignment with France and Germany that would not only strengthen the position of a UN led solution to Iraq (obviously, Spain will withdraw its troops from Iraq), but would also enable an agreement on EU issues such as majority voting, thus enabling the final acceptance of the European Constitution text.

Domestic Affairs: Soon to be President Zapatero has announced that, for the first time in Spain's young democracy, a woman will be appointed Vice-President. This is the first step toward an equal participation of women in Spanish society. Zapatero also intends to modernize the educational and the health systems, and foster the rights of homosexuals.

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The 'Stans: Where East Meets West

BY GREGORY WHITE
U.S.A., Summer '04

Stan: -stan suffix \stan\ (Per.) 1: place, place of 2: land.

Adopted into several languages from Persian, the court language employed in antique kingdoms of Central Asia.



Gregory White

Thus, the place or land of the Afghans is Afghanistan, the place of the Kazakhs, Kazakhstan.

They are a somewhat diverse group, the five Stans that make up Central Asia: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan. Only Kazakhstan, born about one decade ago in the breakup of the Soviet Union, seems likely to

enjoy a prosperous future thanks to enormous oil and gas reserves.

Turkmenistan, sometimes also called "One Man Stan" due to President Niyazov's oppressive policies, may also one day be rich due to abundant natural gas and oil reserves, but under the current government it stagnates.

All five Stans have been shaped by centuries of socio-political upheaval and suffer from drought, poverty, internal strife, human rights and governance issues in general. Rigid Soviet style one-party rule has

existed since the breakup of the Soviet Union and the local Communist party bosses took control of each respective country. Covering an area larger than the EU 15, the Stans weave an Asian carpet of many colors: blue of the Caspian Sea, gold of the desert sands, and red of the blood spilled in conflict.

The common denominator among all five of the Stans is the harshness of the shared landscape, sweeps of desert, the barren steppe and soaring mountain chains including the Hindu Kush, the Pamirs, and the Tian Shan. Soviet engineers harnessed the

Great, Attila the Hun, Mahmud, Mongolian Genghis Khan, Tamerlane, Marco Polo.

Islam, first brought eastward to Iran by Arabs, then to the Stans beginning about A.D. 700 engulfed much of the territory that is present day Central Asia. Islam in ex-Soviet Central Asia, however, is mostly moderate. In Kazakhstan, many Muslims describe their own beliefs as a kind of folk Islam where the teachings of the Koran and the strict Islamic rules such as praying five times per day and fasting during Ramadan are more suggestions than imperatives.

Uzbekistan and Tajikistan are perhaps exceptions to this relaxed form of Islam where there are known ties to the Taliban. Uzbekistan, for example, experienced a terrorist bombing attack in February 1999 and as a result, jailed many Muslims out of fear of an

Islamic uprising aimed at supplanting the secular government and establishing an Islamic State in the country.

For most of the Stans, the road to true democracy appears long and uphill, and security in the region may be no closer.

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The author invites you to contact him if you have any questions about Central Asia or this article.

<http://www.worldatlas.com/atlas/nfopage/stan.htm>

All five Stans have been shaped by centuries of socio-political upheaval and suffer from drought, poverty, internal strife, human rights and governance issues in general.

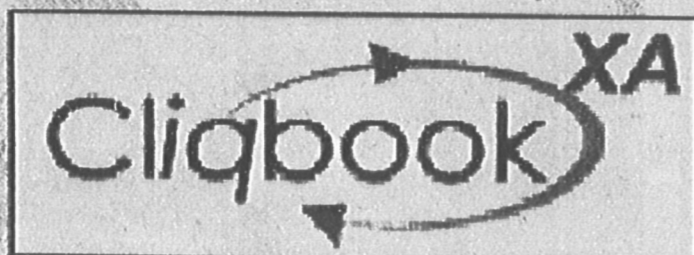
Amu Darya and Syr Darya rivers to turn much of Western Uzbekistan in to a giant cotton plantation. Consequently, the Aral Sea did not receive the water it needed for sustainability, and both Uzbekistan and Kazakhstan now grapple with the aftereffects of a land poisoned by agricultural chemicals and transformed into barren salt mashes.

The Silk Road and spice roads leading to, from, and through Central Asia were visited by mighty conquerors and traders through the centuries: Cyrus and Darius of Persia, Alexander the

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Academic and International Services Announcements

Overseas Campuses Exit Meeting – Tuesday, April 20th at 1:00pm in the AT&T Auditorium.

All students attending Thunderbird Europe and Guadalajara should attend this meeting. Staff members from the following departments have been invited to answer your questions before you leave Glendale:

Career Management Center, International Student Advising, Financial Aid, IBIC and Finance & Accounting

Thunderbird Europe Housing Reservations

All students must make housing reservations for summer. If you have not already done so, please talk to Ms. Julie Plombon to confirm your housing.

New! Summer 2004 OPT Express Application Procedure

- ➔ Pick-up OPT Express Application packets during Summer Early Registration Period in the Student Services Reception Area starting March 29th
- ➔ Express Applications will be accepted at the Reception Area from April 5th – April 23rd
- ➔ OPT's will be processed and returned to students starting April 26th, which is the earliest that they can be sent to the California Service Center.

For eligibility standards and more information, please contact an advisor or go to the International Student Advising MTB page.

Academic and International Services
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Bonne Fête Tintin! A Belgian Icon Turns 75

Find Tintin in the IBIC in French, Italian, and Spanish

Books & Bytes News from the IBIC



By **RACHEL BROWN**
Circulation Services
Supervisor

January 10, 2004 marked the 75th birthday of Tintin, the Belgian boy reporter created by one of the pioneers of the *bande dessinée* form, Georges Remi. Remi published all of the Tintin books under the pseudonym Hergé. Hergé first introduced the world to Tintin and his faithful dog Milou (or Snowy in English) in a children's supplement to the Belgian Daily, *Le Vingtième Siècle*, titled "Tintin in the Land of the Soviets." Not only was this the only time in which our beloved reporter actually filed a story, but it was also the beginning of a global phenomenon that would span generations of comic book readers.

Throughout the following decades, Tintin and Snowy embarked on one adventure after another, from the mountains of

Tibet to the streets of Chicago. Helped by their odd assortment of friends: the feisty whisky drinking and "Blistering barnacles" uttering Captain Haddock; the pathetically inept detectives, Thompson and Thomson; and the brainy and eccentric Professor Calculus; Tintin and Snowy exposed Soviet propaganda, sympathized with Chinese peasants during the Japanese invasion, helped divert a Gulf oil crisis and even traveled to the moon 15 years before the first Apollo landings.

Tintin's adventures have been translated into over 50 different languages and have sold more than 200 million copies worldwide. Their influence internationally can be seen in many ways. In Europe and Canada, they have spawned several animated movies and television series. The series are popular in India and throughout Asia despite their Eurocentric focus. In the United States, Hergé was openly admired by Andy Warhol, whose portrait of the writer will be touring this year as part of many exhibits. Most recently, a trilogy of Tintin movies based on the Red Rackham's Treasure books are reportedly to be produced and directed by none other than Steven Spielberg.

None the less, Hergé's work has not gone without criticism. Accusations of racial

stereotyping and collaboration with the Nazi's during their occupation of Belgium have fueled debates over Hergé's true alliances. Supporters claim he represented the cultural milieu of his time and that his work was a product of how the society he lived in saw different groups. His critics continue to argue that the views he expressed were his own. In 1999, the French parliament debated whether Tintin was from the left or the right. It seems that the political and social subtext of Hergé's work will ensure that the series remains as interesting to adults as it does to children.

Tintin's birthday is being celebrated on true global scale. Belgium has minted the first ever coin in his honor: a ten euro piece. Hergé's detailed depictions of the ships in his work have led to exhibits in Maritime Museums throughout France, Belgium, the United Kingdom, and Australia. Rumors continue to surface that Roman Polanski is planning work on a Tintin film.

The pseudonym Hergé came from the pronunciation of George Remy's initial's in French.

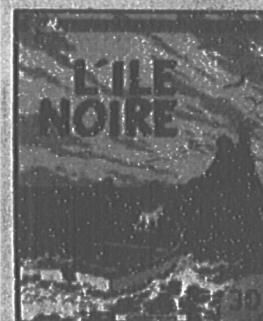
Charles de Gaulle was once quoted as saying, "...deep down, my only international rival is Tintin."

Whether you're a seasoned veteran of the series or a curious novice, you may be interested in the IBIC's collection of Tintin books. In true Thunderbird form, various titles are available in both book and video and in three languages: French, Italian, and Spanish.



Tintin en Amérique (1931)
(Book available in Italian, Spanish & French)

In this tale of the perils of capitalism, Tintin and Snowy come to the United States to battle Al Capone and his gangsters in the streets of Chicago. They witness the discovery of oil on an Indian Reservation that leads to the Native Americans being evicted from their homes and another city erected in its place. It is an interesting and unflattering depiction of the United States from a pre-WWII European perspective. The US is presented as a huge city and the Wild West rolled into one. It is interesting to note that Hergé was fascinated with the plight of the Native Americans and when he finally did travel to the US some 40 years later, he did in fact meet with the Sioux in South Dakota.



Isle Noire (1938)
(Book available: French & Spanish)

Tintin dons a kilt and tam for this adventure that takes him to the Black Island, off the coast of Scotland, where those who venture never return. Trying to solve the secret of these mysterious disappearances, Tintin and Snowy find themselves up against the dangerous Dr. Muller. Despite help from Thompson and Thomson and numerous attempts on his life, Tintin solves the mystery and brings Muller to justice.



Le Secret de la Licorne (1943)
(Book available in French and Spanish, Video available in French)

Le Trésor de Rackham le Rouge (1944) (Book and Video available in French)
In this two part adventure, Tintin and Snowy find a

model ship that they give as a gift to Captain Haddock. The ship turns out to be a replica of one sailed by one of Haddock's ancestors who clashed with pirates and apparently made off with their treasure. Tintin and his friends decide to search for the ship. It is in the second book of this series that Tintin meets up with Professor Calculus and his wonderful shark submarine. It is the last book Hergé wrote during the Second World War.



Objectif Lune (1953)
(Book available in Italian, Video in French)

Professor Calculus calls for Tintin's help while involved in a secret space mission at Sprodj Atomic research Centre in Syldavia. Danger follows, but with the help of Captain Haddock, Snowy and Thomson and Thompson, science prevails in this story set in the heart of the cold war.

On a Marché Sur la Lune (1954)
(Book available in French and Italian, Video available in French)

The story of *Objectif Lune* is continued here when the adventurers actually fly to the moon. On the way, they discover stowaways Thompson and Thomson whose very presence threatens their oxygen supply. Hergé studied scientific and scholarly work of the time and actually drew his pressurized suits and moon vehicles based on what he had read. The rocket in these books is closely based on the German V-2 design.



Tintin in Tibet (1960)
(Book available: French & Spanish)

Tintin travels to Tibet with Snowy and Captain Haddock to search for his Chinese friend Chang who has been missing and presumed dead after a plane crash in the Himalayas. They must overcome the physical challenges of the landscape and the real threat of encountering the Yeti in this non stop adventure. Hergé's depiction of the Yeti was the result of correspondence with those who had photographed the region and seen mysterious tracks.

Images taken from www.amazon.com and www.amazon.fr



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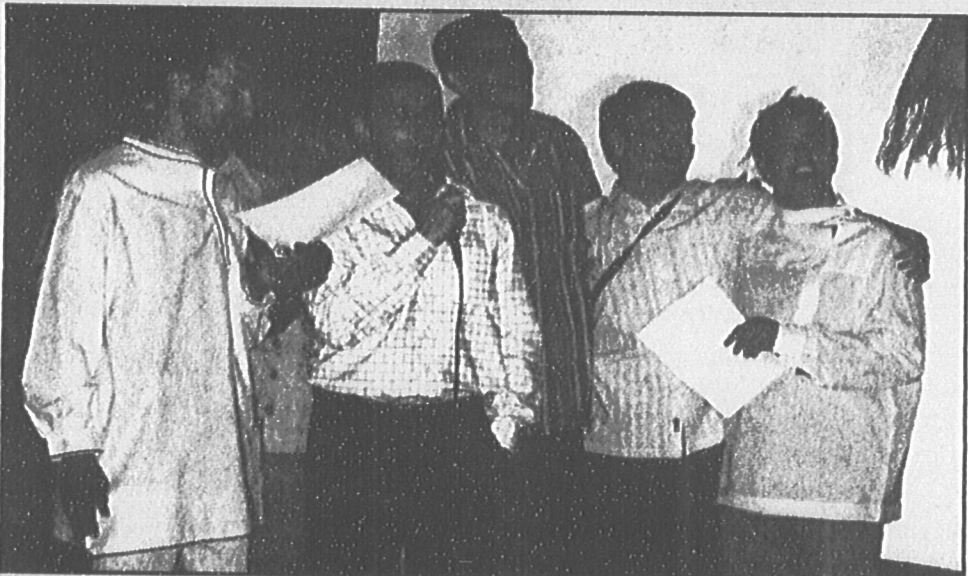
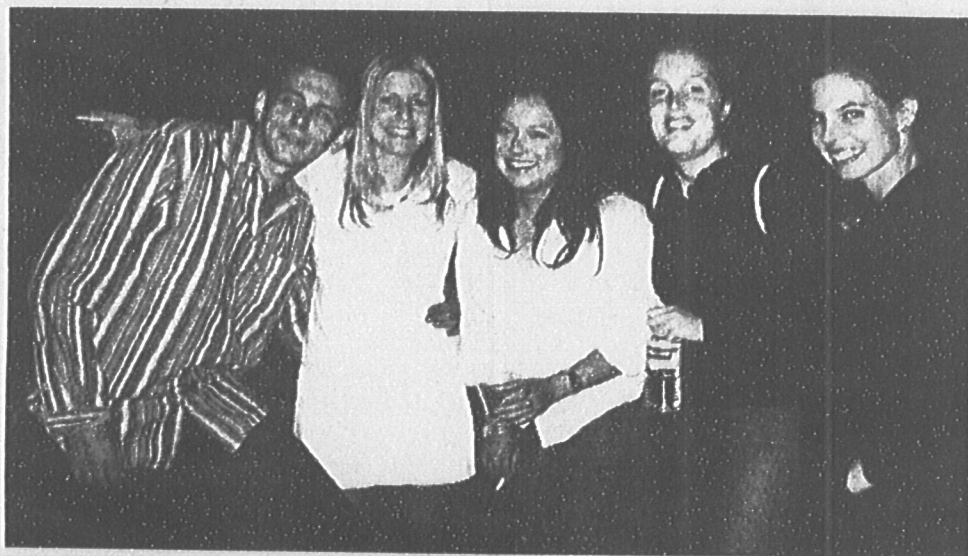
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More Europe Night Pics !



Photos by Kellie Kreiser and Nilsa Sanchez.

Read a review of Europe Night and the children dancers (right) in the next issue of *Das Tor*.



Belgian Waffles Wafting Through the Air

Submitted by
BIRGIT RADERMACHER

Makes approximately 20 waffles

You will need: a waffle-iron !

Ingredients

- 1) 300 g butter = 10 ounces
- 2) 150 g sugar = 5 ounces
- 3) 30 g vanilla sugar = 1 ounce
- 4) 6 eggs
- 5) 300 g bolted flour = 10 ounces
- 6) 4 teaspoons of baking powder

Method

First, beat the butter in a large bowl at medium speed until it becomes white.

Then add the other ingredients in the order as listed above while scraping the bowl occasionally. Mix on medium speed until you get a creamy fluffy batter.

Heat the waffle-iron on medium level and grease both sides of it with butter. Portion the batter according to the waffle-iron size and bake it until you get wonderful golden waffles.

*SMAKELJK !
BON APPETIT !
GUTEN APPETIT !*



Polish Szarlotka

Submitted by **ADRIANNA HANKUS-GEABIEC**
Poland

Method

Dough

Mix the flour with butter. Then add the rest of the ingredients. Knead the dough on table. Knead it pretty quickly and then put the dough into the refrigerator for about 1 hour.

Apple Filling

Peel apples, divide into quarters and take out the seeds. Then shred them.

Cake

Take half of the dough; roll out into a thin piece (about 3/8 inch) and put on the pan. Bake it for about 15-20 minutes until a light gold color.

Take the pan out from the oven, put in shredded apples (if they are too juicy press out some of the juice with your hand into a glass).

Sprinkle cinnamon on apples and a little bit of sugar if the apples are not sweet enough.

Take the other half of the dough, roll it out into a thin piece and cover the apples with it.

Make little holes on the top of the cake with a fork.

Place the cake in the oven and bake for about one hour at 350 F.

When the cake is ready, take it out from the oven and sprinkle powdered sugar over the szarlotka.

BON APPETIT !

In Poland, we bake a lot of different kinds of cakes during the year. The rule is to make it always from scratch. One of my favorite spring / summer cakes is SZARLOTKA. This is kind of an apple pie, but presented in a different way than anywhere else. So, please let me introduce our Polish szarlotka and the way we bake it.

What should a good szarlotka be? It depends ... but, in my opinion, it should have more apples than dough, and it should ... hmm ... melt in your mouth ... and it shouldn't last for more than one day ... because it is so good!

Ingredients

(for a big baking pan, for the whole oven)

Dough

- * 2 cups flour
- * 2 tbs baking powder
- * 1 cup powdered sugar
- * 1/4 pound unsalted butter or margarine
- * 4 eggs
- * 2 tbs sour cream
- * vanilla extract

Apple Filling

- * 5 pounds apples
- * Cinnamon
- * 2 tbs sugar

Important

- * Powdered sugar to sprinkle over the baked cake

We, the Editorial Board of Das Tor, would like to thank all members of the Thunderbird community who contributed to this, the second FOCUS AREA edition of the trimester.

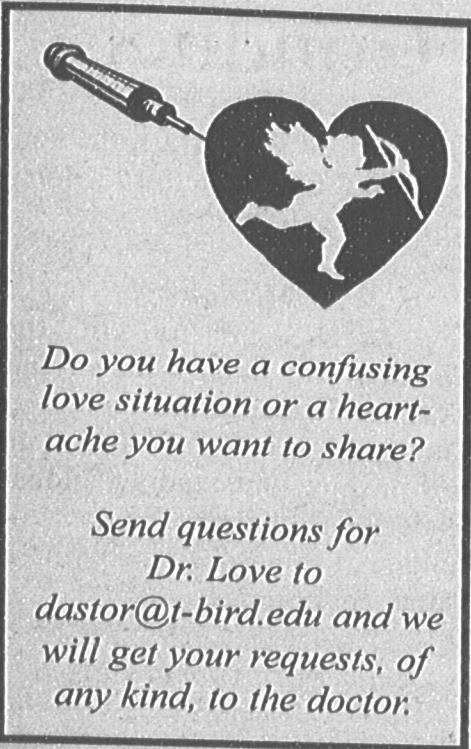
We recognize that it is not always easy to write, especially if it is in a language that is not your native tongue. We, and all Thunderbirds, appreciate your involvement and initiative.

Thank You to: Dr. Babarinde and members of his RBE Europe class Doug Bacon, Gregory Bonnet, Rachel Brown, Sonia Derobert, Vivian Dimitrova, Jose Dominguez, Carlos Fernandez Esteban, Marianna Eyzerovich, Adrianna Hankus-Grabiec, Christy Kong-Eaton, Ono Lattanzi, Glenn Petteys, Manish Punjabi, Birgit Radermacher, Regula M. Schegg, Evita Sideri, Sarar Tillabaev, Monika Vejmelkova, and Gregory White.

A Special Thank You to Deirdre Daly who helped edit and layout this edition of Das Tor. Your continued support, interest and commitment to the paper and to the school is exemplary and a model for all Thunderbirds.

*For our next issue, we will have FOCUS:EUROPE and we look forward to more exciting and thought provoking contributors!
-- Megan, Betsy, Kellie and Rizwan --*

First Tri Arachnid Love



Do you have a confusing love situation or a heartache you want to share?

Send questions for Dr. Love to dastor@t-bird.edu and we will get your requests, of any kind, to the doctor.

First trimester students Pauline Nelson and Leroy Caesar met at the Thunderbird Flag Ceremony during Foundations week. It was love at first sight. But when Leroy mysteriously disappeared halfway through Foundations, Pauline was distraught. What if her chance for finding Thunderbird love had only been a mirage? On the first day of the trimester Leroy was on the roster for her classes but did not show up. As she waited for Professor Goat to begin Data Analysis on the second day of the term a familiar voice asked if the seat beside her was taken. LEROY!

Since then they have been inseparable, and have shared many cherished moments together including: after-parties at Alec Postal's room, late-night Mexican at Sonora, foosball contests at Ferdinand's, Karaoke at Bullwinkle's.

But, the icing on the cake was the group project for Prof. Right's Competing Through Strategy class. This project brought them together like nothing else could. Although it was a group project, the two only took notice of each other. The endless hours spent laboring over the project passed by in a heartbeat.

Fellow Arachnids will host an engagement party for the couple at the Pub, a favored nightclub for Pauline and Leroy, on the afternoon of Sunday, April 4th. The couple plans to wed at the end of April 2004. The wedding ceremony will take place at the TAC (due to a cancellation, the couple was fortunate enough to get a slot at the TAC - the most coveted wedding venue in the greater Phoenix area). The Arachnid couple will honeymoon in Guadalajara this summer.

Please make sure to congratulate the lovely couple and wish them the best of luck with their Thunderbird love!

Luck 'O the Irish Needed for this Lass

Dear Dr. Love:

Unable to find a suitable companion on the Thunderbird campus, I relish weekend activities in outlying areas where I might better find my love match. Being an Irish student, St. Patrick's Day offered the perfect opportunity to hightail myself out of Glendale and attend an afternoon and evening full of concerts and carousing in Tempe.

Ah, Tempe: not too many Irish people there, but plenty of college hotties. The weather was perfect, and a lot of the guys there took off their shirts for better sun exposure. THAT'S how I spotted him. As I approached the throng of concert-goers along shores of the Tempe Town Lake, I was awed by the beacon of beauty in front of me. And much to my delight, this tall, tan fellow caught my glance and gave me a thousand-watt smile. Right away, I could tell that he was a bit more mature than some of the ASU students at the event, which was somewhat of a relief, as I prefer guys who can get into bars legally. We chatted for a few minutes, and he introduced me to some of his friends. I was only too happy that none of my Thunderbird companions had gone the same direction as me, so that I could bask in this guy's gorgeousness without any interruption.

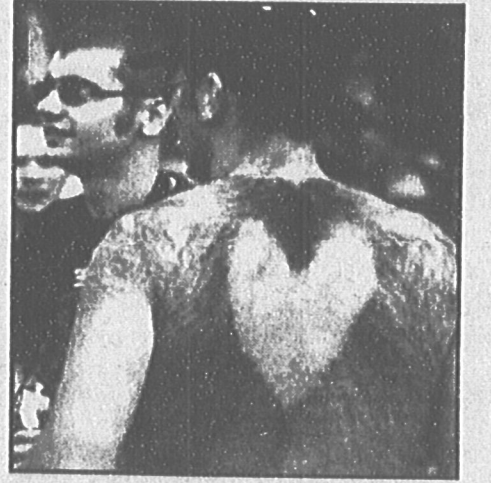
He asked me if I wanted

a beer, and since I replied yes, he told me to follow him to the concession stand. It was at that moment that I nearly fainted: as he turned to start walking, I was confronted with the deepest and most unruly forest of back hair I had ever seen in my life. Dr. Love, I could barely even muster the energy to walk behind him, for fear that I might fall to the ground. How could such a heavenly creature have let this situation grow so out of control?! I am not a vain woman, by any means, but I am not used to anything more than freckles dotting the expanse of my boyfriend's backs. This was such a troubling sight, and I fear that I may not be able to again see this man for the stallion that he is, even though he might well be the match for which I have so longed.

Going Ape,
Dearblah Daily

Dear Dearblah,

I am well-versed in the meaning of Irish girls' names, and must therefore share with my readers that your name translates to "True Desire." Amusing indeed, but obviously your true desire is not this sort of hairy fellow. Looks like you may need St. Patrick to drive some of the coils from this guy's back. Fortunately, there exists a multitude of



Amidst all of that overgrowth, his heart throbs for a gorgeous Irish lass

options, including Nair, wax, razors, and laser surgery. However, Dearblah, before you reach this point of recommending he take action, you must become better acquainted. Learn to love him for all that he is, and decide from there whether or not you can live with this feature. There are benefits: he will stay warmer in the wintertime, and he is less likely to suffer from back sunburn, which is often the least-expected but most debilitating kind. In closing, I hope you can focus on his frontal features as well as his personality, rather than the jungle to the aft. Best of luck in landing this (pri)mate, my lovely lass.

Dr. Love

Roommate Betrayal Caught in the Act

Dear Dr. Love,

I don't know what to do...I need your help! I think there's something going on between my boyfriend, Freddy Spades and my roommate, Candy Loose.

I know I shouldn't be paranoid but the facts are she has "been with" two of my current roommates, Kenny Thong and Miguel Hungright. I must add that both of these guys have serious girlfriends! Obviously, I can't put it past her to move in on Freddy; home-wrecking is in her blood, and she has no mercy!

Let me elaborate on how I became suspicious. After a late night spent at the IBIC, I came home exhausted, only to walk in on Freddy and Candy in Candy's room. It sounds innocent enough, since Freddy often comes over randomly and hangs out with my roommates if I am not there. But this time it was different. I saw Freddy's car outside our place, and heard his voice when I opened the door to the house. Only, the voice was coming from the direction of Candy's room. I walked into her room, to see Freddy getting a massage from Candy as she blew on his neck.

I confronted them immediately - battling hysteria - and she quickly responded with a claim that sounded a bit too rehearsed. She said she was giving him a massage because his neck hurt from the air condition-

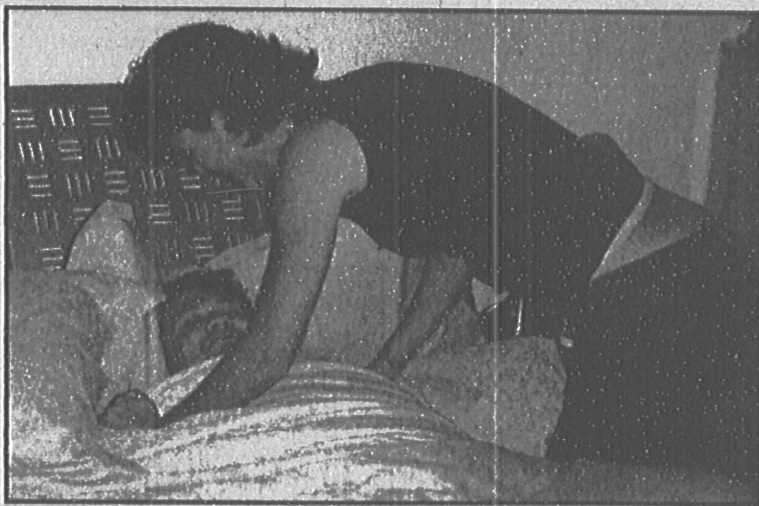
ing in his A-dorm room which was constantly blowing on his neck. When I asked why then she was blowing on his neck, he quickly responded, "She was stimulating... I mean simulating ... the AC to see if that was the problem."

I want to trust them but the story seems too far-fetched, especially based on the hickeys all over his chest. I need advice on how I can trust my roommate and my boyfriend again. Even if I break up with Freddy, I am still stuck with Candy until our lease ends. What should I do?

Yours truly,
Belinda Drama

Dear Belinda,

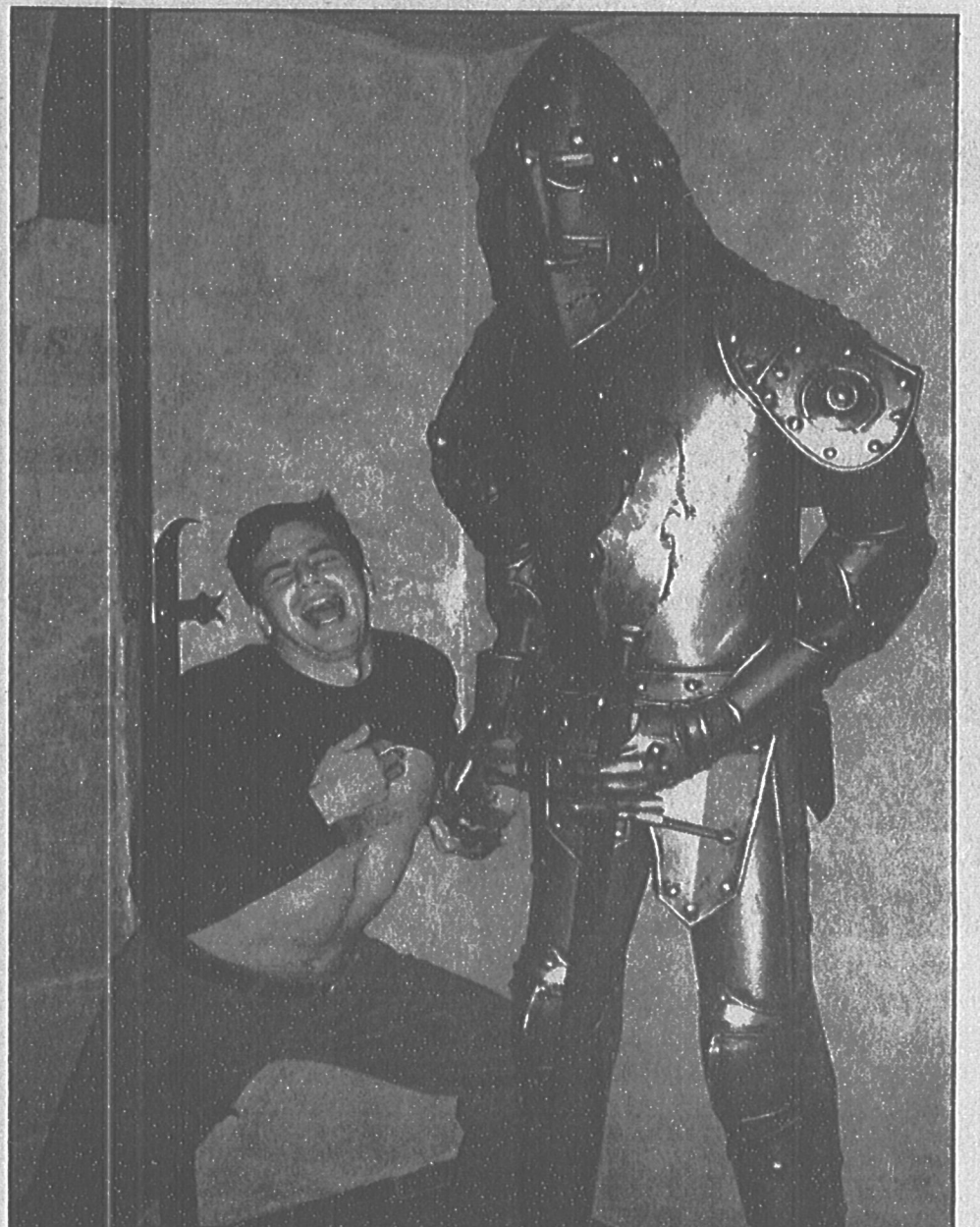
Yours is an age-old problem. Girls like Candy Loose feast on co-ed living situations. Not only can they take advantage of their roommates' boyfriends; they perceive male roommates as built-in options for bawdy behavior. There is no question where that neck-blowing was headed,



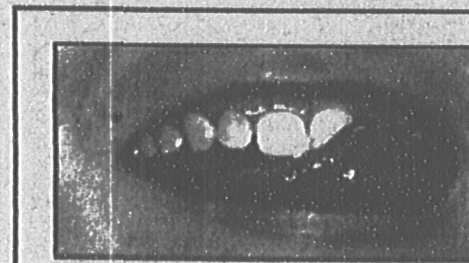
First she's tucking in your boyfriend, then she's jumping in with him...watch out for "helpful" roommates.

and you are a fool to believe the action would stay above the collar. As for Freddy, he is no saint. He - like the Hungright and Thong characters - may claim that Candy is a seductress, but it is inexcusable for him to cheat on you under your own roof. If this incident had occurred in his own dorm room, he might have deserved your forgiveness (or at least, you probably would not have found out, and Dr. Love abides by the "ignorance is bliss" principle). I urge you to put your relationship with Freddy on temporary hiatus, at least until you kick Candy out of the house. I suggest she move in with her equal in flooziness, Tamera Bonker, as my readers inform me she has a spare bedroom. Good riddance to bad rubbish!

Dr. Love



"There are no words," said Dr. Love



Lusting for a graduating T-bird? Send your questions to Dr. Love for answer in the next issue! Also, advice from Dr. Love for Focus: Latin America

The Honor Code and Faculty Education

By **KENNETH GEORGE**
U.S.A., Spring '04
Elected Honor Council Member

As part of the Honor Council's proactive agenda, faculty education about the Honor Code has been a major priority. After conducting some informal interviews, it became clear that the Honor Council procedures were not well understood by all faculty members. Like many students, faculty had seen the Honor Code during their orientation, but there wasn't much of an ongoing relationship between them and the Honor Council. As a result, the Honor Council is reaching out to them.

One of the recent changes to the work of the Honor Council has been the creation of a new handbook outlining the Honor Code. In an effort to help create a better understanding of the current Honor Code, the honor council has sought to create a handbook that outlines the purpose, rules, and ways to implement the Honor Code in the classroom.

While an academic Honor Code may be new to many students, it is also new to many of the faculty. In order to have a successful Honor Code, all members of the academic environment of Thunderbird must understand its purpose and how to abide by its rules. The Honor Council feels that an informative handbook will be the best way to introduce and provide suggestions to current and new faculty

on how to implement and maintain the Honor Code within the classroom and within the academic setting of all our campuses around the world.

Faculty members have experienced many types of academic Honor Code policies. Some schools allow for students to take exams anywhere, anytime. Some schools have very strict guidelines. At Thunderbird, we are installing an Honor Code that provides a unique understanding of the global environment. For this reason, the handbook will help explain and answer any questions the faculty may have.

While the students are the main component of maintaining and enforcing the Honor Code, faculty are equally important in introducing and enforcing the academic principles by which all students are expected to abide. Our hope is that a better understanding of the Honor Code will encourage faculty and students to be active participants and champions, and that they will experience the benefits that the Honor Code provides.

Corporate ethics is one of the main concerns in business today. A better understanding of these issues starts within the academic realm. As global students of Thunderbird, upholding the Honor Code illustrates our proactive effort in shaping the upstanding global business leaders of tomorrow.

kgeorge@global.t-bird.edu

Course Pack Excitement

By **NIKOLA TCHOUPAROV**

As part of a series of modernization reforms, the Honor Council is updating the Thunderbird policy on course packs. The new consolidated "Course Pack and Book Policy" is the product of research conducted by the Honor Council and it is considered to be a significant improvement upon the old policies. The course pack policy also addresses the sale and re-sale of books, as well as photo-copying parts of books.

An unabridged copy of the new policy can be obtained from any member of the council and will soon be available on the MTB page of the Honor Council

(click on the Honor Council icon in the left panel of your MTB home-page).

This update serves to reassert Thunderbird's commitment as a top-level business school and its support for compliance with United States copyright laws.

Thunderbird community members are reminded that only the campus book-store is authorized to reproduce and distribute course packs.

Be on the look out for more updates through the Thunderbird Global Citizen program.

tchouparov@global.t-bird.edu

1. Honesty
2. Respect
3. Integrity
4. Open minded
5. Fair, Hard working, Responsibility, Trustworthy
6. Ethics
7. Tolerance
8. Helpfulness
9. Generous, Truthful
10. Common Sense, Don't cheat or steal, Reliable, Sincere, Supportive
11. Others

Thunderbird Global Citizen: Our Code of Honor and Conduct

By **GREG STOLLE**
U.S.A., Spring '04
Honor Council Chairman
and
NEIGE VIRIYAWATHANA
Thailand, Spring '04

Background

Last fall, the Honor Council embarked on a grand new vision: rather than be an obscure handful of people operating in a closed room, the Honor Council would open its doors and be an advocate for greater ethical behavior. It was a bold charge given the cynical world in which we; but, the dozens of students who have regularly participated over the past two trimesters have made a real and lasting impact on the Thunderbird Community.

Among the first things to change was our philosophy. In the past, the Honor Council's only purpose was to listen to arguments and decide upon cases of cheating on exams or lying to school administrators. Today, this is less than 50% of what we do. Instead of being reactive, we have become proactive.

What's a Multi-Cultural Honor Code?

One of our first proactive measures was to determine if the existing Honor Code was representative of Thunderbird. In other words, was the Honor Code multi-cultural and did it encompass the beliefs that Thunderbird students hold?

How did we find the answer to this question? We asked students from all corners of

the globe to tell us what Honor and Ethics meant in their culture. We asked if they were familiar with the existing Honor Code and what opinions they had of it. This, of course, was sometimes challenging due to many of us not being very familiar with it!

The goal of our interviews and questionnaires was to better understand how different cultures interpreted Honor and Ethics. In the end, these interviews showed that the existing Honor Code was very American, but not very Thunderbird. We learned that cultures from all over the world considered Honor and Ethics to be a goal, an ideal way to live, and not simply avoiding cheating and lying.

Our next task was to create a new Honor Code that reflected the true beliefs of Thunderbird students. *This new one-page Honor Code has three main points: honesty, respect, and leadership.* It is written to try and make us all aspire to reach a higher level and to encourage a trusting community on campus. We know, this can sometimes sound like baloney, but it is true, and words are powerful instruments for influencing our attitudes and actions.

What should we call this new Honor Code?

What words could possible convey the message we are trying to send? Well, oftentimes the words are right in front of us, if we are able to slow down and see them. The back of our school entrance quotes Socrates' citizen

of the world idea. Thus, the concept of the Thunderbird Global Citizen was born.

Mission

The mission of the Thunderbird Global Citizen, Our Code of Honor and Conduct at Thunderbird, is to educate, train, and inspire outstanding global leaders of character who will conduct business ethically in a global environment.

Thunderbird Global Citizen

As part of the Thunderbird Community, I commit to:

- 1) Develop *Trust* through *Honesty*;
- 2) *Respect* all members of the Thunderbird Community;
- 3) Lead by *Example*.

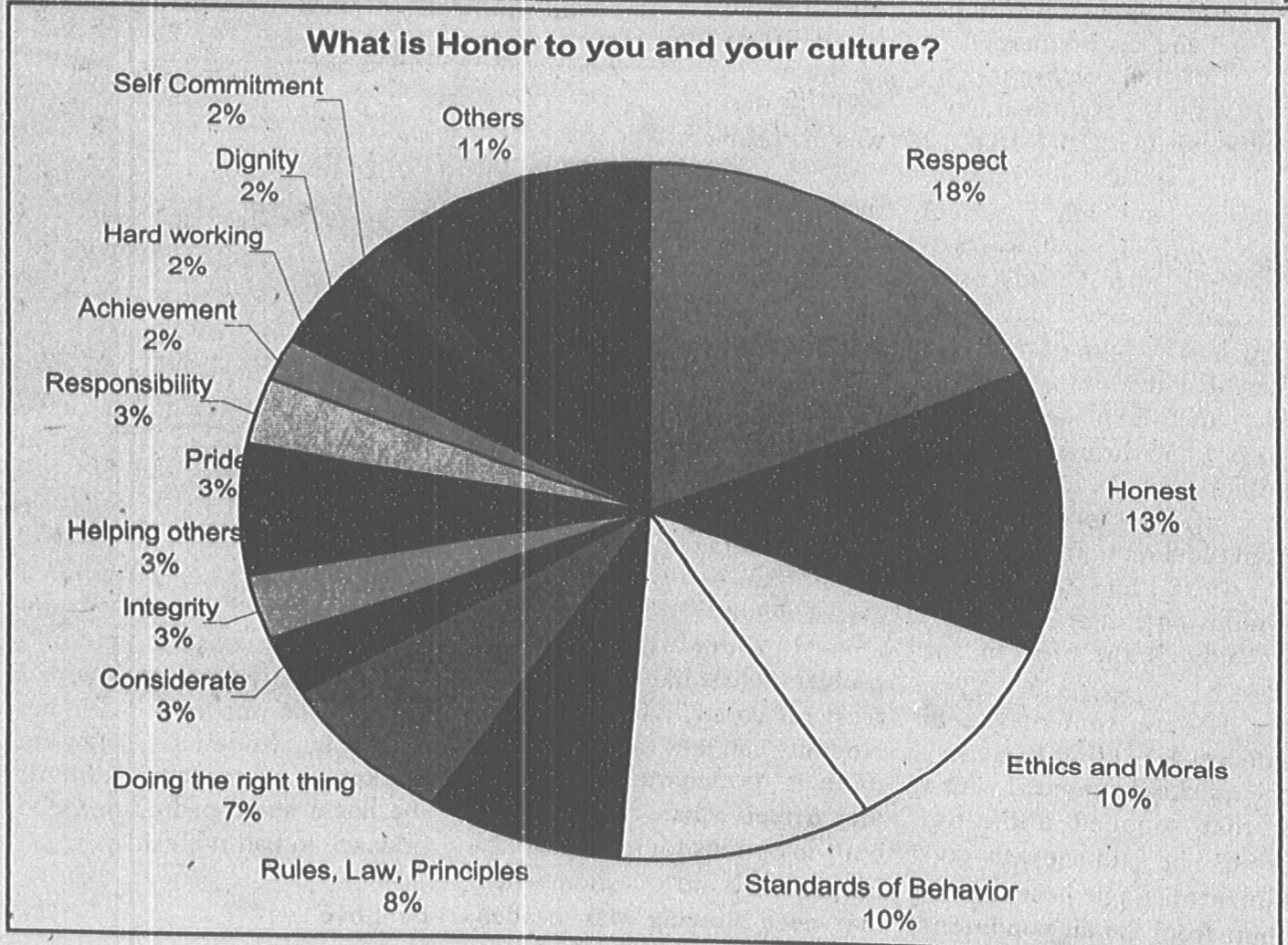
Student Involvement

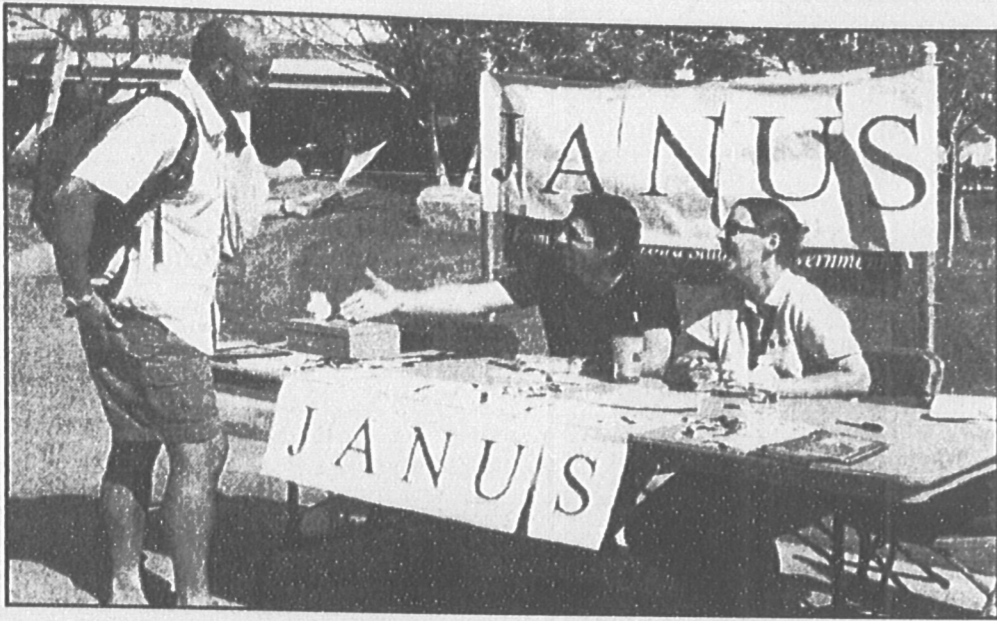
All students are welcomed and encouraged to attend the Honor Council's regularly scheduled bi-weekly Wednesday meetings from 6 to 7 p.m. in Snell 22. At these meetings, we discuss our on-going initiatives, as well as any new issues.

Some of the current agenda items include the creation of a course-pack copying policy, professor re-education of the Honor Council guidelines, and developing an ethics award for professors in conjunction with Thunderbird's Lincoln Center for Ethics.

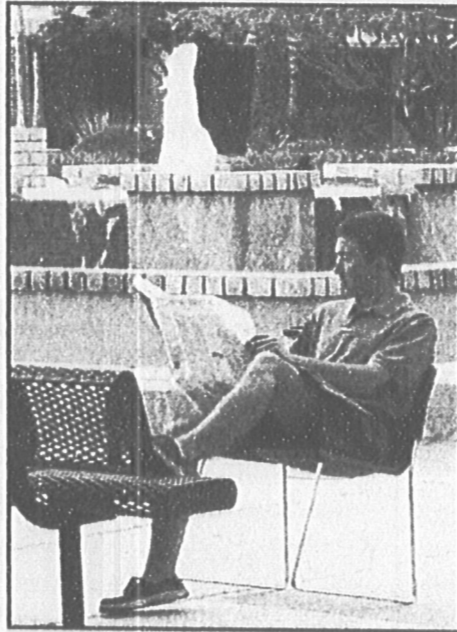
stolle@global.t-bird.edu
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Honest	50%
Respectful	23%
Helpful	11%
Ethical, Trustworthy, Integrity	7%
Kind, Fair, Friendly, Hard working, Open minded, Responsible, Truthful, Generous	5%
Brave, Caring, Cooperative, Empat hy, Honorable, Humble, Loyal, Moral, Reliable, Educated	2%
Others	2%





Jamie Johnson reaches for his wallet to make his contribution to the Project Janus scholarship as Nikolaus Hagleitner and Nikola Boehm provide information.



Kol Harvey takes advantage of the nice weather



Professor Tom Selling talks with Greg Stolle and Tony Pimanda at the GWIB sponsored Faculty / Student Mixer



Professors Stringfellow and Michel talk about career and school with Pam Baum at the GWIB Mixer



Students take part in a "Make a Difference" day event



Paola Nealon, Anda Bolsteins and Erika Fridell stopped by the Alumni Relations Open House

TGC Student Involvement Plan

Continued from Front

Thunderbird Case Series: The Thunderbird Case series have the unique distinction of tackling global issues and we need more of these. Developing a system by which a team of students, together with a faculty advisor, work on a case focused on a global TGC member company will help enrich our case series while providing both insight and publicity to TGC member companies.

4) Scholarships: TGC member companies to provide scholarships, to be applied towards tuition for qualifying continuing students. Scholarship criteria can be specific to TGC member company's industry or area of interest and can be a way of identifying talented students for potential recruiting opportunities.

5) Professional Club Mentoring: The top 5 professional clubs that are active in engaging students will be presented to TGC members who can then opt to mentor these clubs and their leadership. This provides our clubs with an incentive in driving toward stronger initiatives as well as giving them support to implement these initiatives well. The TGC mentor will also be a point of continuity as club leadership changes from one trimester to the other. TGC member mentoring will include: Assistance in developing the club's activity plan each trimester including event ideas; Assistance in providing speakers for the club;

Assistance in gaining sponsorships for club events

6) High-Profile Event Sponsorships: Well-established annual events, as well as great ideas for new events that are backed by a strong business plan and a responsible team, will be presented to TGC members for potential sponsorship, in cash or kind, by member companies. Clubs will put together sponsorship packages for sponsoring companies. Examples of such inter-school business competitions and sports tournaments are: THINC Innovations Challenge; Rugby Tournament; Business Plan Competition; Consulting Case Competition.

7) Industry Speakers & Competition Judges: Wouldn't it be great if we had a database of potential industry speakers and/or judges for competitions with their current bios so club leaders could build their plans more readily? We are now asking our TGC members to be part of this group and keep us posted of their availability.

So that's a lot of bullet points and outlines but implementation is key. Some iteration of similar plans has been tried on different levels but implementation has always been a challenge. In order to overcome this, the plan will have shared ownership by TSG, members of the administration and management, and the TGC members themselves. At the highest level, the plan will be supported and overseen by Thunderbird's President, the TSG

President and the Chairman of the Global Council. In appreciation of TGC member participation, TSG will institute two "Student Appreciation" awards for the top members in terms of involvement.

Many people have worked hard to see the plan come this far. First of all, Dr. Roy Herberger kick started it by encouraging the development of the plan and discussing it with TGC members at a planning meeting early this year. I then received very positive feedback from Richard Gallio, the Chairman of the Thunderbird Global Council and John Henrikson, Chairman of the Management Education for Working Professionals: Global Expansion task force for the Thunderbird Global Council. Mr. Henrikson has met with us and has helped move the initiative forward. Thank you gentlemen for believing in the school and supporting our suggestions on how we can make things better, we need more of you. We were also supported tremendously by Barbara Stevenson, Kay Keck and John Seybolt who moved fast and helped remove stumbling blocks.

As the torch passes on to the next TSG, I have no doubt that we will further engage all our communities, including the community of current students. Remember that this is your school and if you do what you can, Thunderbird wins.

SharonJayakumar@global.t-bird.edu

Dance Music Moving to Mainstream

By JEFF MATHERS
U.S.A., Spring '04

pendent labels dominating the dance-music industry lack.

Cell phones on which you can watch music videos, a device to mix your very own musical ring tone, another that gives you a unique "signature" sound for your mobile.

They're all cutting-edge technology tools being showcased in Miami Beach by Motorola March 5-9, at the debut of the M3 Summit, a dance-music industry conference the electronics company signed up to sponsor. The gathering is one of myriad offshoots of the Winter Music Conference, the annual dance music extravaganza that is drawing thousands of dance followers to Miami Beach this week.

"Electronic dance music lends itself very well to our technology because the music is about technology," Motorola spokeswoman Julie Cordua said.

As dance music grows in popularity, companies like Motorola are starting to look at the genre as a way to reach its fan base of mostly young, tech-savvy hipsters.

"American brands are beginning to switch on to what dance is all about," said Andy Ruffell, the British founder of the Miami-based DanceStar USA. But unlike in Europe, where dance enjoys a status akin to Top 40 pop, electronic music remains a hard sell in the States.

For dance music to rev itself up from an underground, club-based phenomenon to the coveted realm of Top 40, many in the industry maintain that it needs to evolve from a scene driven by anonymous DJs, whose turntable-mixing doesn't translate well to television, into one that's performer-centric.

But artist grooming and promotion require big bucks, which most of the small, inde-

With a few exceptions, major labels, which are suffering from a 30-plus percent plunge in record sales over the past three years, are not heavily involved in dance. Many majors keep tabs on electronic music by signing distribution deals with independents, who are also relied upon as scene pulse-takers.

"Dance is roaring underground, which usually indicates that in a couple years it'll become mainstream," said Miami Lakes electro-dance vocalist D'Luna. "That's what happened with hip-hop."

And DJs are indeed starting to share the lime light. "The DJs are bringing more instruments into their acts and they're using more vocalists," said Jonpito, artist manager and promoter with Destune Records of Perrine in southern Miami-Dade County.

Some European companies see dance as a way to build their brands in the vast U.S. youth market. Red Bull, the Austrian energy drink, is holding four "music labs," remixing workshops for budding DJs, around the United States this year. Smints, a mint made by Spain's Chupa Chups Group, has signed on for a second year to sponsor the \$1.8 million DanceStar USA show.

Dance music website www.freestylemusic.com is fielding offers from potential advertisers, ranging from footwear to bubble-gum firms, said Jonpito, who manages the site's promotions. Dance fans insist that those are sure signs that the genre's crescendo is under way in the United States.

For more information on the Miami Winter Music Conference <http://www.wmcon.com/> jmathers@global.t-bird.edu

Get In "the Book"

By JASON PASSE
Associate Director, CMC

The Thunderbird Student Government and the Career Management Center have worked to facilitate processes to introduce Thunderbird students to members of the Thunderbird Global Council (TGC), via a résumé book, and a networking breakfast in order to further TGC members' interest in looking at T-birds as a potential hiring pool.

The Thunderbird Global Council (TGC) is comprised of a group of approximately 100 corporate executives that provides substantive support, advice and counsel to Thunderbird's administration, students and faculty on issues central to the School's strategic mission. They are voluntary members and serve on the council as consultants to Thunderbird's management. The council meets semi-annually and has sub-committees that focus on specific areas such as academics, recruitment, overseas expansion, etc. TGC members typically hold high-level positions in multinational companies representing various industries and different parts of the world. The TGC met at Thunderbird April 1-2, 2004.

The résumé book opportunity was offered to recent graduates (December 2003, May 2004) and was intended to simply introduce the student body to TGC members. Students placed their résumé in one of five sections of the resume book via an

on-line collection of resumes in MTB (finance, marketing, international development, general management, and supply chain).

"This was an effort to build awareness of the caliber of our graduating students," commented Ian Bolin, Thunderbird Student Body CMC Representative.

Résumé books along with an electronic CD version were presented to TGC members during their visit to campus on April 1st. TGC members who express interest in students will be encouraged to contact students directly.

The networking breakfast held on April 2nd provided nearly 50 students the opportunity to meet with one of the TGC members and discuss career related issues. Ron Schuler, CMC Resource Center Manager, who is responsible for arranging the logistics for the breakfast said, "This is a great networking opportunity for students and TGC members and it has led to job offers in the past."

passej@t-bird.edu



Thunderbird Partners for Success

By MIKE LOW
Associate Director, CMC

A chance meeting of three Career Management staff members from three schools in June 2003, led to a unique, tri-school partnership event seven months later. The idea was to create an opportunity for students and alumni of Thunderbird, George Washington University and Johns Hopkins University to learn and network together at a joint event.

The concept took shape through collaboration with Thunderbird's alumni chapter in Washington, D.C., and was designed into the Winterim in Washington program with enthusiastic support from Thunderbird Professor Roe Goddard. Funding and program contributions from each institution, combined with months of joint planning efforts among alumni and school representatives, made the partnership a reality.

On January 14th, 2004, 300 students and alumni (approximately 100 each from Thunderbird, George Washington University, and Johns Hopkins University) participated in the resulting evening program, a panel on Currency Crisis held at the International Monetary Fund headquarters in Washington, D.C.

The event featured a panel of top currency experts who debated the long-term causes and immediate triggers of cur-

rency and financial crises.

Moderated by Professor Goddard, the panel included: Dr. Graciela Kaminsky, Professor of Economics and International Affairs at George Washington University; David Lingelbach, Director of the Center for Global

Entrepreneurship at The Johns Hopkins University; Dr. Michael Mussa, Senior Fellow at the Institute for International Economics, and Dr. Shinji Takagi, Advisor, Independent Evaluation Office, International Monetary Fund. Following the panel, a networking reception held in the IMF atrium gave everyone ample opportunity to make new contacts and enjoy hors d'oeuvres from a global-themed buffet.

Response to the program was positive. A survey of attendees showed that events which combine both learning and networking are highly valued. In fact, 85% preferred the combined format to either topic-only events (9%), or networking-only events (6%). Further, 100% of respondents expressed satisfaction with the partnership concept, a fact that seems to demonstrate openness to similar events in the future.



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While one would expect schools and alumni associations to primarily steward activities among their own constituents, the success of this January, 2004, partnership shows that selective collaboration can be effectively leveraged to add value across groups.

Special thanks related to Thunderbird's involvement go to Washington, D.C., Alumni Chapter leaders Beth Hain and Kathleen Langheck, the Alumni Relations, Development, and Career Management Center leadership, and the Winterim in Washington program.

In addition to our alumni, Professor Goddard and his Winterim students, Thunderbird was represented at the event by Laurel Kimball, Associate Vice President of Individual Giving, and Mike Low, Associate Director of Career Management.

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Creative Job Hunting Highlights Your Unique Skills

By DARRON FLAGG
U.S.A., '04

Dateline - The Job Hunt.

Have you ever wondered any of the following?

1) How do I answer the employer question "why should I hire you over another, likely more qualified, candidate; or what makes you different from any other MBA looking to fill this position?"

2) How can I set myself uniquely apart from the competition, *land that great job*, and beat out graduates from other top business schools?

3) How can I *improve my interview skills* and prove to an employer that I have the "hard" and "T-bird soft" skills sought for the position?

4) How can I prove to myself, parents, and friends that I really know how to do something after spending *thousands on a graduate business degree?*

If you have, then your questions will be answered by

it gives you INSTANT confidence in an interview ... you will be able to intelligently discuss every nuance of the project.

understanding the concept of and by creating your own unique

SKILLS PORTFOLIO

A skills portfolio is literally a collection of projects you have completed that illustrate your mastery of hard and soft skills. The projects could be anything that relates to a hard or soft skill you wish to emphasize to employers. The idea is similar to that "required" for artists, computer programmers; architects, actors, etc. It shows what you can do. For some MBA students, it can serve as a means of proving that your previous skill gaps have been filled-in, for others it will serve as a "brag portfolio" to show an employer how much you can do in a certain area.

T-bird Twist

For Thunderbird students especially, a skills portfolio offers a wonderful opportunity to demonstrate our uniquely international abilities. What does this mean? It means including perhaps:

* A cross-border valuation project or international economics project (Finance geeks)

* A market entry strategy/plan for a foreign market (Marketing gurus)

* A detailed country risk analysis (ID loyalists)

Finally, every skills portfolio from a Thunderbird should include a project, if not more than one, in a non-English language.

Why is it a VITAL part of my career search arsenal?

* Acts as Hard Evidence to prove that you have the required Hard/Soft Skills

* Makes you immediately memorable!

* Gives you a GREAT "prop" to use during an interview

* Allows you to show your knowledge of the company

The SKILLS PORTFOLIO is a vital part of your arsenal because without it employers can NEVER REALLY know what you could do for their company. Just because you may mention your skills generally and briefly in a resume, cover letter or phone interview does not make anyone confident that you can do it.

Moreover, as almost no one has thought to create a MBA portfolio - especially an international one - having one and adeptly presenting it to a recruiter makes you INSTANTLY MEMORABLE. Some people have even created company-specific projects (market analysis of the employer's industry, financial analysis of the company, etc.) If you were a recruiter, how impressed would you be with an

applicant who knew more about the company than you did?

Finally, it gives you INSTANT

confidence in an interview, because you will be able to intelligently discuss every nuance of the project.

Where did this idea come from?

The idea of a portfolio is not new. And it is possible that others have created something similar in the past. However, only very few have. For me, the skills portfolio originated out of desperation. Last year, during a number of unsuccessful interviews I realized that employers did not take me seriously when it came to finance jobs. Given my legal background, they assumed, as many do, that lawyers cannot count.

In addition, I was forced to acknowledge that I lacked supreme confidence when speaking about the subject during interviews. I realized that I needed to create something that would (1) allow me to prove to employers and myself that I knew more than a little about finance, and (2) help set me apart from other applicants who were perhaps career finance geeks. By last December, my skills portfolio was directly responsible for landing me my full-time job and indirectly responsible for securing me 5 finance-related internships.

How do I learn about it, and where can I see one?

If you want to learn more, see your Career Advisor and ask them to show you an example. Then, have your advisor work with you on coming up with relevant projects for you to turn into your own unique SKILLS PORTFOLIO.

Flaggdarron@global.t-bird.edu

CMC Town Hall Qs and As

The CMC Town Hall meeting, held on March 18th in the Commons, resulted in great questions. Many of the questions and answers appear below. The presentation and these questions are available on the CMC MTB pages.

Q) What is the mission of the CMC?

A) The CMC partners with students in planning and preparing for their careers and with employers in recruiting global leaders.

Q) How do I make an appointment with my advisor?

A) You can schedule an appointment by calling any of the associate directors or by calling Janet Dragoo or Emily Haigh in the CMC. You can also go through MTB and click on the search function, find your advisor and schedule an appointment through the calendar function. We also see walk-ins regularly. However, if we are fully booked with appointments, you risk not being able to get in to see someone immediately and may have to wait.

Q) Are Associated Directors compensated based on how many people they find jobs or?

A) No. Students are accountable for finding their own job. Different industries are hiring more than others. Some students have more experience than others. Some students are more aggressive in their job search than others. If the Thunderbird product (our students) were all identical, the industries had equal number of jobs and needs and the CMC owned the accountability for conducting a job search, it might make sense to base compensation on the student placement rate.

Q) What are you doing to work with faculty? Are they working with you?

A) The CMC began an informal employer feedback session with faculty leadership last trimester and we will continue to do that each trimester. Also, we have taken a more proactive role than in the past by extending formal invitations to our faculty for selected events that also involve employers.

Additionally, we will be hosting small groups of faculty at the CMC to learn more about what we do, where we need their help and how they can get more involved to help them, the CMC, students and our employers.

Q) Can the CMC add or enhance the résumé building process to include how you build project experience into the résumé?

A) Yes. That is a great idea. The CMC enhances the Seminar based on student feedback each summer. We will incorporate that into this summer's enhancements. The CMC has also identified a need

to help students develop a skills inventory and we will be including this in one of the Seminar modules as well.

Q) What are you doing about advertising the tracks and setting expectations for careers?

A) This is a combined effort that the entire Thunderbird community owns - alumni and student ambassadors, admissions, the CMC, Student Services and our students. As Dr. Keck said, we have been made aware through feedback from students that we need to do better in this area. Through the CMC and greater Thunderbird marketing efforts, we intend to present

a fair and balanced picture of what students can expect in their career search. Already, through presentations at the prospective student weekends, the CMC has begun presenting a module on realistic career expectations both from a search and a potential career perspective. Our collateral materials will naturally follow.

Q) We hear about international jobs for many companies, like Johnson & Johnson, but also want to break into the domestic side as well. How do you respond?

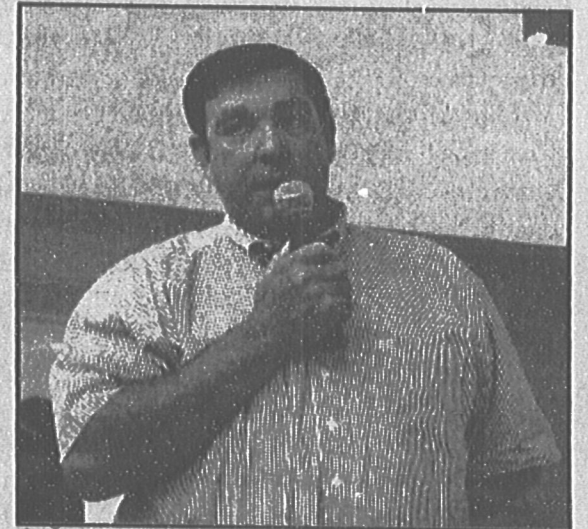
A) The CMC will take good MBA job opportunities for students wherever we can get them. The experience with the hiring entities at organizations is at times complex. Most large companies have decentralized recruiting functions. A recruiter "win" for us at a company may include only one or a few divisions. Our efforts are focused on getting "in" with all hiring entities within a company. Sometimes that is a challenge as the company may have a bias for schools other than Thunderbird or a bias to recruit from programs at schools that have different focus areas.

Q) Is the poor employer feedback a result of loose admissions policies? Could adding an interview process prior to admissions provide an oral assessment as well as insights into students' interviewing skills?

A) Employer feedback is not all bad. Employers enthusiastically embrace our international mix and tripartite curriculum. Many recruit here for the respect that our school has in the international business world. Employer feedback is somewhat biased on where students are in the MBA recruiting cycle and the feedback trends to preparation and readi-



Students listen to the CMC Town Hall



Kip Harrell addresses student questions and suggestions

ness issues. Companies recruit in September and October for full time positions.

Don't forget that many of our students are interviewing only 4 to 14 weeks into their time spent at Thunderbird compared with students at other MBA schools who are all in their second year, have had an internship, have completed core courses and are well into their elective courses. The CMC emphasizes interview preparation so that our students can be great representatives of Thunderbird, and so that they have every advantage when competing with MBA students at other schools.

Adding an interview process to assess interview skills would be challenging due to the raw number of applications. Students come in all shapes, sizes and interview readiness levels. Our job is to ensure, once they are here, that we do the best we can at preparing them.

Q) In your statistics from the presentation (see entire presentation, now posted on the CMC home page of MTB), were search firms included in the metrics?

A) No. All search firm numbers for postings have been excluded from all measures.

Q) Does the ID internship stipend only apply to people who have declared an ID focus area?

A) Yes. Since we can offer only five scholarships to help pay the salary costs for three months with an ID organization, it makes sense to open this only to ID students. Our goal is to expose potential full time employers in the ID arena to outstanding, well-deserving students who have good ID backgrounds and who have declared ID as their focus area.

Diablo Intimidation Separates the Men from the Boys

By MARCO AMARO
Guatemala / U.S.A, Fall '04

One of the finest yearly competitions at Thunderbird is the Intramural Soccer World Cup, where teams from all over campus come together, take a break from finance and accounting, and show off their mad football skills in an attempt to hold the coveted trophy at the end of the tournament. This year's tournament is turning out to be quite interesting indeed, as the French, Latin Power, Diablos Rojos, and Rugby teams round out the talented field.

Latin Power, a favorite from the beginning after the acquisition of two highly rated Italian internationals, Erik Burgers-Dentes and Onofrio Lattanzi, has been struggling all tournament, and looks as though they may finish in the middle of the pack (see photo).

The Burgers-Lattanzi duo up front can't seem to find the net. To make matters worse, the team's coach, Carlos Bilardo, a renowned Argentinean tactician that took his country to two consecutive World Cup finals, winning one, quit after two disappointing losses. During a press conference after the Latin Power-France match, he was quoted as saying "I am Argentinean! We do not lose against the French, and I will not be embarrassed any longer by the lack of communication between our players on the pitch."

Even though the departure of the famous coach is a shock to many, Giovanni Mondin, the team's captain and a dazzling dribbler in the midfield remains optimistic. He was quoted as saying, "I am not happy with the results, but you have to

understand that we put our team together in a short amount of time, and getting to know each other's talents with such a star-studded lineup is difficult. What we are doing here is building a foundation, and I believe we will be contenders next year."

I completely agree with Giovanni Mondin, the team is full of stars and it's just a matter of time until faces such as Felipe Calderon, a high intensity Chilean defender, and José Dominguez, the Spanish midfielder famous for his "tapas" and intimidation tactics begin to shine on the pitch.

One team that does not need to wait for next season is Diablos Rojos. From the beginning of the tournament, stars like Christian "the Germ" Zavala have taken teams apart and showered them with an uncanny display of athleticism, dribbling skills, and the ability to finish up front. They possess one of the tournament's best goalkeepers in José-Miguel Palma, a journeyman Peruvian that left his home country to play with Diablos Rojos.

When asked about the team's success in the tournament, he simply said, "Football's like poker, you have to wait for that perfect hand, and then go all in!" That is exactly what they have done, beating teams by as much as 10-0. Look for this team to finish the tournament on top.

To give you an idea of how intimidated some players are by Diablos Rojos, I requested an interview with a member of a team that was to play them over the weekend, and he told me "I am scared we will lose, they are too good. In my country everyone has high expectation of me, and me no want to disappoint."

At that moment the T-bird student, who will remain nameless, started to weep like a little child, and then looked up at me and said "The Germ is just too good. He will tear us apart and it will be shame for me and my country." I told him it was only an intramural tournament. At that moment he just threw his wet tear-soaked Kleenex at me and shouted "You don't understand!", as he ran out of the room like a scared little boy. That is intimidation my friends.

As good as the Diablos Rojos are, my dark horse pick to win it all is the French. They have arguably the best player in the tournament, Alexandre Buisson, whose lightning quick speed and finishing style has mesmerized defenders all tournament long. The man is a one man show, and is the likely recipient of the MVP award. When the French have Buisson in full gear, they are unstoppable, and are reminiscent of the great World Cup and European champions led by the great Zinedine Zidane. Some people are so inspired by the French, that they have started an Alexandre Buisson fan club.

When I asked the president of the club, Sheila Oh, what the main purpose of the club was, she simply responded, "We have never had a player of Alexandre's talent at Thunderbird before. This club gives people a chance to get to know Alexandre; the man behind the man." That's right folks, your opportunity to get to know Alexandre is just an e-mail away.

I have now familiarized you with three great teams competing in the Thunderbird World Cup, and it should be interesting to see how things will work out this coming week. I will surely keep you up to date, as I look into the other competitors in the next issue.

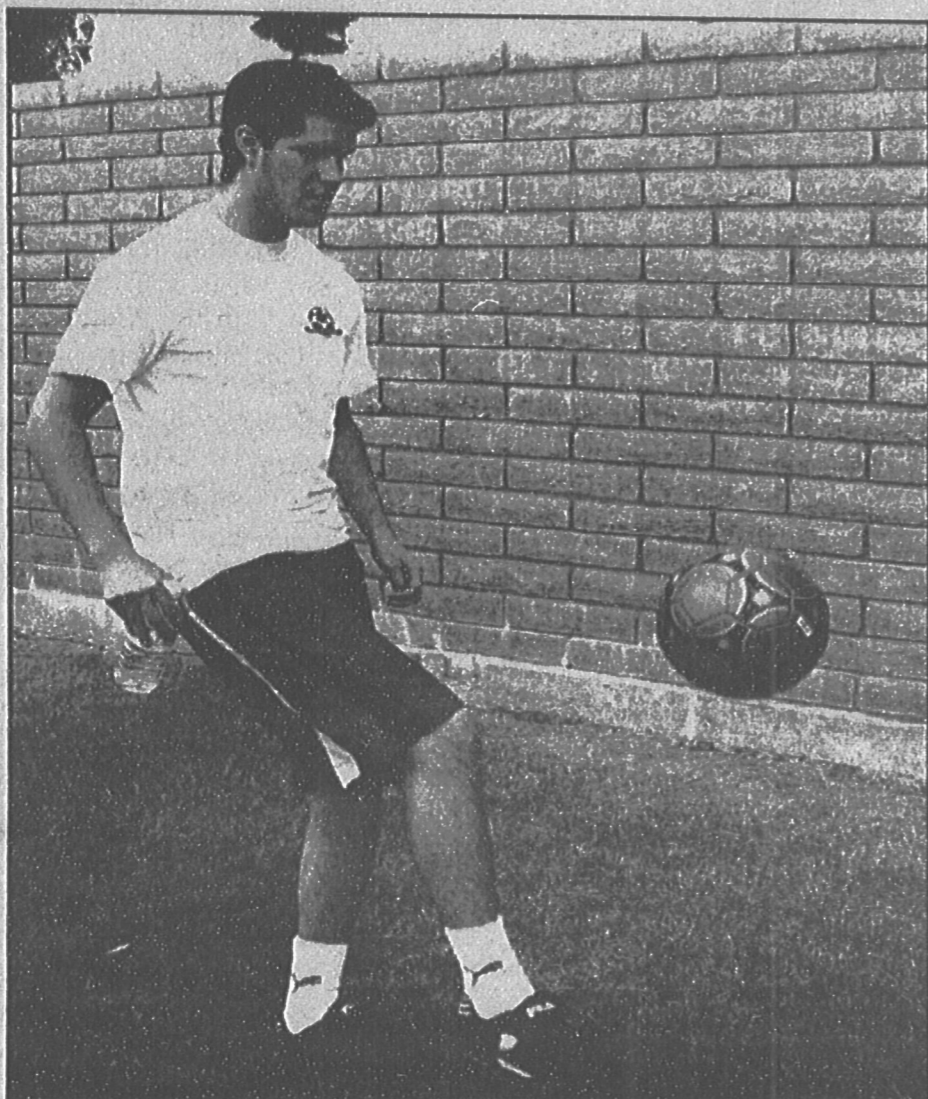
Until then, enjoy the sunny weather, and remember to stop by your friendly Thai massage parlor on 59th.



Christian "The Germ" Zavala celebrates after scoring one of his trademark bicycle-kick goals with teammates Gustavo Eiben-Bril and Michel Salgado



Press Conference acquisition of Lattanzi-Burgers for Latin Power



Giovanni (a.k.a. Gio), captain of Latin Power, intimidates the competition by practicing his moves

photos by Marco Amaro



Fans Ginny Stern and Nina Camera agonize as their team plays a close match on the pitch.

marco@global.t-bird.edu

Sports Business & Marketing Clubs Organize Spring Training Baseball Outing

By JEFF OSTASZEWSKI
U.S.A., Spring '04

Several weeks ago, a few of us, realizing that this was to be our first and last spring in Arizona, decided to do the ultimate in Americana. We conceived of the idea to attend a Spring Training baseball game. From this simple beginning, the idea grew into a co-sponsored event between the Sports Business Club and Marketing Club.

On Thursday, March 25, a group of 30 students and a few alumni traveled to the ballpark in Surprise to attend a baseball game between the 2002 World Champions Anaheim Angels and the up-and-coming Kansas City Royals. With beautiful weather, students, alumni, and Thunderkiddies alike enjoyed the pleasant atmosphere of sitting in the lawn area and taking in a baseball game. Betsy Hoag, president of the Sports Business Club and co-organizer of the event,



John Hopkins, Jeff Ostaszewski, Sean Daley, and Betsy Hoag, were joined by pre-MBA students at the game in Surprise

commented that it was great to get together outside the classroom.

"In many ways, the networking I do outside of class is just as important as what I learn in class," she said. May this be a lesson we all learn. Whether at the ballpark or at the Pub, the

people you meet today may turn into your lifelong friends for years to come. Enjoy the spring semester and good luck to all those students graduating in a few weeks!

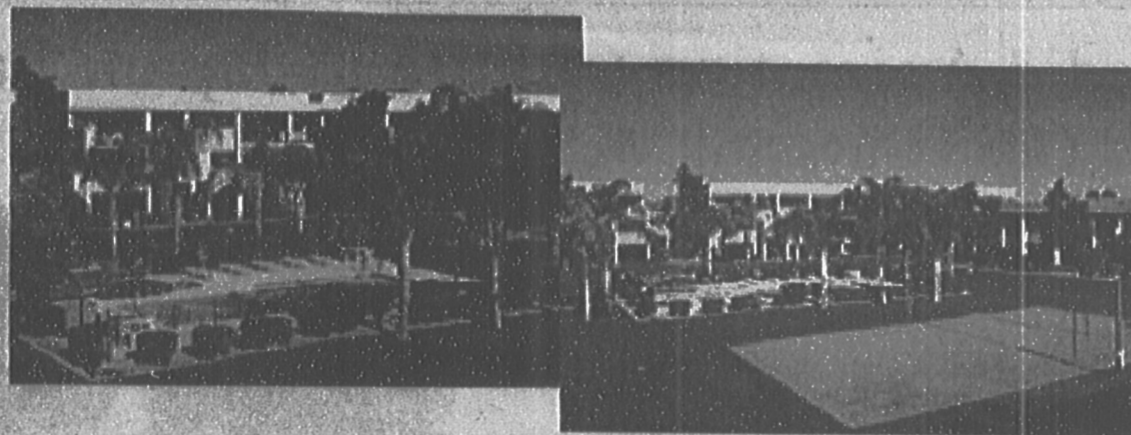
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Phoenix Burned on Pitch

By KENNETH GEORGE
U.S.A., Spring '04
Rugby Football Club President

Thunderbird rugby is in full preparation for the International Rugby Championships hosted by Duke University in Durham, North Carolina. This year the team will be swarming Duke, with 30 members of the team attending the tournament. The tournament itself is a grueling two days, in which a team can play up to six games. Endurance becomes the critical component in winning the championship. The intensity necessary for this tournament is already apparent in our players as practice continues to become more intense, and with the return of the Arizona heat, the cool weather of the East coast will seem like a vacation.

The continuing improvement of the team was seen most recently in the match against Phoenix. The weather was perfect and the emotional support from the students helped make the day a great event. For many of the players, that was their last chance to play a game at home, because that was the last match of the regular season played at Thunderbird. This gave a lot of emotional meaning to the game and players wanted to leave the field with good memories.

The game started with Thunderbird backs scoring a very impressive try. After a short time advantage where both teams demonstrated that everything

was going to be put inside the field, Phoenix scored a try, but failed in the conversion, which left Thunderbird still in advantage. The match turned out to be a rough one, but the team demonstrated that it knows how to stick together in tough times. Another try made by Thunderbird began when Seth Magden stole a ball and ran it inside the Phoenix in-goal. Near the end of the game Thunderbird was losing by a narrow margin, but this changed when Alexis Edelstein stole the ball from a ruck and started running towards Phoenix's in-goal, after recycling the ball several times in a wonderful demonstration of support, Brian Shaifer gave the ball to score the final and winning try.

Although, the Phoenix match was the final regular season match for the squad, there will be one last chance to see Thunderbird Rugby in full motion. On April 17th, Thunderbird will host the 25th annual Kachina 7's tournament. Clubs from all over Arizona will play in what has become one of the most exciting tournaments of the spring. This tournament is a different type of rugby than you seen. Rather than the typical 15 players and 40 minute halves, the games will have only 7 players and 7 minute halves. This change in time and number of players results in a game that appears to be 14 minutes of sprinting. The team hopes that all students will be able to attend a fun and rugby packed day.

The Kachina Rugby 7's

By HENRY KENYON
U.K., Spring '05

It is that time of year again! The Kachina Rugby 7's is here again. In fact, it is the 25th Annual Kachina 7's Tournament.

It is on Saturday 17th April - when most people need to have their last gasp before buckling down to yet another



Henry Kenyon

round of masochistic, late night, midnight oil burning, ulcer creating, regret filled studying for those all important grade point average killing exams.

It is an all day extravaganza that will pitch the very best of Thunderbird rugby and all those armchair athletes, against the best that Arizona can throw at us. Many alumni will also be joining us both to watch and cheer on the team.

Many of you may be wondering why Thunderbird called the tournament the Kachina 7's when it was created a quarter of a century ago. The name Kachina comes from the Kachina cult, which is worshipped by the Hopi people, who reside in northern Arizona. It is based on the dualism of mass and energy. Kachinas are the spirit

essence of everything in the real world. They represent both objects and forces. Animals, insects, plants, clouds, rain, ash, the sun, death and other peoples are just some of the kachinas which are recognized by the Hopi. Kachinas are not worshiped but treated as partners interested in Hopi welfare. It is not possible to interact with Kachinas directly. Instead the Hopi men don Kachina masks and garb and, now being partly invested with the Kachina spirit, participate in dances.

It is this famous Kachina spirit that spawned the name for the 7's tournament held by Thunderbird. The 7's competition is one way Thunderbird contributes to Arizona. This contribution follows the flavour of the Kachina spirit. Just as the Hopi people worship the Kachina that is quintessentially from Arizona, so is Thunderbird. It is probably one of the best examples of how Thunderbird adds richness and diversity to Arizona.

We are the reigning champions and expect to keep our crown. So for a great day out and a good way to meet alumnae and network, come down on Saturday morning and watch the tournament. The best stress break in town!

hkenyon@global.t-bird.edu

Naming Frenzy The Garvin Center for [Insert Name Here]

By MARCO AMARO
Guatemala / U.S.A., Fall '04

60 million! Wow, that's a lot of money. Everywhere I look there's either a picture of Samuel Garvin with a big smile on his face, or *Das Tor* is talking about how it amounts to 60 IBICs, 999 professors, and 3,000,000 massages at the local Thai Massage Parlor across from campus.



"Marco Amaro"

I hear the Thai place is great! Michael Bryce (you know... that guy who kinda looks like Ashton Kutcher) went there and said it was definitely worth the 20 bucks. The therapists are attentive and they hang from these elaborate poles on the ceiling so they can step all over you. So my proposal is to give Samuel Garvin a lifetime of free Thai massages. It would be our thanks for the contributions he has made to our school. He'll appreciate it, I'm sure. Besides, it would give him an excuse to get closer to campus. Not only that, but I bet he'll get points with the therapists. He'll say "yeah, you see that school there? It's named after me," and all the therapists will go, "oh... you big man... you so good we give you better massage than other people!" The therapists will be glad to have him every Tuesday at 4 p.m. (that's my proposed schedule for his weekly appointment; Tuesday is before mid-week, Wednesday is over the hump, Thursday is basically the weekend and so on).

Maybe they'll also get a contribution from Garvin. I foresee someday the parlor being renamed to Garvin Thai Massage Center. Why stop there right?? The 7-11 could be next...the Garvin Center for Convenience Shopping. How about my famous

187 apartment? It would be renamed the Garvin Center for After-hour Parties. I think we should also rename Onofrio Lattanzi! Let's face it the Italian thing is starting to wear thin with the ladies. How about if we rename him Ono Garvin? That sounds cool, and while I'm sitting here writing this, I think I should rename myself as well, I want to sound more academic though, because it could help with my grades. From now on you can call me the Garvin Center for Random Knowledge. I am now accepting contributions for myself. You can also contact Ono Garvin, as he is my new VP of Charitable Donations. Another person that could use a name change is George Bush. How about the Garvin Center for Bushisms? That would tell voters, "That's right, I don't really speak English, but I'm honest about it." Honesty's really what he's shooting for lately isn't it?

So many people and places could benefit from a name change. It's sort of like a fresh start. A way to tell people, I'm not afraid of change and you shouldn't be either! Say it loud and say it proud, "the Garvin School of International Management!" It's got a good ring to it, and at least it's not "Wharton." I mean really... I like that wharton on your nose...or "Stern," "Hey, you're looking kind of stern, want a drink?", or my personal favorite, "McCombs." "Yeah, I hear your McCombs all the time," we could go on all day with these, and the Garvin Center for Random Knowledge would be happy to give you some more, but I have to get back to studying for my final.

Sincerely,
The Garvin Center for Random Knowledge

marco@global.t-bird.edu



Karaoke night at the Pub gets everyone singing!

Dreaming of a Great Meal PF Chang's China Bistro

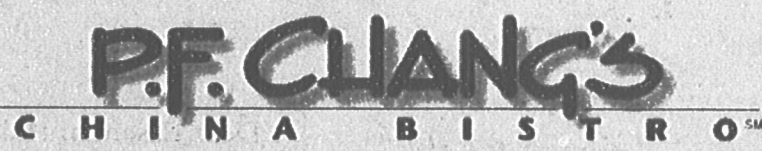
By LADE A. DADA
Nigeria, Spring '04

My heart beat faster as I caught my first glimpse of the majestic stone horse. Next, the glorious brick pillars rose proudly, eagerly supporting the regally crafted mango and wine colored roof. The picture before my eyes resembled the enthralling and majestic view of a magnificent palace.

I walked through the strong glass doors framed in black painted wood, which stood proudly as if they were two mighty oak trees, with mounting anticipation. Once inside, two beaming faces with smiles as bright as the sun greeted me. One of them whisked me away, leading me past clusters of satisfied bodies chewing on succulent stir fried chicken wrapped in exotic spices and sheltered in crispy green lettuce. I inhaled deeply as I caught my first whiff of the delectable sauce in which the tender vegetables swam. All conversation had ceased and the dimly lit room, whose ambiance was as calming as a spa message, was instead filled with the sound of delighted swallowing.

As soon as I was seated in a comfortable leather chair, another ray of sunshine appeared with water and a leather-bound book of scrumptious pleasure. As I thumbed through, my mouth watering uncontrollably, he pro-

ceeded to create a magical concoction of



CHINA BISTRO™ mustard and pepper, describing how this would enhance the exciting flavors I was about to enjoy. My eyes settled on "Chang's spicy chicken," and soon after, a tray of steamed brown rice and gold nuggets coated with a creamy bronze sauce and specks of green, white and red appeared. "Mmmm..." I exhaled as the tantalizing savors danced around in my happy mouth.

Moments later, fully satisfied, I contemplated indulging in the "Great Wall of Chocolate." No small feat, I armed myself with a silver fork and attacked this challenge with relish. Unfortunately, a few forkfuls later, I had to admit defeat - I couldn't overcome the wall for it was too mighty, sweet, but oh so mighty. I therefore scooped it gently, watching the raspberry river flow freely as the plump berries bounced around. Barely able to walk, I stumbled out into the scorching heat and realized that I was in Glendale and that this was only a restaurant where I had just eaten an extraordinary meal.

"I was hungry and you fed me..."

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ice. Expect to be seated immediately (off-peak) and in about 10-15 minutes (peak hours). Food typically arrives 10-15 minutes after you order.

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(Images from www.pfchangs.com)

Splendid Animation Culture in Japan: Part 1 Good Guys Still Wear Black, *The Big O*

By SATOSHI KANO
Japan, Spring '05

Roger Smith says, "We have choices. Some people like to stand in the rain without an umbrella. That's what it means to live freely." I like this phrase, partly because I like I'm a fan of *The Big O*, an animated TV series that was recently broadcast by Cartoon Network, but mainly because it is at the heart of my belief.



Satoshi Kano

The story of *The Big O* starts 40 years after an incident called "The Event" which destroyed "Paradigm City" and erased the memories of the citizens. Even though the lives of people return back to normal life, they are still plagued with the problem that no one knows what exactly happened 40 years ago. The main character is Roger Smith who is known as the negotiator. His task is to protect a person who is suffering from memories of 40 years ago. He usually wears black clothes, lending to

his manners and styles. His allies are Dorothy (an android), his former boss in the army, and a giant robot called The Big O.

This show reminds me of *Batman*. If *Batman* takes off his latex rubber outfit, and replaces his car with a giant robot, the story changes to *The Big O*. The impression of Roger Smith is that of James Bond. Roger's high-tech gadgets give a touch of James Bond flair, such as a wire-shooting wristwatch and optically-guided rockets loaded on his limousine. In addition to that, Roger has slicked-back hair and a double-breasted business suit as well as a sense of showmanship.

Whether these kinds of animations are a fiction or not, I have been addicted to robots or characters since I went to elementary school. I think animation is one of the most outstanding cultures in Japan. What keeps me so interested in Japanese animation? I will introduce some splendid animations through



other articles in *Das Tor*.
To Be Continued

The *Big O* DVD's are available on Amazon.com.

Source Consulted: Lee, Keith. "Anime Reviews of The Big O." *EX The Online World of Anime & Manga*. Realm of Mecha, homepage

kano@global.t-bird.edu

Image from <http://www.the-big-o.net/index2.html>

Essential Half's Exchange

Ask your questions.
Get some answers.

A forum for the "Other (Essential) Half" of the Thunderbird student body; answers for spouses, significant others, and children of Thunderbird students.

Dear Essential Half,

My Daddy is so busy with school, most of the time he comes home after I am in bed. This makes me sad but my mommy said other Thunderbird kids know how I feel and I could ask for some ideas to do nice things for him. What can I do to tell Daddy I miss him? I know he works hard for us. Thank you very much. I am happy I can write you.

Signed,
A T-bird Kid

Dear T-bird Kid,

Thank you for your letter. It is very unselfish of you to want to thank your Dad for his hard work. You are a voice for many of the Thunderbird children who wonder if they will ever have dinner with their student-parent, or play in the daylight together again! Sounds like you have a very special Mom who helps you feel loved even if Dad isn't home a lot right now.

Do you like surprises? You can draw a picture for your Dad and hide it in his backpack so when he goes to school he can find it and think of you! Maybe you could help your Mom make a lunch for your Dad, or bake a treat for him. You could make a coupon that reads: "Good for One Trip to the Park," and you and your Dad can schedule some time to spend together.

By the way, did you know it takes a special kind of kid to be a T-Bird Kid?

Dear Essential Half,

Considering the strict financial plan my husband and I are now on, it is near impossible to go out! It's an adjustment from being accustomed to doing whatever we wanted when we went out, to now not even being able to go to dinner on the weekend. Do you have any brilliant ideas for reasonably priced evenings out? There are some concerts and performances we would love to attend, but at the end of the day, funds are funds and that's just how it is while we're here.

Signed,
Cheeky Money

Dear "Cheeky,"

It's time to get creative. Instead of movies in a theater, check out DVDs from the IBIC or at one of the local libraries (Glendale Main 623.930.3530, Foothills Branch 623.930.3830).

Did you know the Tower Lounge can be reserved? (Contact Thunderbird Student Government to schedule). There you can enjoy the comfy couches and watch your flick on the big screen TV. In lieu of dinner out, cook for each other! Set the table formally, light candles, have music, create your own "restaurant" ambiance.

If you're searching for live entertainment, check out the jazz/dinner venue at the Borgata of Scottsdale (see information below). You may also want to try some of the culinary schools in the valley for gourmet food without the usual price tag. Two I recommend: L'Academie Café (4301 N. Scottsdale Rd. 480.941.0229) and the Culinary Café (3310 N. 10th Avenue in the Osborn Center 602.285.7764). Reservations are best for both restaurants and seating times are limited; menu prices: five to fifteen dollars a person.

Submit your questions to Kiersten Gallacher at kierstennandbrian@yahoo.com.

Need Options for an Affordable and Romantic Date?

Pepin
7363 Scottsdale Mall
(Next to Scottsdale Center for the Arts)
480.990.9026
Flamenco performances 7:00
Friday/Saturday
Free salsa dancing after dining
Or, \$8 cover charge for dancing only
10:00 p.m.-1:00 a.m.

Sedona
www.sedona.net - recreational, lodging, and dining information
www.city.sedona.net - calendar of community events
www.sedonajazz.com - information for Sedona Jazz Festival

The Borgata of Scottsdale
www.westcor.com
6166 N. Scottsdale Rd.
480.812.8991
Every Friday:
Live jazz 1-8 p.m.
Dinner 4-8 p.m.
Apr. 9 Jeff Jones and Mosaic
Apr. 16 Cascabel
Apr. 23 Paul Anderson and Friends
Apr. 30 Patté Williams

Symphony
The Phoenix Symphony has \$9 student rush tickets the day of most events. www.phoenixsymphony.org

Yes Sam, Right Here in River City:
Flamenco, Red Rock and a Little Jazz

So I'm getting my hair cut by Sam - an intriguing forty-ish African American man, his own salt and pepper hair tied back in dreads - and he's sardonically listing "must-see's" for Phoenix. "Frankly," he suspends the open scissors, momentarily looks in the mirror, and snips my hair as he says "Honey, I just drive to San Diego!"

Certainly there is something to be said for San Diego, (how can the ocean and balmy temperatures ever be matched!) but Sam baby, there are some great nooks right here in River City.

If you haven't been to the restaurant *Pepin* in Scottsdale, make a reservation now! Who knew you could escape to España for an evening by simply hopping on the 101? It's true! A little bit of Spain can be found in this not-to-miss restaurant (a.k.a. Heaven, and not just because their Torta de Chocoalte is the best I've ever tasted). Intimate setting? *Por supuesto*. Genuine tapas and sangria? *Claro que si*.

But to top it off: live Flamenco! Local flamenco dancers and musicians grace audiences with their incredible skill and talent every Friday and Saturday night.*

Pepin's authenticity is thanks to the Soto family's Spanish ownership since opening in 1994. Walk in and you're washed with a *tranquilo* yet festive ambiance reminiscent of Spain: small colored lights glow with festivity, heavy wooden tables nestle together creating a sense of community, and soon you're raising your glass and

yelling *Olé!* right along with your neighbors. At Pepin you don't just dine. You experience. So be at your table by 6:30 p.m., and plan to stay for the evening. When they ask for Flamenco volunteers on stage, try it! Did I mention Pepin hosts Salsa dancing every Friday and Saturday nights? ¡Cielo! ¡Cielo! ¡Cielo!

For those in search of an oasis, look no further (north, that is) than *Sedona*. Last year *USA Weekend Annual Travel Report* listed Sedona, Arizona as one of "The Ten Most Beautiful Places in America." Only about an hour and a half away from Glendale, Sedona makes a great weekend jaunt or even day trip. The stunning red rock city offers great local cuisine, abundant art/music venues and numerous outdoor activities. The climate is a plus too: temperatures are on average ten degrees cooler than Phoenix year round!

North of Sedona is the green, forest covered Oak Creek Canyon, where Slide Rock State Park resides. Here, an amazing thirty-foot natural rock water slide is a blast for anyone up for the ride. Check out www.sedona.net for recreational, lodging, and dining information.

When considering where to stay, opt for a bed and breakfast: priced comparable to hotels, these smaller, often more luxurious residences offer impeccable service and great local flair. July Fourth weekend is a great time to go-but make your lodging reservations in advance. For Independence Day, Sedona hosts a firework display accompanied by a live symphony. See www.city.sedona.net for an ongoing

calendar of community events. My personal favorite: the Sedona Jazz festival in September. See www.sedonajazz.com for more information.

O the *Borgata of Scottsdale!* I could write a song about this divine place. The Borgata is not just an open-air shopping mall; it's 14th century-style architecture, old Italian village ambiance, and on Friday nights, a lot more than just shopping. Envision live jazz...glowing barbeque...children dancing on the lawn. Get the picture? Beginning at 4:00 p.m. in the Borgata center terrace, Frankie's Patio Café and the Thai Thai restaurant serve dinner for around five dollars a person. You can sit at small café tables in the courtyard or bring a blanket and sit on the grass with the kids. The only catch: the jazz ends at eight p.m., so arrive early enough to enjoy (the performance begins at one p.m. so there is plenty of time). Check out www.westcor.com for restaurant and store listings.

So Sam, San Diego can wait. By the time you're waiting for your luggage, I'll be soaking up one of these sumptuous scenes.

* Spanish Flamenco is theoretically similar to classical ballet and one of the most challenging forms of dance. If you're up for a go, come to Stefany Vivas' Flamenco Class at the Glendale Campus: M/W 2:30-4:00 Aerobics Room; but be aware - class is preparing to perform in public soon!

See all location details this page

Antiques, Arenas, all that Jazz ... and Blues

GLENDALE, Ariz. - Before it was the state's antique capital or the new arena was even a dream, Glendale was jammin' with Arizona's Coolest Hometown Festival. On Apr 16-18, 2004 Murphy Park in Historic Downtown Glendale will be harmonized with 24 hours of smooth jazz and soulful blues when Meridian Bank presents the 21st Annual Glendale Jazz & Blues Festival.

The free festival opens with one stage Friday evening from 5-10 p.m., continuing with two stages on Saturday from 10 a.m. - 10 p.m. and Sunday from 10 a.m. - 5 p.m.

The festival has always showcased the best local entertainers with this year's line-up featuring more of the same. Sistah Blue will be making their seventh straight appearance while Alice Tatum makes her first appearance. Local jazz and blues icons including Big Pete Pearson, Margo Reed, Carvin Jones and Turning Point are just a few of the fourteen groups

scheduled to perform.

The Glendale Jazz & Blues Festival is more than music. There will be over a dozen ethnic food and snack concessions, cold beverages, an arts & crafts faire, free make-it-yourself party hats and a wine tasting with collectible glasses.

For jazz enthusiasts looking for a special experience a new twist has been added this year. On Saturday night from 5 to 10 p.m. a limited number of "Select Seats" will be available front and center at the City Hall Amphitheater Stage. Two ticket packages will be available - a deluxe chair with drink coupon for \$10 or the same with a festival T-shirt for \$20. Please call (623) 930-2017 during business hours Tuesday through Friday to

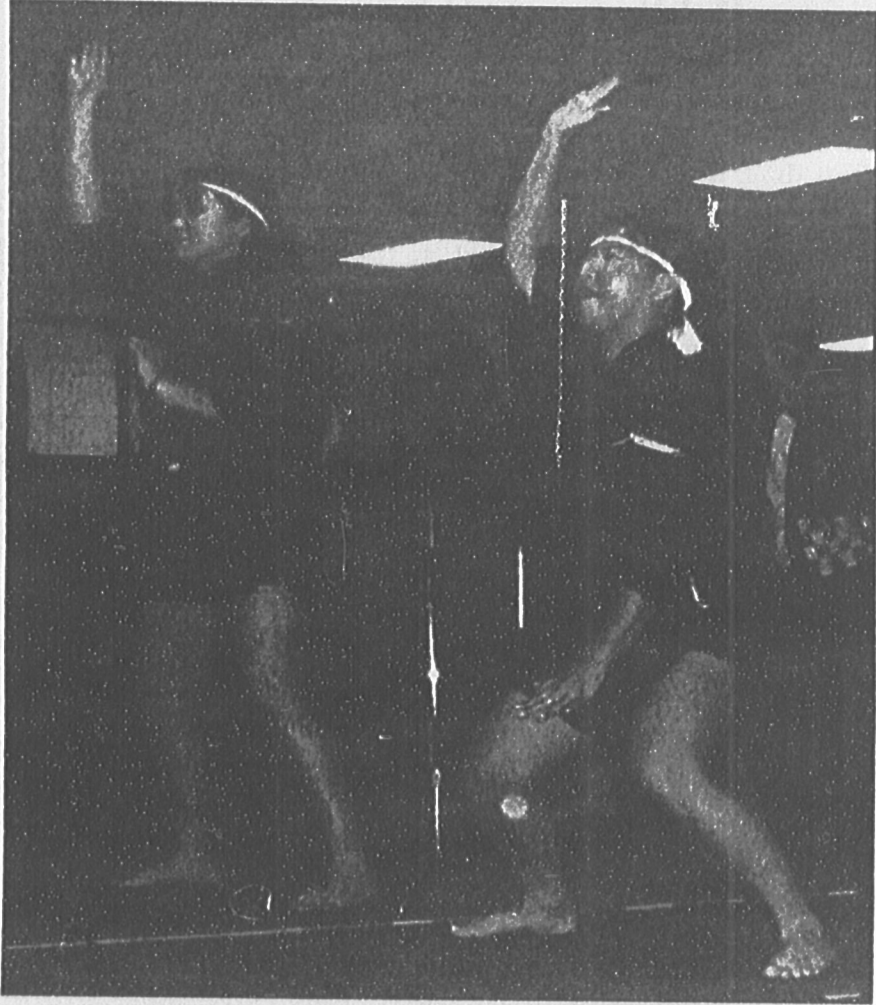


make arrangements.

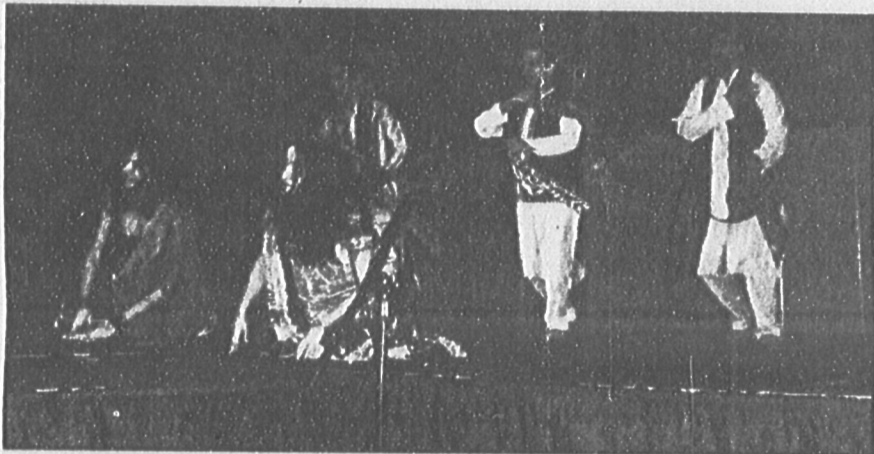
The festival is sponsored in part by Meridian Bank, Channel 12, KYOT, The Arizona Republic, Budweiser, Kokopelli Winery and Snapple also count on a few surprises. For more information call (623) 930-2299 or visit www.glendaleaz.com/festivals for information and performance schedules.

Vern Biaett, Jr. / Special Events Manager; (623) 930-2963 / vbiaett@glendaleaz.com

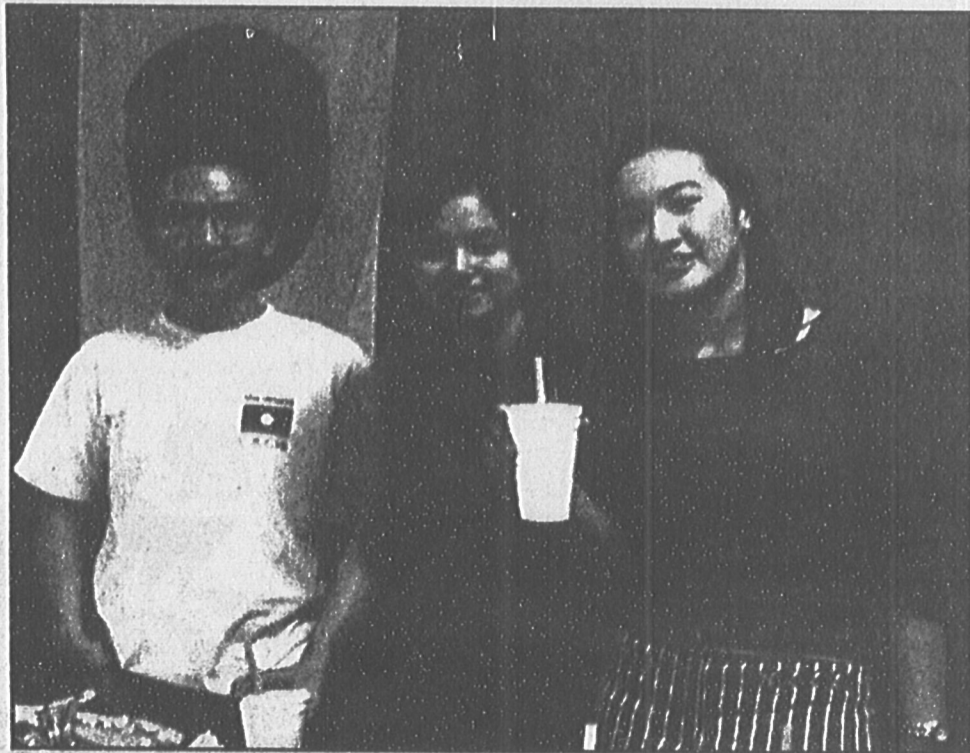
The Power of Asian Night



Singing and dancing is a crowd pleaser



Students do a traditional dance



Before the Storm - students smile before the buffet line begins



Too many scrumptious choices for dinner awaited students

By SATOSHI KANO
Japan, Spring '05

Thunderbird students are surrounded by many kinds of festivals such as European Night, Indian Night, Accounting Festival, Finance Festival, Simulation Project Festival, and Marketing Team Project Festival. And Asian Night is one of the most memorable festivals for students.

Generally speaking, people need three fundamental elements to live in this world: clothing, eating, and living. Japanese call these terms, *I-Shoku-Jyu*. If we apply them to Asian Night, clothing is experienced in the fashion show and performances. Eating is experienced in the various Asian cuisines, and living is experienced in the festival itself and in the Thunderbird community.

At Asian Night, Japanese students performed *So-ran bushi*. According to Kohei Mori, this is a traditional dance, representing *Hokkaido*.¹ Sung while herring fishing, the name comes from the first words of the song, *Ya-ren-so-ran*. The *funa-kogi* (rowing), *ami-okoshi* (net-setting), and *oki-age* choruses are sung as each action is performed.

Oki-age refers to the process in which the herring is drawn up and transferred into the boat. *So-ran bushi* is sung during this process and the words *Ya-ren-so-ran* can be thought of as encouragement for the fishermen. The phrase *hai-hai* is the

response to this chant.

Character-istically masculine, the song is one of strong men belonging to the sea. Originally sung in the ports of the Aomori Prefecture, it was carried over into Hokkaido by fishermen looking for herring. The traditional dance has a slower tempo than the version performed at Asian Night, called *Nan-chuu Soran*.

Nan-chuu Soran originated in Wakkanai Minami Junior High School (commonly referred to as Nan-chyu in the region) in 1983. The School Fair was in a state of disarray owing to widespread delinquency. Nevertheless, the earnest efforts of a P.E. teacher and the teachers of the first-year students managed to pull together the *So-ran bushi* dance. Originally the students danced reluctantly, but it brought about an attempt by the students to stop the continuing decay of their school. Eventually, *Soran-bushi* became the symbol of resurrection at Wakkanai Minami Junior High.

From 1992, the earnest guidance of the teachers dramatically raised the level of the students' dance. The unconventional



Women prepare to sing while wearing traditional Asian dresses

dance arrangements combined with a powerful beat made a creative, original *Nan-chyu Soran*. The dance received the Prime Minister's Prize at the Tenth Japan Folklore-Folk Dance Contest with an unprecedented high score.

For as long as I remember, Japanese students have created a performance for Asian Night. In Summer 2003, we offered *O-Ha Dance*, a popular dance and song in Japan. In Fall 2003 we wore underwear, and performed a "Radio Exercise." And in Spring 2004 *So-ran bushi* was performed. What will be the next new performance by the Japanese in Summer 2004? Do not miss it!

¹http://members.at.infoseek.co.jp/cal_soran2002/intro_j_soranbushi.htm

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How the Other Half Lives: On/Off Campus

Recently, *Das Tor* worked with Natalia Tafur and Nilsa Sanchez to find out what the benefits and drawbacks are of both on and off campus housing. When both women have been at the Glendale campus, they have maintained their original housing choice - Natalia on campus, and Nilsa off. They switched rooms for a week to find out "how the other half lives..."

Preparing

1) Why did you decide to do this switch?

Natalia: I wanted to see if living off campus was all that it was cracked up to be.

Nilsa: Same here, I wanted to see if I could be more productive elsewhere!

2) Why did you originally decide to live on/off campus when coming to Thunderbird?

Nat: No car, no car, no car, more convenient.

Nilsa: I love looking at my kitchen... I guess I don't use it as much as I thought I would!

3) Why did you decide to continue this living choice after coming back from Archamps, internships, etc?

Nat: No car, no car, no furniture, power naps between classes

Nil: I almost moved to the dorms

for my last term... I didn't want to deal with furnishing an apt all over again, but I got a hard to refuse offer to share a furnished 2BR.

4) Have you ever felt like you missed out on anything because of your living choice?

Nat: Not at all.

Nilsa: Meeting more people and the late night dorm parties!!!

5) In terms of set up, what was easy/difficult about moving?

Nat: Believe it or not, the dorm rooms were actually bigger than many rooms I've been forced to live in before. I loved that I never got monthly-bills.

Nilsa: Just like anywhere else you live... it's always a pain to move!

6) What were you looking forward to most about living in the opposite accommodation?

Nat: Kitchen, car, laundry facilities and hot tubs!!

Nilsa: I was looking forward to a very productive study week! With no TV, no car, no roommate.

7) What did you think you would miss the most?

Nat: Without a doubt, power naps!!

Nilsa: Mi café!

During the Week

1) What was the biggest adjustment the first day? By the last?

Nat: I felt like I was commuting to work. In the morning get ready, pack my bag, drive to school, find a parking spot, and not get home until 10 p.m. My first day I really missed my quick visits to my room for recharging my student batteries. Power naps. I really missed them, but by the end of the week I just moved them to the poolside!

Nilsa: The fact that I had to stay/eat on campus all day long was a tough thought to deal with! It did not end up being like that since I managed to escape campus several times with the help of my friends!

2) What was one thing you thought would be an adjustment or just "weird" that was not?

Nat: Having a real roommate again. But it was actually fun. It helped me unwind/unplug from school a bit.

3) What did you miss most?

Nat: My on-campus friends!!

Nilsa: Not having a car to move around freely, plus the morning "coffee talk" with my roommate!

4) What things did you take advantage of because of your location?

Nat: Hot tub and making surprise visits to friends living in the complex.

Nilsa: Hanging out with my favorite b-dorm neighbors!

After

1) Do you feel like you did more/less of what you normally would do? (i.e. watch cable TV in the apt if you don't have a TV in the dorm, but normally wouldn't watch TV)

Nat: I did watch more TV, but only after being persuaded by my new roommate.

Nilsa: For the most part, I did the same things I would have done at the apartment. I did find myself in the IBIC more often since I had no way to get off-campus; none of my "friends" wanted to leave the hot tub to pick me up!

2) Do you now, after experiencing the "other side" regret your original housing decision?

Nat: I would actually make the same decision given my lack of transportation. I think if I did have a car I would have started off living on campus and eventually would have moved off campus to experience both sides.

Nilsa: Not at all!

3) Any surprises?

Nat: The awesome water pressure.

Nilsa: Nope, I was prepared for the worst!!!

4) Could you give some benefits and drawbacks to each option now?

Nilsa: On-campus Pros: You don't have to carry everything around with you. You can just run to your room to pick something up. You can wake up a bit later!!! Those 15 minutes in the morning do make a difference!

Cons: Everyone knows everything!

5) What advice would you give to people deciding to change their living situation (on to off-campus or vice-versa)?

Nat: Living off campus can be awesome or horrible. During a "crunch" time, I was confined to campus, a long way from home. In essence, campus was like a prison. But when I had a normal schedule not filled with 20 group meetings or TA sessions, then off campus was a bit of a peaceful haven.

Nilsa: Stay off campus! You can always get a ride or find a place to crash after a Thursday night at the pub!

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Where have all the performers gone...? Thunderstock 2

By VENKATESH (VENKAT) SUBRAMANIAN
India, Spring '04

My friend Sebastian Bacarreza has the habit of turning up at the strangest places at the oddest moments, and often comes across surprised - pleasant or unpleasant, only he can tell. He was recounting to me the other day about how, on a Saturday evening, he was ambling across the back of beyond, treading the desolate path near G dorms that eventually passes by the Pub, when he heard "Sirens" beckoning him from one of the dorms. He maintained that he was sober before his pub soiree and most certain that the G & H dorms were uninhabited this trimester.

His curious nature got the better of him as he inched up closer to the source only to stumble upon a blast that sounded like a bunch of booze 'n' boom-box totin' juveniles gone mad. Like all B-school grads, he weighed the Net Present Value of his Options carefully - to succumb to the lure of the Pub or to explore the unknown and face the possible calamities that lay beyond the door. The Pub it was!

Had he taken the great leap of faith, he would have stumbled upon a bunch of familiar T-birds lost in their world of rock as they pounded their music passions into reality. If you hap-

pen to miss your way to the Pub and land up in the dreary sections of G - you will not only marvel at the extent of soundproofing that the former air force barracks possess, but also acquaint yourself with the musical talents that lie within.

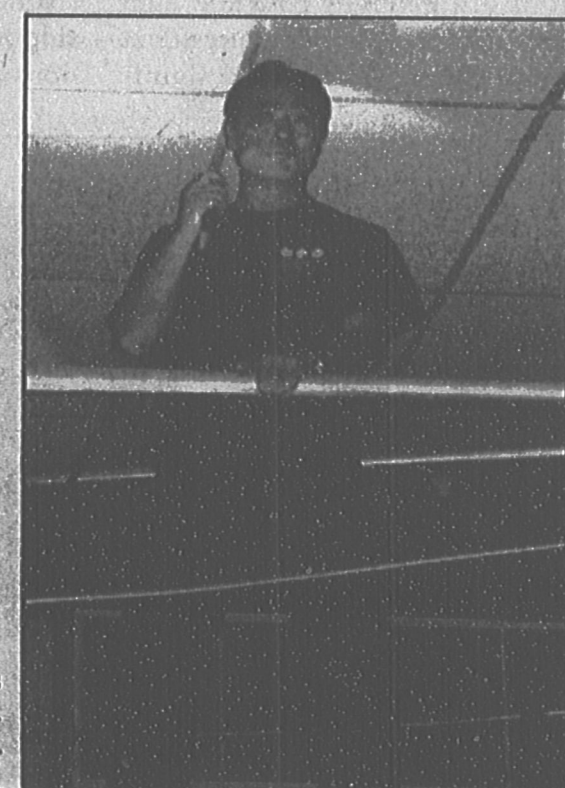
Guns 'n' Butter, and Standard Deviations, are some of the names you will discover - these are neither IPE trade terms nor a recurrence of your data analysis nightmares, but our own uninhibited in-house bands. Guns 'n' Butter, a poor cousin to their more famous counterparts, belts out classic rock genres while the Standard Deviations specialize in jazz-blues renditions. Unbeknownst to many, and hidden among the heavens, is the Thunderbird choir that thrills us with their soulful and creative sounds. There are also numerous individual yet shy talents that emerge occasionally from their "comfort zones" to face the spotlight of public scrutiny. And there are still others who unshackle themselves after a couple of pints in a Karaoke bar - whether they can help it or not.

As diverse as the music is, so are the musicians - a true representation of the diversity of the Thunderbird spirit. It is a rehash of the obvious to state that T-birds are talented in many ways, but it is surprising, nevertheless that there is no music club among the plethora of clubs on

campus today. Once every trimester, a few of the school's musically passionate find time to come together and perform at Global Sounds (Thunderstock).

Global Sounds is a not-for-profit production organized entirely by students since 1996. The concert showcases the unique combination of musical and managerial talent of T-birds, and is a melodious gateway to a world without borders. (For more information search for Global Sounds under the clubs homepage.) But like all good things must come to pass, so must the current generation of participating T-birds. It is time for the baton to be passed...BUT to whom?

Since childhood, most of us probably have and continue to display our musical abilities (even the shower solos or a kid's bawl count!) sporadically at some point in our lives. We have, alas, allowed that talent to lament in the depths of our reticence. We learn many a business lesson (leadership, operations et al) and prepare to apply them to our career but we overlook their relevance in enriching our lives through such events.



Next time you pass by one of your fellow T-birds, take a closer look. For you might just be taken aback when you see them on stage performing at Global Sounds. I should know ...for I remain amazed.

I also know that Sebastian is not the least bit shy. I have seen him perform many moons ago at a Karaoke night in the pub with his outrageously colorful shirt, fake dreadlocks and 70's sunglasses crooning a yester-year chart topper. The last time I saw him, he was knock knock knockin' on Heaven's door. He has taken the leap of faith...why haven't you?

(The writer is a regular performer at Global sounds and a member of Guns 'n' Butter)
venkat@global.t-bird.edu



Summer 2004 TSG Elections: Candidate Position Statements

Matthew Moore
TSG President



Matthew Moore

The Thunderbird Community is unique, and it's future extremely important to us. Thunderbird is experiencing tremendous change that's positive if effectively managed. I'll aggressively work to manage the change insuring the best value for Thunderbird Students and Community. I pledge to achieve the following:

- 1) Insure interests/needs of students are at the forefront of the new president's focus.
- 2) Increase employment placement of graduates by working with CMC to increase the supply of available positions.
- 3) Increase standards of admissions, course offerings, overseas campuses, and faculty.

We're investing much time, effort, and money in Thunderbird, "We deserve the best!"

Regula Schegg
TSG President



Regula Schegg

I will passionately represent the students' beliefs, ideas, and needs. I stand for open, constructive communication to enable positive changes and help accelerate momentum. The years to come, thanks to the very generous gift given by Rita and Sam Garvin, and with a new president taking charge, will have a signifi-

cant impact. That provides us with enormous opportunities, to which I actively wish to contribute. YOUR inputs are valuable and should be positioned in the best interest of all of us. The world needs globally thinking, locally acting, well rounded managers - that's what this school is about and what I stand for.

Giselle Schmitz
TSG President



Giselle Schmitz

Balance and Patience - certainly not a daring position but an honest one. In the wake and on the eve of tremendous change at Thunderbird, the new administration of TSG must help balance the immediate needs of the students with the transition and education of the incoming school President. The new TSG administration must inspire student participation in this process. Specifically, TSG must maintain its transparency and accessibility to students while promoting the initiatives it is driving. My goal is to ensure that the needs of current Thunderbird students will not be sacrificed for prospects of future change. Forward together!

Marcelo Iglesias
Vice President



Marcelo Iglesias

I will provide operational support and advice to the President, strong leadership to the board, and clear solutions to students concerns. TSG

as a whole has to be team work oriented creating the synergy needed to actively improve the student's wants. TSG needs more participation from students and alumni in order to create a stronger arm to change, improve, and/or facilitate better communication between students and Thunderbird.

Improvements I want to achieve, with the TSG as a whole, are: 1) create a more useful communication among Administration, CMC, and the students and 2) establish a clear allocation of funds for clubs.

Joseph "JT" Lee
Rep at Large



Joseph "JT" Lee

My intent is to be a conduit between the student body and the TSG board. I will listen to the student body and ensure that their voices resonate to the TSG board, and Thunderbird administration. I will help solidify Thunderbird's position as a renowned business institution throughout the world.

May Lee
Regional Rep - Asia



May Lee

As a regional representative, I will act as an efficient voice of the values, opinions, and

interests for Asian student body. No doubt that I will also continue the tradition of making Asia night as one of the biggest regional nights at T-bird.

Looking for write in candidates for the following positions (Job descriptions are posted on the TSG page)

Overseas Representative
Regional Reps: Africa, Europe, Latin America, Middle East and North America
Honor Council Reps At Large (2)

Procedure

- 1) Follow campaign rules (posted on TSG page or stop by the TSG Office for a copy)
- 2) Must have 35 votes on election day to be considered a "valid" candidate
- 3) If declared the winner, will need to have the Registrar's Office sign a form for "good academic standing."

Questions regarding write in candidate, please contact Election Committee Chair:
Fernando Alandia - falandia@global.t-bird.edu



MAKE SURE YOUR VOICE IS HEARD!

TSG PRESIDENT AND VICE PRESIDENT ELECTIONS : VOTE ONLINE—Thursday, April 8th

TSG is currently accepting applications for the following appointed positions for Summer 2004:

Two Trimester Positions (Summer & Fall):		
Marketing Chair	Communication Chair	CMC Chair
I&IT Chair	Alumni Relations Chair	
Summer Trimester Only:		
Student Activities Chair	Treasurer	Speaker Chair
Grad Party Coordinator	Academic Affairs Chair	

APPLICATIONS DUE APRIL 15TH

Please visit the TSG page on MTB for details on all available positions and to download candidacy packets and applications.

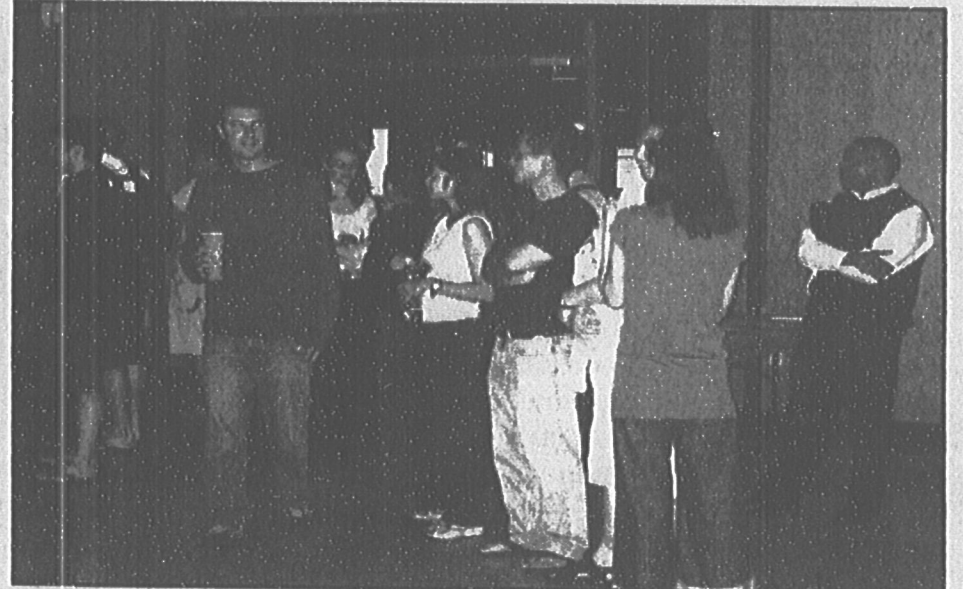
**TSG NEEDS YOU FOR THE NEXT STUDENT GOVERNMENT TEAM-
DON'T MISS THIS OPPORTUNITY TO GET INVOLVED
AND MAKE A DIFFERENCE ON CAMPUS!**



Rachel Clapp, Sharon Jayakumar, TGC member Vincent Daniels, Amedeo Gaggion and Fernando



Students relax while listening to bands at Thunderstock 2 on April 1st



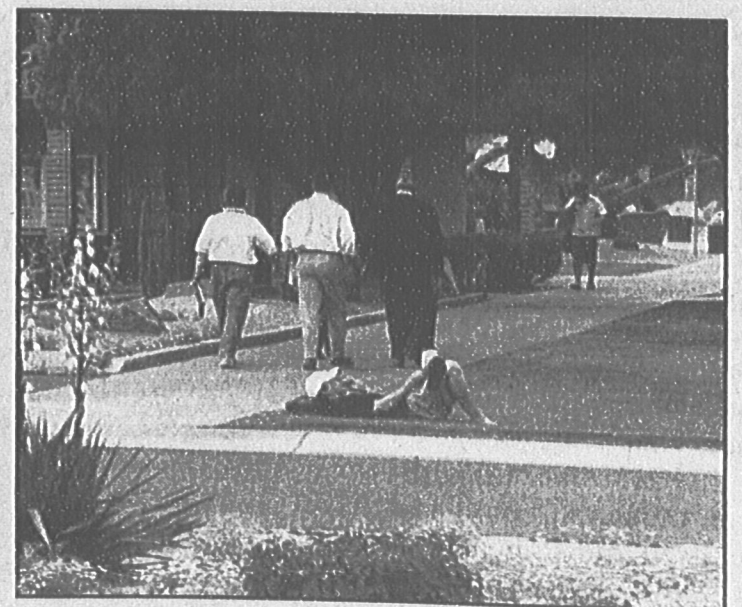
The crowd goes wild for entry into the TAC for Thunderstock 2



Denby Sellers, Brian Cramer, Jens Garberding and Jamie Johnson relaxing



Archamps students relax at the London Pub in Gaillard



A student relaxes on the lawn as TGC members arrive on campus