

D a s t o r



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

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A Letter From Archamps

By DAVID WENZ
U.S.A., Fall '05
Archamps Editor

Another Thunderbird

Europe trimester has begun, mixing continuing Archamps students, for whom the campus and environment no longer carry any sense of adventure or surprise, with a batch of new arrivals from Glendale. For all of the controversy, surrounding it last trimester in terms of housing and organization, Thunderbird Archamps is operating under a sense of normalcy and optimism about its future.

Not that the future of Archamps will look the same, as President Angel Cabrera hinted during a meeting with students on the first day of classes. Apart from stating that Thunderbird "needed to make



DAVID WENZ

more sense of its international strategy," Dr. Cabrera offered a general vision for Thunderbird outside of Glendale as a more flexible "network of operations," with each campus carrying responsibility for increasing enrollment and building the Thunderbird brand within its operating market. Course content will be diversified by campus according to the business environment and industries operating in the region. Future students will likely complete all core requirements in Glendale, and then continue



their studies abroad at a campus like Archamps where courses are more specialized and tailored toward individual interest.

In light of

Thunderbird's recent disappointing rankings in the Financial Times, which Cabrera acknowledged during the meeting, changes to the program are necessary. In order to differentiate itself from INSEAD and other highly ranked international MBA programs, Thunderbird needs to become more dynamic and integrated into the international business community. One partial solution mentioned by Cabrera and Executive Education VP Rory Simpson includes breaking down barriers between the Exec Ed and MBA programs. Imagine opportunities for MBA students to work with experienced executives on individual projects in which students get exposure to and feedback from

working executives who in turn are exposed to fresh perspectives and ideas from students all over the world. This kind of

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On-Demand, On-Line

By JAY BRYANT
U.S.A., Class '04
and
ANNIE GABRIEL
Saudi Arabia/Armenia/U.S.A.,
Class of '03

If you braved the downpour last Tuesday to attend Ken Lambert's "Truly Global" presentation, you would doubtless be au courant of Thunderbird's new marketing plan to diversify its product portfolio, and that one of those new products is the Global MBA On-Demand program that begins this fall.

In his recent interview with BusinessWeek, Thunderbird's new president, Dr. Angel Cabrera, had this to say of the new Global MBA On-Demand:

"Because we're the leaders and people look at us for what international management is we always try to push the edge to be more innovative ... for example we're starting a program that combines face to face with on-line delivery so people can do their MBA with Thunderbird no matter where they live without actually having to quit and interrupt their careers..."

Based on a market study that indicated a demand for a distance learning product, Dr. Cabrera charged Dr. Bert Valencia, the director of the Global MBA for Latin American Managers, with developing a business plan to incorporate distance learning into the Thunderbird portfolio. Over the past few months, faculty and staff have worked together to find the most feasible way of launching this new program. The first class will begin in September of this year. The Global MBA On-Demand is specifically designed for working professionals who are

unable to relocate to Arizona for job or family-related reasons. The 21-month program will be delivered 74% via distance learning and 26% via classroom instruction at Thunderbird campuses across the globe.

The distance learning component allows On-Demand students to access class materials and coursework, participate in group projects, and network via a "virtual pub" - all accessible anytime, anywhere. Using technology such as My Thunderbird, Tegrity videos, and an extensive electronic library available through the IBIC (International Business Information Centre), On-Demand students will receive the Thunderbird experience from afar.

For the face-to-face component, students are required to attend four one-week, on-site seminars spread out over the 21 months of the program. Their first on-site week will be at the Glendale campus, where they will go through an abbreviated version of Foundations. Subsequent on-site weeks will take place in Archamps and Beijing, where students will take the respective RBE courses. The fourth on-site week will culminate in Glendale with a capstone seminar and graduation.

All coursework is in a lock-step format, meaning that it is very structured. Many top-tier MBA programs follow this format, which creates a co-active and synergistic learning atmosphere. The lock-step format provides a set schedule of classes that students must take in sequence and with their class members, and is closed to open-entry. There are no concentration areas and each par-

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Thunderbird Bids Farewell to Summer Start

By BRYAN STEWART
U.S.A., Summer '05

Bob Dylan really did

know what he was talking about - there are changes going on all over the world. Right here in Glendale, Thunderbird



BRYAN STEWART

saw several changes in 2004, the biggest of which was the appointment of Dr. Angel Cabrera as the President of our school. Another change will manifest itself in May when the Summer trimester begins. This summer, there will not be any new faces wandering around campus, looking for classrooms, and wondering when the hot weather will come to an end. Last trimester members of the administration decided that Thunderbird will no longer have summer enrollment. Last week I spoke with Dr. Kay Keck, Vice President of Student Services & Program Support, and got some insight as to what were the driving forces that led to making this decision.

Dr. Keck said that the decision boiled down to two basic issues: 1) the complexity of scheduling classes for the incoming students and 2) the cost factor of having students start school in the summer. Applications for summer enrollment had been declining over the past few years, and after this past summer's starting class, the administration decided it was time to finally make a decision on whether or not to continue with summer enrollment.

The scheduling issue created problems because the school was teaching the introductory classes to fewer and fewer students. Last summer's class was approximately sixty students, and Dr. Keck said that to schedule I.P.E., data analysis, accounting, etc. for only sixty students was just not practical. There is also the cost factor to consider. By no longer having summer enrollment, Thunderbird will save the money that would have gone toward paying the salaries of those professors who teach the introductory classes.

Another point that Dr. Keck touched on regarding the school's decision dealt with the fall trimester job fair. With only one

trimester of classes to their credit, summer students were at a competitive disadvantage, and the administration thought that, by no longer having a summer enrollment, students who began school in the spring and had more class time under their belts would be more competitively attractive to employers who come to the job fair looking to hire T-birds.

And finally, there are the rankings that Thunderbird has to consider. If there is no summer class, then the Admissions Department can choose to be more selective in admitting students who apply to the fall and spring classes. This will reduce the number of incoming students, thereby making Thunderbird a more selective school. Greater selectivity leads to a higher ranking score, which leads to a greater number of fall and spring applications, which leads to even greater selectivity.

This decision is one of many that will carry the school onwards and upwards. With even fewer faces on campus, it will be very interesting to see what life at T-bird is like for Summer 2005.

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Waiting to be Pleasantly Surprised

By REBECCA J. EBY
U.S.A., Spring '05
Editor-in-chief

Well a new semester is truly underway. I've got my new T-bird T-shirt complete with the new name AND new logo. I don't know about you, but with all of the changes that have been going on lately, I've been finding it challenging to keep up. Hopefully, *Das Tor* can play at least a



BECKY EBY

small role in keeping you informed on the major initiatives and changes taking place. Another important part of our job is to be your voice. As that outlet, we welcome and encourage editorial contributions from students and others affiliated with the school, as well as invite submissions of news articles. Stop by the office to talk to me. I'd like to hear what you're thinking. We're located in the Tower building and I'm here most days.

Ok, enough with the housekeeping items, now on to the topic of the day. I'm feeling pretty good about Thunderbird right now. I started in Fall 2003, a mere 17 months ago but in T-bird time, it seems like an eternity. It was before the Garvin Gift, before the "Truly Global," and before Dr. Cabrera joined us. A lot of changes for such a short time and there are more changes coming: An on-line degree? No

new students this summer? Nodes and partnerships around the world? Archamps revitalized? Some of the changes are pretty easy for me to get behind right off the bat- the new logo is pretty cool and it seems reasonable, if unfortunate, to eliminate the new summer class since there the numbers don't justify the expense. Other new initiatives, like the on-line degree program, are making me think, but I've decided to reserve judgment for the time being and see what happens.

Why am I not out there all fired up and yelling about the "dilution of the brand," and automatically rejecting the idea out of hand? One of the key reasons is that I think the guy at the helm is pretty credible and if he's backing it, the idea is probably worth looking at. Dr. Cabrera has come in with some new ideas (those learning "nodes" seem pretty interesting) and seems to be assembling a good team of people around him. I figure I'll give them a chance to show me that on-line education can work. Obviously, Thunderbird can't continue down the path it had been going, the schools niche is getting too crowded for that. I appreciate that the new degree seems to be part of an overall plan to re-energize Thunderbird rather than a scatter-shot effort to make a quick buck.

Another reason I'm not automatically skeptical about an on-line degree comes from considering my own situation. It took me two full years before I decided to commit to a full-time program. I looked

at all sorts of options including taking classes on-line. Part of the reason I didn't take a web class was because the programs didn't seem rigorous enough. I would have welcomed a program from a school such as Thunderbird. How many other people are in my same situation? I've also had some experience with on-line communities (outside of our ubiquitous MTB) and have found that true friendships can develop when you share a common bond. And in those situations, getting together a few times a year, as the On-demand program seems to include, cements the relationship.

My biggest problem has been the lack of information available to current students, alumni, and faculty before the roll-out. What's up with the news coming at the marketing presentation for the new brand campaign? If they weren't trying to bury the announcement, they could have fooled me. Evidently, effective communication continues to be an issue for this institution. I think it would be easier to get people behind a controversial initiative such as On-demand if you gave them some warning and let them comment on the proposal.

Even given the under-the-radar launch of On-Demand, I'm still optimistic about Thunderbird as a whole, and for the time being, I'm going to wait and see. Who knows, we could all be pleasantly surprised.

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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 Marabito, Founding Editor, 1969

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Summer Sunshine: Thoughts on Being in the Last Summer Enrollment Class

By BRYAN STEWART
U.S.A., Summer '05

When I told my friends and family that I would be starting my MBA in Arizona during the summer time, the look on most of their faces was one that seemed to convey the thought of "Are you nuts? Do you know how hot it gets out there?" I heard that Arizona was hot, but that



BRYAN STEWART

it was a dry heat. Dry heat? Come on, hot is hot. Whether it's the desert of Arizona or the Gulf Coast plain of Texas (which gets really nasty in July/August), after a while, heat indexes and humidity factors don't mean a thing. Just stay inside and enjoy the air conditioning.

Actually, I couldn't have been more eager to get out here and start school in May. It seemed pretty logical that it would be best to see the harsh summer weather up front so that when the nice

stuff rolled around in the fall, it would be all the better. And I don't mind hot weather too much anyway, so starting school in May seemed like the perfect choice. It was one of the best decisions I have ever made in my life.

When I arrived in Glendale and got out of my truck, all of the looks of friends and family members came flooding back, because, yes, this place is hot. However, I bought a lot of bottled water and got on with what would become business as usual. I was too excited to let 104F get in the way of starting my MBA.

The first thing I noticed when we started with Foundations Week was how small the groups were. With only two cohorts and approximately 60 new students, faces and names became familiar much faster than I ever anticipated. Whether you liked it or not, by the first day of class, just about everyone knew who just about everyone else was.

Campus life was incredibly different, which I considered to be an added

bonus. The small number of students on campus made everything so much easier. Getting prime parking in the main lot was never a problem, there were always plenty of seats in the IBIC and/or The Commons, and the idea of waiting in line to use the toilet at the Pub wasn't even in the realm of possibility. I had found a bird's nest on the ground, but then the students further along in the program would say things like, "It is very different in the Fall/Spring." All I could think about when the summer trimester, our first trimester, ended was how much fun I had had in our relatively small group. Starting during the summer was an incredible experience.

In the Fall, the school has decided to no longer have a summer enrollment. As part of the starting summer 2004 class, I know that I came to Thunderbird at the best possible time. No one ever told me that business school could be so much fun.

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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 can occur, we strive to reach the highest level of quality for the Thunderbird community.

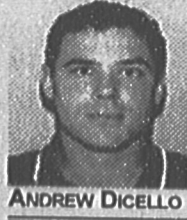
Corrections can be sent to: dastor@t-bird.edu and will be printed in this space the following issue. Thank you to our readers from the editorial staff of *Das Tor*.



Introducing your Spring 2005 Editorial Staff. L to R: Kate Mitchell, Becky Eby, Genevieve Gutierrez

Radical Ideas for the Continued Success of Thunderbird

by ANDREW DICELLO
U.S.A., Class of '04



ANDREW DICELLO

Let me say from the outset that I believe Thunderbird is a fantastic institution and I couldn't have been more pleased with my experience. I write this piece as a recent graduate who believes strongly in the school, but also believes that Thunderbird must make fundamental changes to maintain its competitive edge as the top international business school in the country as well as move up in the traditional MBA rankings. I pose these "radical" ideas to generate discussion more than anything.

Relocate the school

What competitive advantage does Glendale, Arizona possess? Is there strategic value in having Thunderbird in Arizona? Is the school here for any other reason than that we were granted the land for a nominal fee at its inception? Assume for a moment that money was not an issue, where would the school be located? Would it still be in Glendale, Arizona? I doubt it.

While Phoenix is taking steps to diversify its economy, it is not a city one full of high-paying professional jobs with numerous multinational corporations, financial institutions and political organizations. Thus, students have to search elsewhere for jobs. Similarly, the school has to convince companies to come from major metropolitan areas to recruit at Thunderbird, which they may view as difficult to reach. Even if they love Thunderbirds, this is not always an easy sell for recruiters. In addition, our location makes it difficult to interact with multinational organizations and financial institutions the way business schools in places like Washington, D.C., New York, or London can. If relocation moving really isn't feasible, the school should consider opening other locations—perhaps satellite campuses—within the U.S.

Rename the school (again)

The name Thunderbird is so ubiquitous that it is hard to build a unique brand. Say the name Thunderbird within a square mile of campus and most of the people who live in the community will wonder if you are talking about the street,

the high school, or the hospital. This is totally absurd and unacceptable. Say the name Thunderbird elsewhere in the world and you will have to clarify whether you are talking about a car or a type of liquor. There is nothing more frustrating for T-bird graduates than to have your diploma in hand, head out into the business world, and have business people, neighbors and friends not know what Thunderbird is. I don't think this is a common occurrence for alumni of institutions like Kellogg, Wharton, and Fuqua. Even if people don't know the names of these business schools, they can fall back on the name of the university—Northwestern, University of Pennsylvania, and Duke, respectively. As a business school only, our name must be totally unique and command brand have name recognition.

More than an MBA program

In the recent past there has been discussion, primarily for financial reasons, regarding the addition of an undergraduate institution. Many are strongly opposed to this on the grounds that it will dilute our brand. Fortunately, I understand this option has been put on the backburner. What should be considered, if it has not already been, is adding Masters degree level programs in complementary disciplines. For example, build on the IPE and International Development curricula to create a Masters in Public Policy or International Relations. How about a Masters in Finance, Economics or Accounting? We are known as a great international business school but not particularly strong in any specializations. By adding additional masters programs, we would improve the reputation of all Thunderbird degrees, while attracting new students and increasing revenues. Furthermore, we may attract professors who specialize in the new degree disciplines, which will make the MBA program even more multi-faceted.

Increase the graduation requirements

During the dot com era, many business professionals were too busy to go back to school for two years. As such, many b-schools created one-year intensive programs. To keep with the trend and attract students, Thunderbird followed suit. If Thunderbird wants to improve the quality of its program and distinguish

itself from other schools, it should go in the opposite direction. Do not cut back the academic requirements; increase them. As everyone knows, there is hardly any room in the curriculum to take elective courses outside of one's area of specialization. People miss out on a lot of great classes because they are automatically graduated when they complete their 12 focus area courses. Many students drag out their stay at Thunderbird and take extra classes. Increasing the requirements to graduate would set Thunderbird apart from other schools, by giving our students greater capabilities in their areas of specialization, and generating more revenue for the school, and allowing suitable time to secure a job.

Make an internship a requirement

Many, if not most, of the students entering Thunderbird are hoping to change careers. Even with the best education, great grades and work experience, the job market is tough. Completing an internship during business school is perhaps the best tool a student can use to get a job at graduation. In fact, nearly every law student interns during his or her law school years and more often than not, they end up with a job offer. Similarly, an internship for T-birds would get them in the door at companies. Once in the door you become a face, not just a resume. You meet people, you network and opportunities open. It is also a good opportunity to bring that new found knowledge back to the classroom for the benefit of fellow T-birds. An extended program makes internships more feasible.

Make Thunderbird the Center of Arizona International Square

Every time an issue of international business or politics requires expert insight and analysis, Arizona newspapers, TV stations, business and politicians should look to Thunderbird and its professors. Period. One way to do this is to work with the City of Glendale, Maricopa County, and the State of Arizona to create an International Business District around Thunderbird. On the vacant lot adjacent to the school and in the out-dated run down shopping mall across the street an international business complex should be built. The complex would be part of the government strategy to diversify and strengthen

the local economy. In essence, Arizona could build upon the expertise that already exists and operates out of Thunderbird to give both the area and the institution more credibility. The complex would have office space for international business and trade organizations, conference and training space for international video and teleconferencing as well as retail space for international restaurants, bookstores, translation shops, a multicultural center, etc. As an aside, is there any reason the city of Glendale and Maricopa County does not tout the #1 school for international management in their marketing materials?

Make studying abroad a requirement of the language program

As everyone knows, it is nearly impossible to become fluent in a language without being immersed in it every day for some period of time. As T-birds, we also know that language is more than just words, there is culture and history behind it. One cannot fully communicate in a language without living in the place where the language is spoken. If someone is taking beginning a language at Thunderbird it is really impractical to think that they can leave fluent, just by sitting through classes. They should spend a trimester or at least a significant portion of time studying abroad. This of course, does not apply to our non-native English speaking students, who are immersed in English already at Thunderbird.

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Launching On-Demand

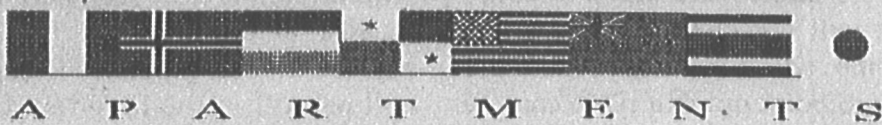
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participant will graduate with a Global Master of Business Administration from Thunderbird.

The Global MBA On-Demand program has the same courses as the MBA/IM degree, is taught by the same faculty and costs the same. The key difference between the two programs is the delivery. Headed by two recent alumni, Jay Bryant '04 and Annie Gabriel '03, recruitment for this program is well underway. Before the program even had an official name, numerous requests for information had already been received. Recruiting trips have already been scheduled for North America, Asia, and the Middle East. For more information, log on to On-Demand's official website at www.thunderbird.edu/on-demand.

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COUNTRY GABLES

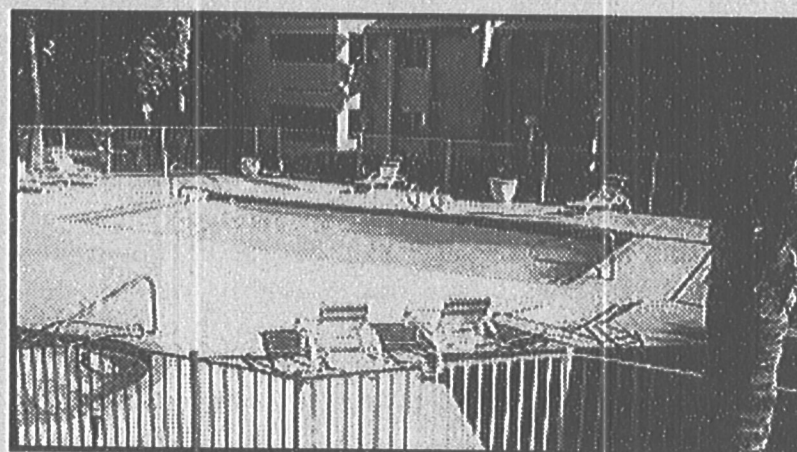


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What If the U.N. Were Held Accountable to its Shareholders

KAVITA RAMAN
U.S.A., Spring '05
and
KATE MITCHELL
U.S.A., Spring '05
Assistant Editor

The United Nations is undeniably one of the most important and visible organizations in the world and one whose sphere of influence ranges from the smallest and poorest of countries to the wealthiest and most powerful. With this awesome power comes great responsibility. Yet, throughout its history, the UN has remained immune to change despite public rebuke and scrutiny for its many missteps. Oftentimes, the UN does not hold itself to the same high standards to which it holds individual countries.

Given the global impact of its actions, shouldn't the UN be held accountable to its shareholders, the member countries? If corporations have lately been penalized to the fullest extent of the law for corruption and misuse of shareholders' investments, why is the UN untouchable? The latest scandal involving the Iraqi oil-for-food program has driven to light one of the largest monetary and bureaucratic mismanagements in its history. The debacle has raised concerns of corruption in the most idealistic of organizations whose sole mandate is to promote peace, security

and harmony between nations.

Following the Iraq war and UN imposed sanctions, a deal was brokered between the United Nations and the government of Iraq under Saddam Hussein aimed at mitigating the deteriorating humanitarian situation: the oil-for-food program. Starting in 1996, Iraq was permitted to sell \$2 billion worth of oil every six months, two-thirds of which was allocated to meet humanitarian needs such as purchasing food and paying reparations to the victims of the Gulf War. In 1998, the amount increased to \$5.2 billion and in 1999 the ceiling was completely removed. Although the Iraqi government decided on the goods it purchased, the supplier of the goods and the buyer of Iraqi oil, the UN Security Council monitored all contracts between the parties involved.

An important issue to consider is the amount of money that was involved in these transactions. At the time the program came to a halt with the US invasion of Iraq, \$64 billion had changed hands through numerous contractors. \$64 billion. Around 270 Iraqi government officials, activists, journalists and UN officials from 46 countries were allegedly involved in profiting from the program according to the Iraqi newspaper Al-Mada. If so many people were involved, how could the UN have been oblivious to the misuse of tens of billions of dollars?

There are several people

involved in this scandal that will need to be held responsible for their actions. One Iraqi-American businessman, Samir Vincent, has already plead guilty to accepting millions of dollars from Iraq in return for lobbying the US government and UN officials to lift sanctions against the country.

Other key players are

Mr. Annan's guilt in this situation, it is important to recognize this program, as the largest relief effort in history, is a landmark event in his career. Considering the enormous amounts of money at stake, Mr. Annan could not afford to idly stand by as billions of dollars went unaccounted for under his leadership.

Kofi Annan is not the only person responsible for this outrage. Executive Director of the Iraq Program, Benon Sevan, has been in charge of the Oil for Food program since its inception in 1996. He has been accused of receiving millions of barrels of oil allocation on behalf of a trading company run by a relative of former UN Secretary-General Boutros Boutros-Ghali (he served 1991-1996). Although the oil-for-food program began in 1996, under Kofi Annan's leadership, plans began years before during the time of Boutros Boutros-Ghali.

Fakhry Abdelnour and Fred Nadler, both relatives of Mr. Boutros-Ghali, have also been accused of questionable actions regarding oil contracts in Iraq. It seems unlikely that when designing this program, Mr. Boutros-Ghali had the sole intention of helping the ravaged population of Iraq.

Each person implicated in the scandal should be thoroughly investigated and punished to the fullest extent of the law. Too often do people both in the non-profit and corporate sector get away with barely a slap on the wrist. However, this time the recently exposed offenses do not

fall into a gray area- this is blatant theft. What it reflects is a management structure that is too entrenched. The United Nations is not a dynamic organization that reinvents itself in the face of changing market conditions. It has no competitors. It has no tax auditors. It has no buyers. It is static, and has been free to operate in a vacuum.

A complete overhaul of the organization seems to be in order. First, the UN seems to have lost its mission. It has done little to solve the nagging issues between Europe and the US, which are slowing the pace of humanitarian and peace efforts, not to mention improving free trade issues between the two economic blocs. The UN could also benefit from a restructuring, where member countries share more involvement in operational and financial oversight, in addition to the traditional roles of security and peace.

With regards to the scandal itself, not only are reforms the most necessary and logical step to address the weaknesses within the organization, but the individuals managing the program should be held accountable for the misused money. The world has entrusted the United Nations to carry out its purpose to promote peace and security, not to profit from the misfortune of others. The organization must be held accountable to this mandate.

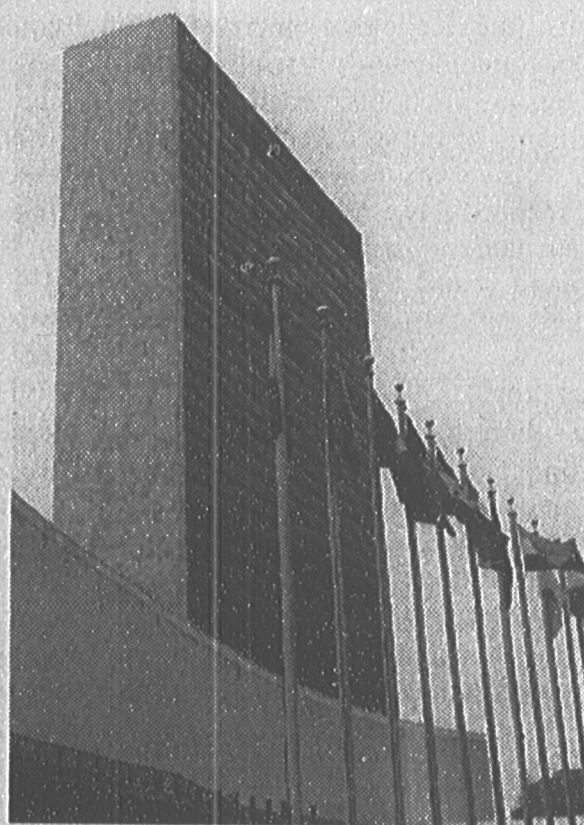
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On-Demand is Off the Mark

By MICHAEL MILLER
U.S.A., Summer '05
and
HANS RAWHOUSER
U.S.A., Fall '05

Thunderbird's announcement of an online MBA last week came as a surprise, especially in Archamps, after Dr. Cabrera's visit and his FT interview where he stressed the desire to see Thunderbird move up in the MBA rankings. After all, an online MBA is anything but congruous with the school's plan of strengthening our reputation. How many top 50 programs have online degrees?

We can understand an

online portion of the Executive MBA. It makes sense especially for the students Thunderbird attracts, and it gives executives all over the world the opportunity to begin their studies online. But a regular MBA online is another story. A large part of the value of a MBA is the interaction with other students from different professional and national backgrounds. This is especially true for Thunderbird, which prides itself on its international reputation. With an online MBA, this is not possible, and the learning experience is vitiating.

There are many reasons why an online MBA is not the best idea for Thunderbird's future.

It degrades the reputation of Thunderbird and will most likely lower our rankings. Thunderbird is not Harvard or Wharton. It does not have the luxury that prestigious institu-

tions do. It must be careful to build and nurture its reputation. The concept of "nodes" is bold in itself; adding online makes Thunderbird appear to lack focus.

It hurts current students by going down-market and creates a perception that Thunderbird is less selective even though the students may have the same qualifications on paper. An online MBA does not have the same stature as a traditional degree. Thus students may find it more difficult to be taken seriously and land the best jobs with high salaries—an important factor in the degree's value.

It detracts from attracting the best students. This online component may discourage those prospective students that are choosing between Thunderbird and more highly ranked programs. The strength of an MBA program is partially based on who wants to go there. Having an

online component will not make the top students more likely to come to Thunderbird.

It dilutes the special "Thunderbird experience" that the school touts is the strength of the Thunderbird alumni network.

This is not an exhaustive list of concerns as one can see from reading the threads on MTB but some points to consider. We understand that this editorial will not change the position of the administration, yet we'd like to point out that if we can see the potential problems that an online MBA degree poses, so can prospective students, recruiters, and those that make the rankings.

Thunderbird can and should continue to expand its reach and build its reputation as the leader in global business, but this does not happen with a bold marketing plan or merely by increasing enrollment. It happens by getting the best people. Mr.

Garvin and others have generously donated a great deal of money; some of it could be used to endow chairs to attract renowned professors from the top schools. Instead of expending energy on an online program we could be expanding our network of alliances with the likes of London Business School, IESE, IMD, and other schools in the US with strengths that we lack. This is slow, it is not glitzy, but this will build our reputation, and it will pay off in the long run, both for Thunderbird and its students.

Thunderbird must continue to strive for excellence and innovation, but as an Oxford Dean once wrote, "Progress is not going forward if you are going in the wrong direction".

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Twenty-Three T-birds Help Artemis Fellows Create Business Plans

By KELLIE KREISER
U.S.A., Class of '04

By now, most people in the T-bird community have heard how successful Project Artemis was. It was a groundbreaking program that brought fifteen Afghan women to campus and paired them up with high-powered mentors from the business community. The ultimate goal was to help the "fellows" develop business plans that will ultimately shape the future of their country. But maybe you don't know how 23 T-bird students and recent grads played a critical role in helping the Artemis Fellows create those business plans.



KELLIE KREISER

Before I explain, let me tell you a bit about the women participating in the program. Before they arrived in Glendale, I don't think many of us knew what to expect of the fellows. On one hand, they were recently emerging from the oppression of the Taliban where education and involvement in business was forbidden to women. But, their impressive biographies detailed very significant accomplishments. They owned businesses already and sought to expand them, or to start second (and third!) enterprises. I wondered how we could teach them anything more.

"I was impressed by the caliber of the women involved," stated student Natalie Carlson.

"The women I met were intelligent and driven and have the tenacity to make their individual projects happen despite some rather adverse circumstances."

But even with their past successes, it turned out that many of the women were running their businesses by instinct; most had no formal training on creating a business plan. Still, they knew what needed to be done to help Afghanistan.

One of the student mentors, Stacy Charles, described the women perfectly. "They have an entrepreneurial spirit that goes beyond building businesses for individual ambitions. From the owner of the community health clinic, to the microfinance expert who plans to start an Afghanistan information portal, to the owner of the shipping company, these women clearly understand that enterprises built today will have a positive impact on the larger Afghan community in the very near future."

During the two weeks of the program, the fellows attended

a variety of business classes. Their deliverable at the end of the program was to write a business plan and give a presentation on their venture. It was quite a demanding task given the tight timeline, the exposure to unfamiliar MBA-level topics, and having to complete everything in English.

"Creating a full blown

bird students and recent grads volunteered their time to work one-on-one with the Artemis Fellows in creating these important plans. For hours on end, the women and the student mentors worked together. Many of the women were using PowerPoint and Excel for the first time.

The T-birds helped the women create financial state-

who is opening a guest house. By combining the students' skills at creating plans and presentations with the fellows' intimate knowledge of what Afghanistan needed, the teams pulled the plans together.

"I thought the women had good ideas in mind and were able to see the big picture in what they wanted to do, but didn't know how to get there," said Akhil Barasia. "They were not scared of how big the task was, what it entailed, but had the determination to do it and make a difference. This was something I learned from them."

Vinamra Singhania echoed this theme of learning from the fellows. "It was interesting to note how aware the participants were about the advantages and limitations of the regions they were targeting. On the whole, it was a great learning experience for me."

On the final Friday morning of the program, the fifteen fellows each presented polished, professional, and well-developed plans to an audience that included the business mentors, the program coordinators, and student mentors. It was incredible what the women had accomplished in such a short time.

"The Artemis Project spotlighted the fact that individual intellect and creativity can survive in any environment,"

Continued on Page 7



business plan in less than 15 hours was naturally a great challenge, but the determination, curiosity to learn, and hard work of the fellows made the task possible," stated mentor Kai Gyllstrom.

No one is better at creating presentations, in a short amount of time, in unfamiliar territory, and in a foreign language than a T-bird. Twenty-three T-

ments, sales forecasts, marketing plans, and operational strategies. The students drew on their own past industry experiences in areas such as transportation, HR, web design, hospitality, construction, handicrafts, and women's health to provide valuable insight and resources. Mentor Anupam Bhargava even persuaded a favorite professor, Stefan Michel, to stop by and work with a fellow

Project Artemis Chases Lofty Long-Term Goals

MICHAEL GRIFKA
U.S.A., Fall '05

With a brief statement from each of the fifteen female Afghani participants, Project Artemis retired its 'pilot' status as Thunderbird's most recent venture into international economic and educational development. Having survived two weeks of intensive seminars intended to serve as a foundation for the growth of their businesses back home, the Artemis Fellows celebrated with a formal graduation ceremony on January 21st.



MICHAEL GRIFKA

The festivities commenced with a flag ceremony reflecting the diversity of the Thunderbird campus. The ceremony featured the final gathering between Artemis participants and their mentors: local Arizona businesswomen who will maintain communication links and counsel the fellows over the

next two years. The initial goal of Project Artemis is to implement the business plans constructed during the fellows' campus training.

With diplomas in hand and myriad business contacts to exploit, the Artemis Fellows returned to Afghanistan to resume their work as doctors, engineers, radio station producers, artisan and handicrafts managers, and microfinance officers. Artemis in Glendale has ended, but the Project continues. While no plans have yet been cemented, Thunderbird's vision for Project Artemis extends beyond its

Glendale campus efforts.

The loftier goal is to develop a synergy from the school's role as a leader in entrepreneurship and international development. Already there is discussion to repeat the program next year with a second wave of fellows, as well as the possibility of similar projects hosted in Afghanistan and other developing countries via distance learning. According to Project Manager Abe Jacob, Artemis has provided Thunderbird the opportunity to realize the school's 'five pillars' philosophy and "Truly Global" branding strategy in a new context. Additionally, Jacob envisions the next wave of entrepreneurship development programs paving the way for new alumni chapters and strategic educational partnerships throughout

the world. While Archamps, Guadalajara, Shanghai, and other cities reserve their place in the Thunderbird canon of geography, could Kabul be next?

new venues in which to access markets abroad for their textiles and jewelry.

No doubt, the Artemis Fellows face different business challenges at home than we do in developed nations. With extensive support networks in Glendale, including resident Thunderbird faculty, external business experts from across the nation, and



An Artemis Fellow (second from right) was seated next to Mrs. Bush during the State of the Union Address

even T-bird students, the first wave of Artemis participants, quite literally, has the world at its fingertips. And Thunderbird, in turn, may soon have the whole world in its hands.

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Does Thunderbird Care?

By MATT LOZIER
U.S.A., Summer '05

As someone who has a liberal arts background, I sometimes wonder if the business world is too focused on numbers and profits, while ignoring the social implications of its power and influence. Before deciding to attend Thunderbird, I wondered if my stereotypes would be represented by the actions of other students, or if, with its international focus, it would be inhabited by those better able to understand the relation of social and economic issues than the typical business student. The first annual Thunderbird Cares Day provided me with an opportunity to answer the question: Does Thunderbird care?



MATT LOZIER

The answer to my question was a resounding, "Yes!" Those of us who signed on for a day of community service met at the commons at 7:45 (yes, a.m.) on Saturday, January 29th to share a breakfast provided by TSG and be divided into five groups of approximately 15 people each. These groups would each tackle a different volunteer

activity in Glendale area. The mood was light for early on a Saturday, especially considering the cold and the expected rain. After breakfast and a group photo, the volunteers piled into vans and headed off in search of adventure.

Those looking to roll up their sleeves and labor were sent to Saguaro Ranch to participate in a program sponsored by the City of Glendale. The task: fruit pickin'. The fruit, which turned out to be grapefruit, was used in city programs to provide food to the less fortunate. Since the ranch was inhabited by all manners of domestic birds (including a dreaded attack-turkey), getting to the fruit took on an unnerving Hitchcock-esque character. I just hope the less fortunate like grapefruit, because we braved the fowl and "gleaned" five large containers of the stuff before rain and lightning forced us to put down our lightning-rod-like picking tools to seek shelter. This Southern boy was particularly disappointed, as we were planning to move on to cotton pickin' after finishing with the grapefruit. Despite having our

good time cut short, we had a great time returning to the outdoors with the goal of helping the needy in our community.

Another group, composed of nine women, headed to Faith House, a shelter for the victims of domestic violence. The

resumes and prepare for interviews. The women were split into two groups to facilitate more individual assistance. Laura Scherer, Victoria Goodman and Dawn Lauter found their Spanish skills useful, as some shelter residents spoke little or no English.

remaining items would be donated to other Phoenix-area charities. Once this was finished, the group spent time assembling care packages composed of basic toiletries. Those participating learned a good bit about homeless issues in the Phoenix area, and their honorable work provided them with what Stephen Sheldon called, "Food for the soul."

Other volunteers paid a visit to Ronald McDonald House, a charitable organization which provides sick children and their families low-priced living arrangements within close proximity to hospitals. Dilip Sarangan and company paired off to thoroughly clean five bedrooms and the communal kitchen of the building, after which all helped to clean bathrooms. I think there are few of us in this world who lack a soft spot for the needs of the sick, for children in particular. Mr. Sarangan summed up the experience, saying that it "felt good doing something for the community, especially since it was for children and their families, who suffer along with them, and to work with people who shared similar concerns and interests."

Last but certainly not least, another bunch of T-Birds traveled to the Arizona Refugee Community Center, which tends to the needs of refugees from Afghanistan, Sudan, Somalia,



T-bird volunteers giving back to the local community

shelter provides women, many of whom have young children, a safe and positive alternative to a horrific situation. Thunderbird volunteers were charged with helping the residents write

Jane Ayaduray commented, "We realized when we were there how much the little things count." Kara Zeimet spent time minding children so that their mothers could work with volunteers to help prepare them to re-enter the workforce or, as in the case of one participant helped by Peg Owens, apply for an academic scholarship. Jane went on to say,

"Faith House is a place of hope. It provides succor to women who have few resources of their own and assists them in rebuilding their lives. We felt that in some small way, we had contributed to support-



ing and empowering them and that felt fantastic." My hat is off to our volunteers willing to take on a very important and (at least from where I'm standing) intimidating task.

A third flock of T-Birds worked with Home-based Youth Services, an organization providing food, counseling, GED classes, job placement, housing, and other services for the 5,000 or so homeless youth in the Phoenix area. The sixteen volunteers involved in this activity sorted the contents of a large storage container filled with clothing items, setting aside those things suitable for the age group targeted by the organization. Those

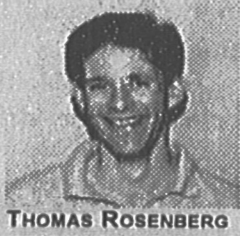
Liberia, and Cote d'Ivoire, among other places. The center provides English and citizenship classes and a women's therapy group for traumatized women, particularly Afghans. The center sadly lacks funding, a predicament that led them to approach Thunderbird for help. Here, volunteers provided career counseling to around 15 refugees, mostly Afghans and Sudanese, encouraging them to continue studying and pursue employment. Tom Rosenberg described his day this way, "It was a very positive experience, and everyone enjoyed being there. People

continued on next page

Thunderbird Students Use Business Skills to Assist Refugee Center

By THOMAS ROSENBERG
U.S.A., Summer '05
and
THOMAS ALSTON
U.S.A., Fall '05

*It started with a dream...
The dream of a place to live, where civil strife, hunger and safety were not daily concerns. The first step was landing in a UN refugee camp...*



THOMAS ROSENBERG



THOMAS ALSTON

U.N. refugees are relocated according to quotas. The U.S. has taken up to 300,000 refugees per year. Over the past 5 years that number had been capped at around 120,000 but this year the number is expected to rise to 170,000 and remain there for the foreseeable future. The Office of Refugee Resettlement in the U.S. Department of Health and Human Services distributes refugees throughout the country, sometimes forcing greater cultural diversity in the process. Over the past decade, Arizona has absorbed over 30,000 refugees from Afghanistan, Bosnia, Iraq, Iran, Somalia, Sudan, Liberia, and other countries.

Refugees are guaranteed food, shelter, and assistance getting a job. Local sponsor agencies such as the United Way, receive funding to assist the new arrivals during their first four months. However, not all refugees are able to grasp English in that time, nor is it certain they will find a job. Even so, after the four months are up, the assistance runs out. While many refugees land here and need less time than the four months to get their feet on the ground, others fall through the cracks, needing more help with English and in finding jobs, affordable housing, and even food and clothes. This second group is the population that the Arizona Refugee Community Center (ARCC) serves.

The ARCC tends to those who need a helping hand for a longer period of time. It was initially founded as an Iraqi mutual assistance association in 1993. Over time, the community it served broadened with each wave of new immigrants.

In 2001, ARCC was officially incorporated and received a multiyear federal grant that allowed them to fund citizenship and English classes, computer classes with internet access, and an equipped youth center. When that grant ran out, ARCC maintained their projects with funding from Catholic Relief Services through a grant that expired in October 2004.

Since then, the organization has relocated to a small house in South Glendale near a low-income housing area. The location is convenient to the immigrant populations that ARCC serves, however; the facilities are inadequate. Rosalind Rivera, the woman who has run the ARCC for much of the past four years is the only paid staff member. English and citizenship classes are offered, but the lack of space constrains enrollment. The computers sit idle on the kitchen counter and the youth activity room no longer exists.

Rosalind tries to do whatever she can to help the refugees who are stuck between two worlds and have fallen between the cracks, but her effectiveness is limited by funding constraints. ARCC approached Thunderbird late last year for help not only in grant writing and acquiring funding, but also in strategic planning for the center. We hope to help acquire funding that helps bridge the shortfall and map out a clearer path for the future.

It starts with a dream...

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Net Impact Working for the 5th Pillar of the Truly Global Brand

By LUISA VALLEJO
Colombia, Spring '05
President, Net Impact
and
DORI MERIFIELD
U.S.A., Spring '05
Vice-president, Net Impact

Net Impact is a worldwide network of emerging business leaders committed to using the power of business to create a better world. Thunderbird's chapter is actively raising the school's reputation in the field of corporate social responsibility and ethics among the international business community. In the process, Net Impact is helping to build the fifth pillar of the Truly Global brand: Global Citizenship. To accomplish this goal, the club has been consolidating a long-term plan that creates synergy among Thunderbird students and administration, corporations, and non-profit organizations.



LUISA VALLEJO



DORI MERIFIELD

The activities that make up the club structure include:

- Business Plan Competitions among Thunderbird students
- International Social Responsibility and Ethics

Challenge

- Consulting to non-profits through Service Corps
- Consulting to social entrepreneurs around the world
- Hosting roundtable discussions with experts in the CSR and Ethics fields
- Raising awareness for more CSR and Ethics issues in Thunderbird's curriculum.

We encourage all students to get involved right now by either helping organize, or participating in any of the programs. Two new initiatives include the Social Responsibility and Ethics Challenge and the Service Corps.

The Social Responsibility and Ethics Challenge is an international case competition that will be a unique opportunity to not only provide socially responsible solutions to real business issues, but also positively impact the triple bottom line of a company. The challenge gives people the opportunity to test their skills for a good cause while a graduate student and to compete for a cash prize of \$5,000. Registration ends March 11 with the second round taking place on campus on April 16th. Look for more information around campus soon or go on-line at www.srchallenge.org.

The Service Corps, starting in February, encompasses pro-bono consulting engagements for non-profit organizations. Volunteers partner with non-profits that focus on issues such as

community development, education and the environment, and consult on projects related to finance, marketing, organizational development, or strategic planning. World Children's Relief, an organization focused on primary school programs in developing countries, is one of the non-profits that participates. For those interested in the International Development sector, this is a great opportunity to get real world experience while having a positive impact. For more information visit Net Impact Club's MTB website.

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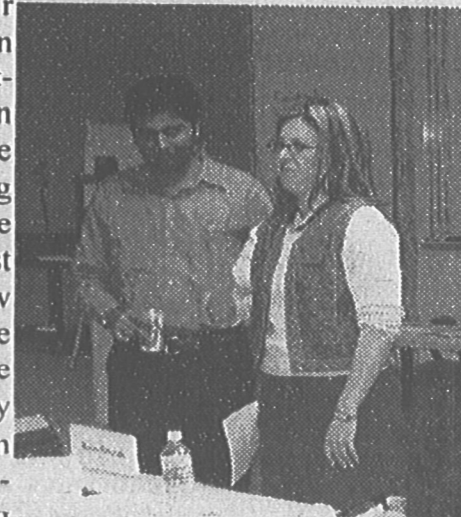
Mentors Make A Mark

continued from page 5
noted Choy Sandra Perry.

Mentor Patrick Hoffmann modestly commented, "The women were the stars, the T-birds helping them to prepare the business plans just showed them how we do it in the Western world." He added, "I am really excited to stay in contact with the fellow I was working with, and hopefully see one day in Afghanistan what she created."

During the graduation ceremony held for the women,

the crowd was filled with the student mentors there to congratulate the fellows on their achievement.



ment. Many of the T-birds voiced how much they were moved by the entire program. Gbemi Disu captured the feeling when she pronounced, "It was one of the most awe inspiring experiences that I have had here at Thunderbird and validates why I chose to attend this institution."

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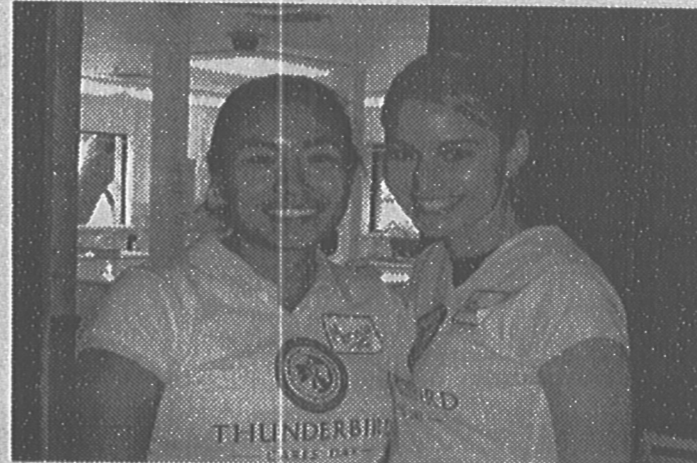
Thunderbirds Care

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recognized the need for volunteers in their own backyard." Mr. Rosenberg hopes that the organization will solidify its strategic mission in order to prosper. He expects continued Thunderbird partnership with the center. *Editor's note: See related story*

The volunteers certainly gave me hope for the business community in the years to come. The organizations involved provide important services to people who find them-

selves in dark situations that most of us are normally not touched



T-birds feel good after helping others

these people and their struggles. If you weren't present this time, there will certainly be more opportunities for Thunderbirds to lend a hand in our community. Make sure to consider those less fortunate and take a moment out of your busy schedule to show that you, like Thunderbird, care.

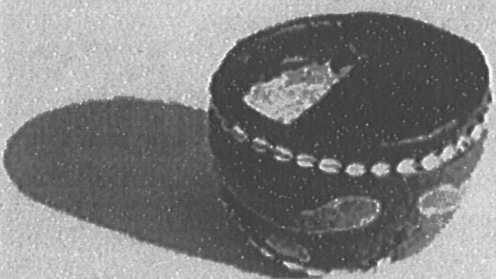
Many thanks to Jane Ayaduray, Dilip Sarangan, Stephen Sheldon, and Tom Rosenberg in preparing this article.

by. It is important to remember mlozier@global.t-bird.edu

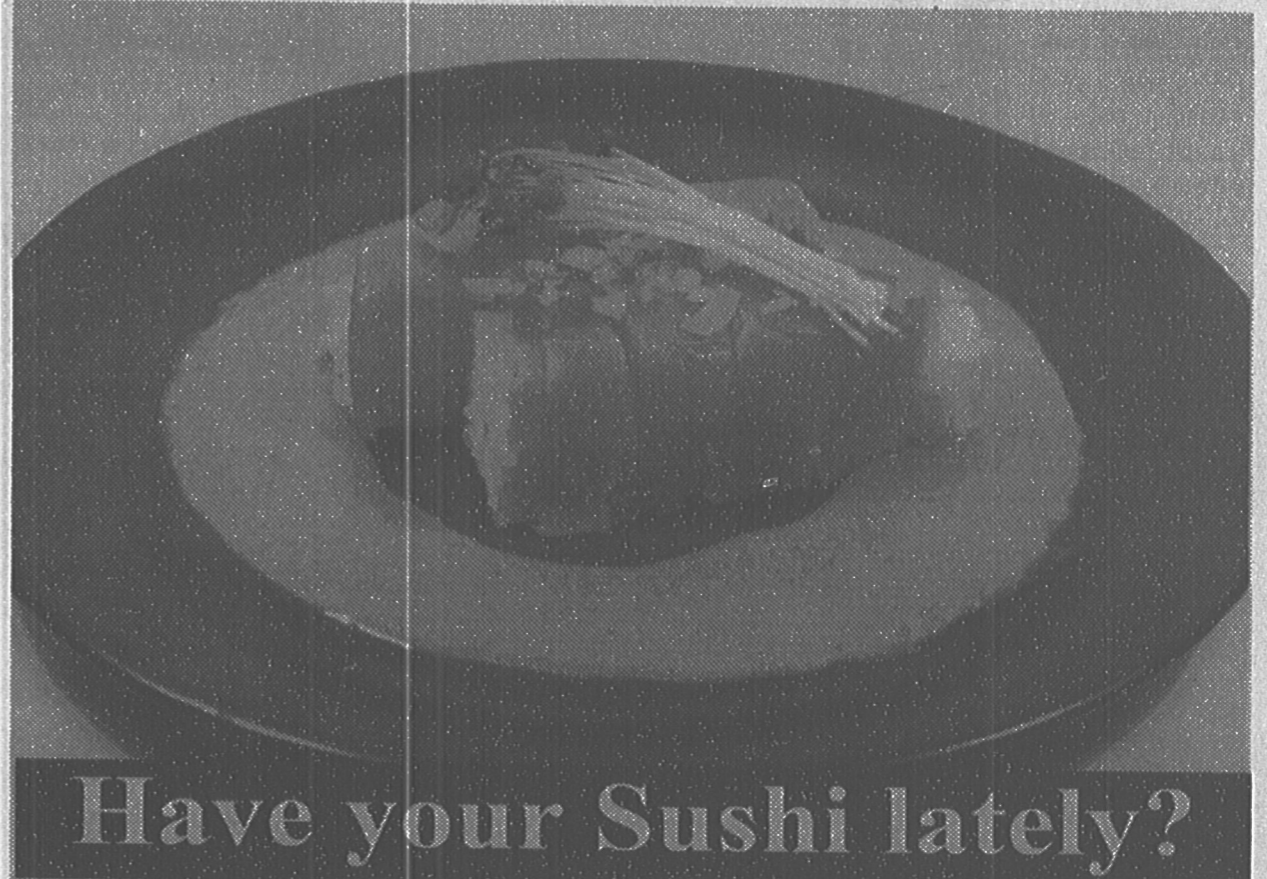
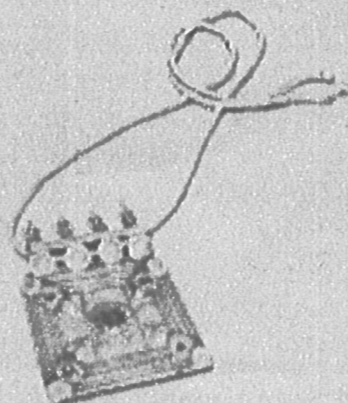
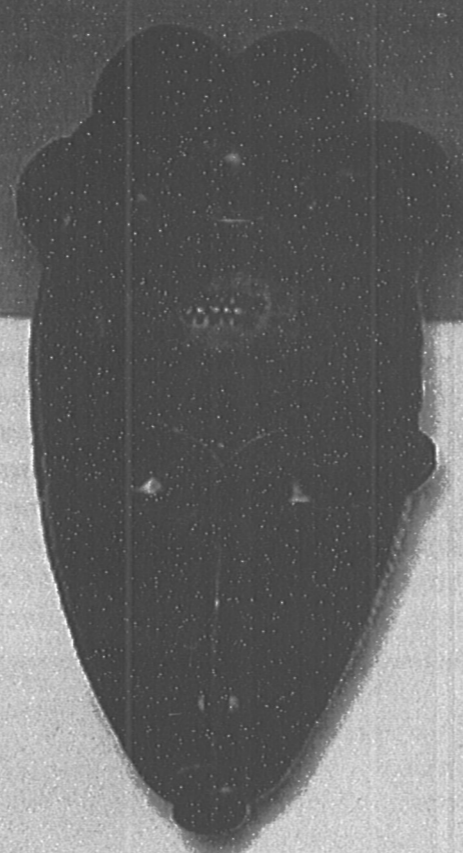
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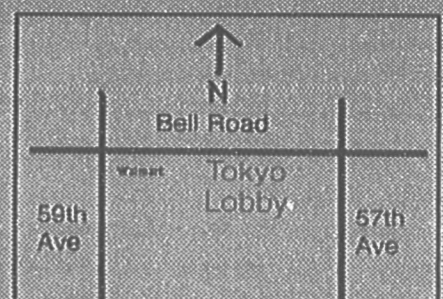
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New Director of Academics for Archamps

Das Tor Interviews Raphael Cohen

By DAVID WENZ
U.S.A., Fall '05
Archamps Editor

Dr. Raphael Cohen was hired this winter as the new Director of Academics for the Thunderbird Archamps Campus. He is currently teaching his first course, a non-credit course on Intrapreneurship/Entrepreneurship to Archamps students every Monday night. A man in his early 50s, Professor Cohen projects an immediate sense of self-confidence combined with grace and humor, reminding this writer of the English actor Ben Kingsley. Professor Cohen has taught at the University of Geneva, currently owns a consultancy firm, and has strong ties to the European business community.



DAVID WENZ

Professor Cohen, thank you for taking time to speak with Das Tor. Could you give us a brief history of your background?

I am a "pracademic," active in both business and academia.

I have been labeled a "serial entrepreneur" and business angel with close to 30 years of business experience. I have been exposed to many industries covering high tech as well as low tech activities. I have no shame to admit to successfully managing a "Mickey Mouse

company," one of my business ventures, which

exploited a Walt Disney license. This division was the first to successfully introduce adult sportswear with Disney character prints in the United States. At the time, Disney did not believe it possible. As a member of the Board of Directors of a Swiss bank for over 15 years, I am quite familiar with the banking and financial sectors. My Ph.D. thesis was in finance and accounting.

The University of Geneva invited me, in 1999, to lecture on entrepreneurship- linking theory and business experience. Up until 2002, I designed and managed the courses on entrepreneurship for engineers and scientists at both the University of Geneva and EPFL (Swiss Federal Institute of Technology). I am currently Program Director of the University of Geneva's

Certificate of Executive Education in Entrepreneurship, which leads to an Executive MBA in Entrepreneurship, as well as many other executive training programs.

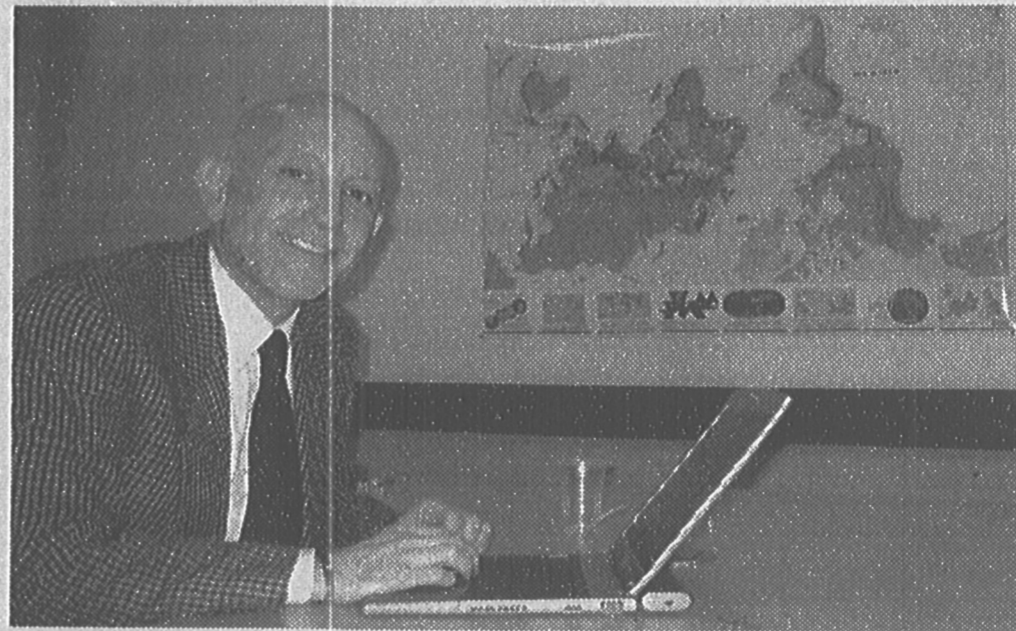
As an advisor to large corporations on innovation, I am in fact bridging my academic and business expertise.

As the new Director of Academics at Archamps, what were you hired to do?

My ambition is to develop and expand on the existing solid foundations of Thunderbird Europe, adding more reasons for the MBA students to tell their peers that a stay at the Archamps campus is a must for everyone's personal development. This means ensuring that the students receive a very high level of education, delivered by competent, caring professors. It also means providing real exposure to the European culture and business environment. I intend to exploit my local and international networks in order to open doors, as

What do you see as the school's greatest strengths and weaknesses?

Great strengths include the international perspective, the multicultural environment, dedicated staff, a powerful network of alums and a very good reputation. I do not have enough experience to talk about weaknesses but I feel that the Thunderbird tradition of entrepreneurial spirit is not emphasized enough. The French Geneva campus has the potential to become a real center of excellence in innovation, entrepreneurship and intrapreneurship. The other major strength is the students themselves. I have been impressed by those whom I have met so far.



innovate. The very supportive feedback I receive from my clients encourages me to do

very hot area of innovation, while increasing employees' engagement is obviously very attractive.

I believe that if several large corporations have decided to teach the IpOp model to their "high potential" employees, Thunderbird Europe MBA students should also benefit. Students attending this course will come out with a toolbox for seizing opportunities and showing their employers what they are

capable of. They will learn how to validate and present innovative projects while identifying the critical success factors. They will also be able to manage innovation as well as evaluate and select projects that are presented to them. They will finally apply these tools to a real startup opportunity and understand how the IpOp model can increase their chances of success in job hunting.

You are currently teaching Archamps students a non-credit course on Intrapreneurship/Entrepreneurship. Could you explain what you mean by Intrapreneurship? What do you hope your students will get out of this course?

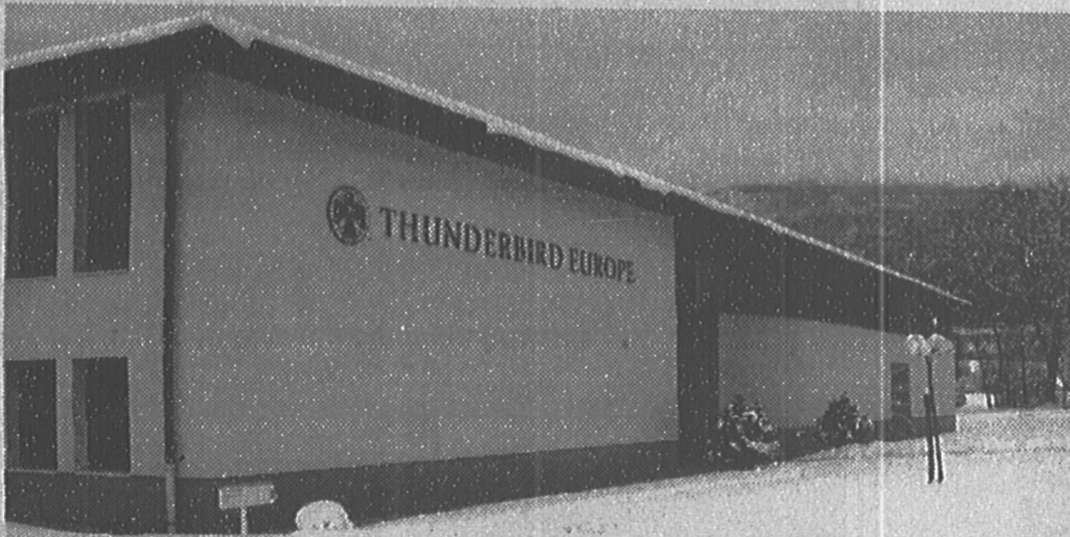
Intrapreneurship is the term used in academic circles to describe managerial practices leading employees to behave in an entrepreneurial manner within their company in order to bring about new competitive advantages. This is a real challenge, but we have demonstrated at Oracle that it is within reach when it is done right. During the last years, I have precisely focused on developing the IpOp toolbox, allowing the acquisition of competitive advantages and stimulating innovation. Knowing that innovation is the number one driver for growth explains why the model I have developed has not only been adopted by startups but also by some of the world's major companies - including Nestlé, Oracle, Xerox, Serono, Orange, and Cap Gemini Ernst & Young. Delivering results in the

What skills do MBA students typically lack upon graduation?

It depends on which MBA program they have attended because each university puts the emphasis on certain aspects and neglects others. As a general rule, I would like to see more entrepreneurial and soft skills as well as emotional intelligence taught in MBA programs. There are many complementing skills, which are key success factors that could be developed such as innovation/creativity, humility, perseverance, tolerance and even a good sense of...humor.

Professor Cohen, we thank you for your time.

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well as bring inspiring speakers to the campus. I would also like to develop links between Thunderbird and the regional business community, including

which role is more difficult?

Nothing is difficult when you are passionate about what you do. Since I love each of my activities, I have managed to creatively combine all of these dimensions by starting a new business division focusing on intrapreneurship executive training and helping large organizations empower their people to

the international organizations.

My extensive management and HR experience (from hiring to firing) should also be relevant to students looking for down-to-earth and practical career management counseling. In addition to my academic duties, I am available to the students for support and guidance on any number of issues including recommendations on travel, job hunting, contacts, and networking. Students can benefit from my local experience to save time.

The students must remain enthusiastic and join in the team effort. I feel fortunate to be part of the great team already in place; I could not do this on my own. Having fun together is also on the agenda! I am enthusiastic about the possibilities and look forward to the next few months.



Abraham Walker and Sean Cassidy walk in front of a statue at the UN in Geneva, Switzerland

Vive la "Mall"

By NITASHA SINGH
U.S.A., Fall '05
and
JOCELYN WYATT
U.S.A., Fall '05

This term, Thunderbird Europe students moved into completed, functional apartments at the Residential. The Residential is located a quick five minute walk from the Thunderbird Europe campus. The apartment complex has seven floors, of which the majority of the rooms on the first and second floors are occupied by Thunderbird students. Several Thunderbird families live at the Residential, too, and the living arrangements provide the kids the opportunity to play with each other.



NITASHA SINGH



JOCELYN WYATT

This trimester, 28 of the 35 Thunderbird Europe students live at the Residential. According to Abraham Walker, second trimester student, "Having lived off-campus in Glendale, I look forward to living in a close community with other T-birds. It may get too close at times, but thankfully there are many options for travel and alone time."



Michael Mille, Christian Zouein and Jarnei Stephanie Chen are engaged in conversation in the mall.

During fall term, there was a lot of controversy about the construction of the Residential. The building was originally set to be complete in August 2004. However, this did not occur because it was difficult to find contractors who could commute to work in the French suburb of Geneva. Difficulties also set in when students were moved in too early, prior to the actual completion. They found themselves dealing with electric-

ity, water, heat, telephone, internet, and security problems. Bit by bit these issues have been resolved, and a sense of normalcy has been established. According to Bennett Cupit, a second trimester student and new arrival to Archamps, "My apartment is aesthetically pleasing, and, as the radiator is broken, you can feel that clean mountain air!"

The most surreal aspect of living at the Residential, however, is that we live in a mall. Yes, a mall. Maybe not one of the first things you think of when you think of France. Don't confuse this one with the Mall of America or Watertown Place, it is in the middle of the country and offers few stores.

Conveniently enough, the mall does host several restaurants that offer a variety of choices ranging from pizza, burritos,

slip on your flip flops and take the escalator down to the basement bar and play a few games of pool, darts, air hockey, or roulette. And, if you're lucky enough to go on the right night, you might even catch a two-person band playing and singing Pink Floyd's Another Brick in the Wall with lyrics like "We don't

As surreal as living in a mall seems at times, it works. One of The Residential's greatest features may be its proximity to campus.

need no education; we don't need no self control," with a French accent. And, for those with kids in high school, it's a great place to meet 18 year olds.

As surreal as living in a mall seems at times, it works. One of The Residential's greatest features may be its proximity to campus. Having a variety of restaurants to choose from before and after class during a busy day is equally convenient. Without a car, transportation does become an issue. We are fortunate, how-

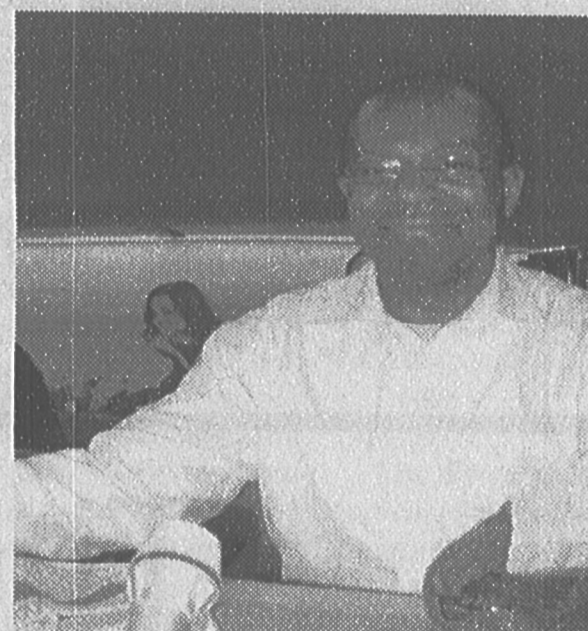
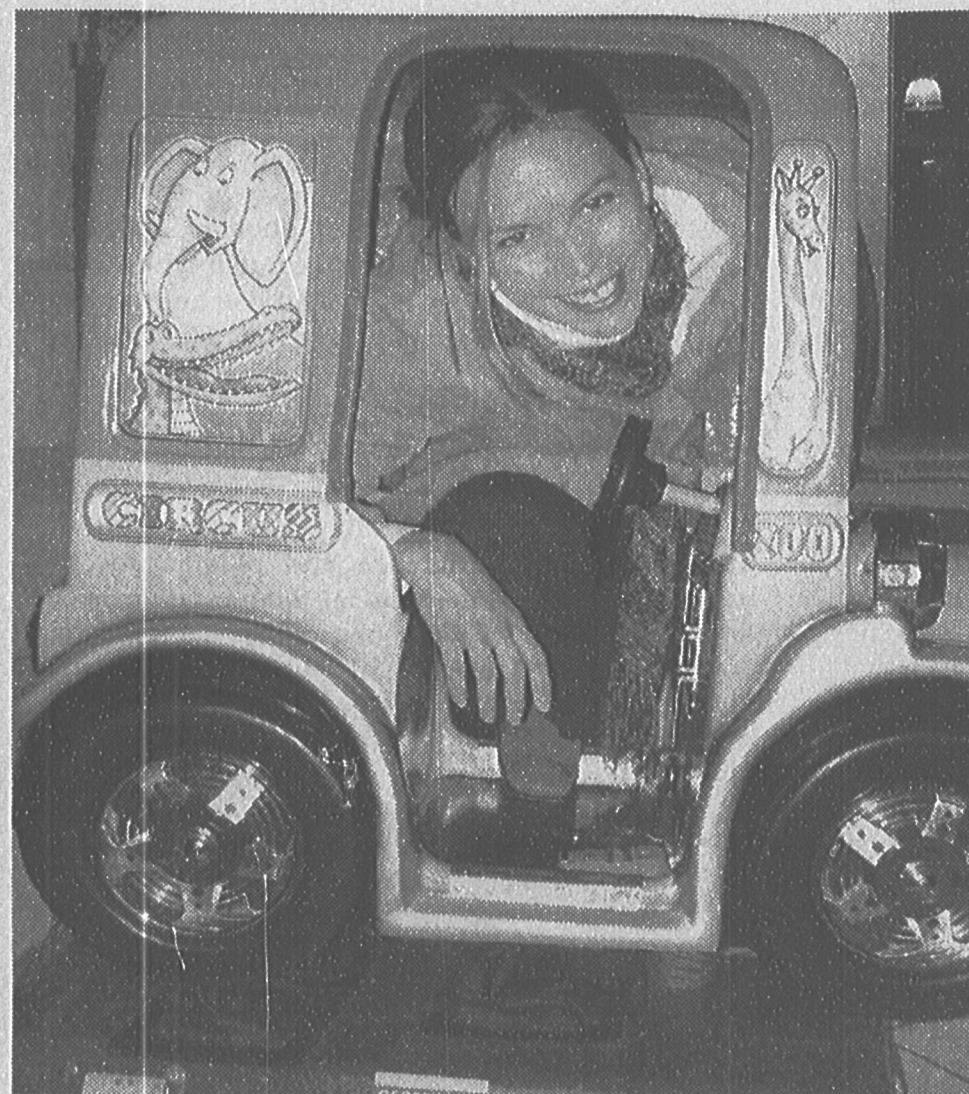
ever, that a bus runs several times a day to Saint Julien, a nearby town with grocery stores. Despite all of its idiosyncrasies, the Residential provides students a nice campus community. From conversations in French with the candy man to the

upcoming Papi Sanchez (still trying to figure out who he is) record signing at the Virgin Megastore, the Residential provides its students with its own brand of entertainment. Vive le mall!

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crepes, sandwiches, and Chinese kebabs. However, unless one speaks French, it is always wise to bring a dictionary in order to figure out what the Plat du Jour is before placing an order. One student still does not know what he ate at the Perle D'Orient last week.

Canadian Pool, our French mall version of "The Pub" is perhaps the favorite mall establishment for students. You can



Letter from Archamps

Continued from Page 1

interaction would add tremendous value to the both programs.

With regards to change, recent personnel additions to Thunderbird Europe also bring a sense of optimism. New VP of Executive Education Rory Simpson and new Director of Academics Raphael Cohen, and new

Director of Academics Raphael Cohen (see interview below) both understand Thunderbird's core strengths and legacy, but also possess a sense of recognition that a change in direction is vital to the future of the campus.

Talking about change and actually implementing it are clearly two separate matters. Speed of change and clarity of vision become equally

important in the process. The decision to offer a Thunderbird MBA degree online, for example, casts some doubt on current leadership's vision. Though 6,000 from Glendale, in light of recent improvements and promises of change, we choose to remain optimistic.

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French Invasion!

By ALINE BLANC
France, Summer '06

As some of you may have noticed, a French invasion began in the first weeks of January. You cannot have missed this "specie" talking weirdly at the commons and the pub, the "females" spending hour after hour at the gym club, "males" playing soccer fairly well and performing, on the contrary, awfully on the softball diamond. That is right. You deserve an explanation. I'll try to do my best to answer your many questions.



ALINE BLANC

To begin with, what about France? We could start by writing again what Cecile, our National Flag bearer, said during the flag ceremony: "We are proud to have more than 200 types of cheeses." On the other hand, the truth is not many people care, as we are the only ones to enjoy it! Thank God, we have a sparkling Tour Eiffel and delicious pastries for the rest! Thanks to our "grands



couturiers" we also have a specific taste for clothing. Well, that prevails mostly in woman's fashion, no offense to our gentlemen. We also smell good and have nice shoes. That's enough with stereotypes now. Did you know by the way that frog tastes like chicken?

What about French people now? Most of us, "invaders," come from the same ESSEC School (Paris) where we already shared values of respect of the difference and passion for the international human dimension. This is one of the main reasons we are all thrilled to be here, besides the wonderful teaching we benefit from, we had no idea

of the world trip we would take every day in Arizona. Though we obviously have a tendency to regroup for lunches, everybody is more than welcome to join our tables! We do not bite (yet) and we promise we have improved our English enough to have a pleasant conversation now.

Have mercy! Though we are very sociable, we suffer

from cultural shock. It's not as easy as it seems for a foreigner in Arizona. Worse than surviving in the desert we have to survive without our cell phones, we also have to get used to work on our



computers in the sun (it is not easy to see the screen when there is too much light on it), we switch sideways each time we go by someone with a gun stuck in his belt, it took us two years to use properly idiomatic expressions as "dude" or "what's up?" Like every nationality, we have pros and cons. For example we are very proud of our "award wining" wolves and are much ashamed of our lobsters (I'm just quoting the Tee-shirt!). Let's forget this dark side of history because everybody is here to learn, true? About foundations week, we could not thank enough

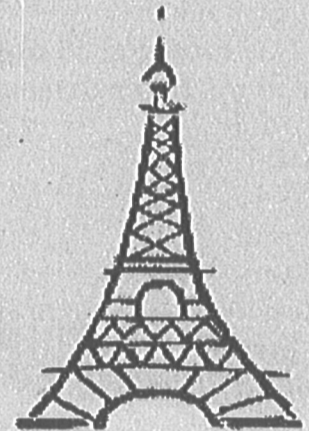
our wonderful and dynamic team leaders, Sunny, and more globally all Thunderbird's officials for their warm welcome. More than giving us tools to make the Thunderbird experience rich and

unforgettable, they made us feel "at home" in the middle of the desert, which was quite tricky! Let's go back to what this article is about! What's the situation after two weeks? What feedback did we get from other students? Prepare your bag of popcorn, even "Melrose Place" writers never dared to go that far! First, we scientifically proved that American and French were not getting along that bad. Everybody is converting to "la bise" (French habit: saying hello with a kiss on each cheek) and some just can't get enough of it! I will conclude this short list with

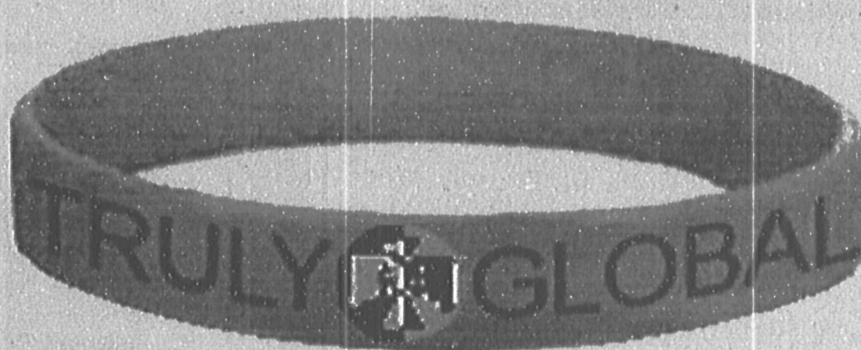
the funniest rumor we lately heard about ourselves: French girls are "volcanoes" to the point that four of them would be more than crazy in love with the same student (funny as none of us were aware of that!). An appointment with Dr Love is urgently recommended.

To conclude, we are planning to settle a "French flavored" event! So do not hesitate to join us in order to practice your cross cultural communication with our controversial, but very nice "specie."

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This band rocks.



You've seen them on campus, but how do you get one? For a student participation donation of just \$5 to the Thunderbird Annual Fund, you'll receive the limited-edition *Truly Global* wristband as our thank you gift.

What is the Thunderbird Annual Fund? The Fund is Thunderbird's "living endowment" - it provides flexible, unrestricted revenue for scholarships, classroom upgrades, new technology, campus maintenance, marketing/branding, student and alumni services like *My Thunderbird*, and MUCH MORE! (In other words, the Thunderbird Annual Fund improves your entire Thunderbird Experience!)

Who gives to the Annual Fund? Alumni, faculty, staff, students and friends of Thunderbird all make donations to the Thunderbird Annual Fund. It is a community resource that provides benefits for all T-birds.

But, does \$5 do anything for the School? Yes, it does! Your minimum \$5 gift sets an outstanding example of generosity for alumni and fellow students. Growing support for the Annual Fund has a domino effect. When alumni, students, faculty, staff, and friends "band" together and give for the greater good, there is no challenge too great.

THUNDERBIRD ANNUAL FUND

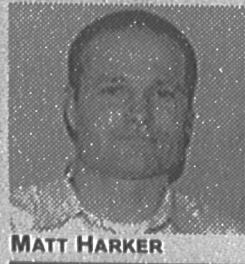
So make your gift today - help set a new record for student participation!

The Thunderbird Truly Global silicone bands are made possible through a special Thunderbird Annual Fund challenge grant from Sam '88 and Rita Garvin. 100% of your contribution will benefit Thunderbird. For more information check us out online at www.thunderbird.edu/annualfund.

Innovation is Big Business

By MATT HARKER
U.S.A., Fall '05

In the Monday, January 31st issue of the Wall Street Journal, an article about the relationship between Procter & Gamble (recently merging with Gillette) and Wal-Mart mentioned several instances in which innovation played an important part of their business together. The examples given in this article show the importance and relevance of innovation today. At



MATT HARKER

Thunderbird, The Garvin School of International Management, the Thunderbird Innovators Circle (THINC) Club focuses on providing a forum for MBA students to hone their innovation skills.

First, when Wal-Mart found that P&G's and Gillette's pricier products - Crest Whitestrips and Mach3 razors - were being stolen from the store shelves, they turned to the suppliers for solutions to reduce the shrinkage. Innovators from P&G and Gillette found ways to protect their products by fortifying their packaging. Crest Whitestrips, for example, were packaged larger

and an extra layer of plastic was added. Gillette adopted the "clamshell" packaging we have come to know for its Mach3 razors.

Wal-Mart also informed



P&G of an inventory issue with Pampers diapers. The diapers sat for too long in its warehouses,

costing Wal-Mart money. As a collaborating partner, P&G assigned one manager to monitor the data and order just enough Pampers to meet sales but not too much so that the diapers sat in the warehouse. This type of collaboration and innovation is what the THINC club is all about.

THINC will team up this spring with the Net Impact club to help with their Social Responsibility Challenge, a competition similar to the Global Innovation Challenge hosted by THINC. Throughout the trimester, THINC will also be hosting speakers and facilitating

its own education sessions to develop innovation skills within the T-bird student body. Ultimately, the club is gearing up to prepare T-birds this upcoming Fall's Global Innovation Challenge.

Innovation is where it's at. More than ever, our global economy is requiring us to not only be smart, but also to be able to collaborate and innovate across business and culture lines. The THINC club invites you to participate in its Thursday night weekly meetings where innovation reigns.

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Developing Entrepreneurial Talent in the T-bird Community

By SCOTT HARRINGTON
U.S.A., Fall '05

Does the thought of a cubicle in corporate America make you cringe? Do you have a brilliant business idea you want to develop? Are you an experienced entrepreneur willing to support others on the road to entrepreneurship? If you said yes to any of these questions, get involved in the Thunderbird Entrepreneurship Club and start creating new opportunities.



SCOTT HARRINGTON

Thunderbird Entrepreneurship Club has been re-established this spring by a group of ambitious and aspiring entrepreneurs intent on harnessing and developing the entrepreneurial talent on the Thunderbird campus. By providing and coordinating a variety of activities, workshops, projects and resources, we aim to give T-bird students access to the knowledge

and tools necessary to pursue and succeed in their own business venture. We have designed the club's focus around six activities that we hope will serve the needs of entrepreneurs of all stages: a workshop and speaker series, operations and implementation education, Entré Projects, a business plan competition, a Thunderbird Incubator, and Entrepreneurship Spirit Awards.

Operations & Implementation Education: Entrepreneurial aspirations and brilliant business ideas are a good beginning, but to actually start a business there are specific considerations and stages in the initial business cycle which one needs to understand well. Every business venture must go through the following stages: legal creation, management and employee selection, seed funding, business and marketing plan analysis, technology and corporate governance planning and implementation, secondary funding, financial modeling, and finally - exit strategy determination. We will make an effort to clearly define these

and other best-practice procedures for its members. In addition, the club will establish templates, protocols, and knowledge bases as an ongoing resource.

Entré Projects: Do you want to earn money while gaining entrepreneurial experience? Thunderbird Entrepreneurship Club (aka The Club That Pays) is engaging entrepreneurs and start up companies that seek assistance in the establishment, development and expansion of their businesses. These companies will hire club members for paid, project-specific consulting services. Projects can range from two to six weeks and are done in teams of two to four students.

Thunderbird Incubator: Starting a business is not easy, so Thunderbird Entrepreneurship Club would like to make it easier for those students with exceptional business proposals. We are working on a proposal to provide a several students with viable business plans the facilities, technology, advisors and other resources needed to get a business off the

ground.

Entrepreneurship Spirit Awards: Most of us have a business leader that we admire and respect, chances are good that person is an entrepreneur. To further inspire you and honor those T-birds that have pursued their own ventures, we will be recognizing alums that have demonstrated the spirit of entre-

preneurship through their professional achievements, social responsibility, and commitment to supporting and mentoring the Thunderbird community.

scottharrington@global.t-bird.edu

Entrepreneurs are a source of innovation, contribute to progress and create opportunities around the world. Bring your knowledge, experience, and ambition to Thunderbird Entrepreneurship Club and see where you can go.

Hear it from the experts at the Workshop & Speaker Series:

What Not to Say in a Business Plan
February 18th, 2005, AT&T on Campus
3pm - Keynote Speaker, Barry Moltz
4pm - Panelist Discussion - John Florance, Tim Porthouse, Lenora Peppers, Paul Hynek
Moderator: Professor Stephen Lindstrom
5pm - Wine Reception

Competing Through People
April 14th, 2005, 1:00 - 2:30pm, AT&T
Quentin Wahl, Founder, Cadet Uniform Services

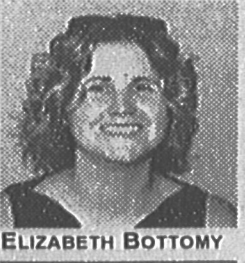
For further information, contact - inguyen@global.t-bird.edu

No, GWIB is Not a "Women's Club"

By ELIZABETH BOTTOMY
U.S.A., Fall '05

I never knew how many students on campus were curious about the GWIB organization, what happens at our meetings, and what the name stands for. In

response to the many questions that have come up recently and the throng of creative imaginations out there, GWIB is herein unveiled.



ELIZABETH BOTTOMY

GWIB stands for Graduate Women in Business, not Golf, Women in Business. Although we offer golf lessons to the entire campus (MEN and WOMEN), they do not define us. (Yes, Golf Lessons! Contact Evita Sideri for

info!) Despite many fantasies of T-bird students of a particular gender, our meetings are not wild sorority events, nor do we collectively knit and swap recipes. Just as the Marketing Club promotes and offers insight into marketing and the Africa Club promotes and offers insight into Africa, GWIB does the same for women in business. Thunderbird GWIB is a club that unites, supports, and promotes professional women and their networks by collaborating, sharing resources and leveraging ideas.

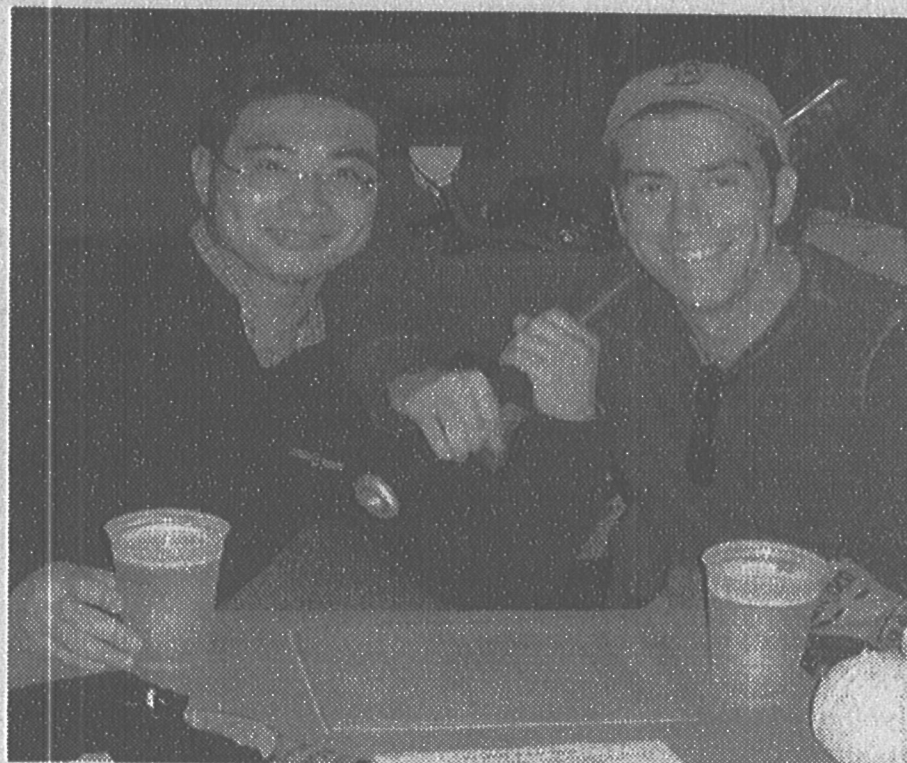
GWIB is a national organization, founded in 1979 at the Wharton School of Business to deal with the issues women faced in business, and is dedicated to the education and promotion of women in business. The organization was concerned with the

necessary restructuring of the corporate world, as the arrival of women in the workforce affected rapid changes in management dynamics. GWIB is now focused on providing information, increased opportunities, visibility and communication to graduate women in business.

The national organization recently underwent a name change from GWIB to the National Association of Women MBAs. In the spirit of Thunderbird's "Truly Global" motto, our chapter will undergo a name change with a slight twist. We will unveil the new name at our club awareness BBQ on February 10. Look for upcoming information on this campus-wide event!

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Club Day Fun



In Pursuit of Trivia

By AMANDA HAWK
U.S.A., Spring '05
President, Wine Club

If you hear more commotion at the Pub than seems appropriate for a school night, you may have stumbled



AMANDA HAWK

on the growing obsession that is Trivia Night.

Modeled after the traditional European Pub quiz, Trivia Night pits teams of T-birds against one another in pursuit of the ultimate dream – free drinks at the Pub. Prizes range from \$15-\$50 in Pub tabs, to be shared by winning team members.

The first event, held on February 1, saw more than 50 T-birds come out to form teams and battle it out over categories like literature, sports, history, Asia, Latin America – even a “Beat the Intro” category for music lovers.

The game is divided into six rounds of three questions. Teams assign a point value to each question as they hand in their responses, based on their confidence in the answer: for example, a team with four CFAs might assign five or six points to a finance question. (They also might want to ask themselves why they keep hanging around with finance geeks, but that’s a whole other round of trivia.)

Trivia Nights take place

on select Tuesday nights throughout the trimester, starting at 8pm at the Pub, and are run by trivia guru Jessica “Evil Genius” Berrios. Jack “Pub Streaking” Beldon acts as the event’s cuddly emcee. Though you can arrive early and register an organized team, most students simply show up and form teams on the spot. The vibe is casual, competitive (but friendly!) and fun – a great way to break up the mid-week stress of classes and team meetings. Trivia Nights are advertised on MTB, or email Jessica at berriosj@global.t-bird.edu to receive email reminders for upcoming events.

So, if you’ve been feeling like the only guy in LH53 who has NO idea what the Banana Wars are really about, or your FORAD team’s got your head spinning, you may need a night of trivia to remind yourself what kind of knowledge REALLY pays off in the business world. Oh, and one last thing: the key to success? Diversify! (This is Thunderbird, after all.) Winning teams have a wide range of regional and cultural experience from which to cull their responses. Now that’s what I call Cross-Cultural Communication....

amandahawk@global.t-bird.edu

Fun by the Glass

By ANDA BOLSTEINS
U.S.A./Latvia, Spring '05

Don’t you wish you knew a little bit more about wine?

Business school prepares you for a successful career in the business world. But, the secret to success in the business goes deeper than being a finance wizard, knowing Machiavelli’s leadership theory, or being able to run a SPSS regression. What happens when



ANDA BOLSTEINS

you go to a business dinner and the wine list ends up in front of you? Do you panic because you know very little about wine or do you recall what you learned at



Thunderbird Wine Club events and order with confidence?

In order to be prepared for this sort of business situation, Wine Club will introduce you to all you need to know about wine. Not only will you have the opportunity to taste many wines,

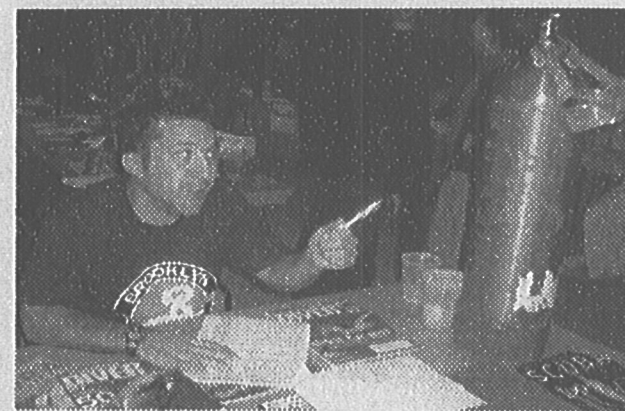
you’ll also learn a bit about them. And what better way to make some cross-trimester friends and do a bit of networking!

Wine Club will host four wine tasting evenings this trimester, each with a different theme. The cost to attend all four is \$50. Two evening will feature vertical tastings- one of Syrah/Shiraz and one of Pinot Noir, while the other two nights will have regional themes showcasing wines of Latin America and Europe. Mark your calendars for February 11th and 18th, March 18th, and April 8th. All wine club events are planned for Friday evening, in order not to interfere with late evenings at the IBIC or review sessions. So, sign up today.

Please contact Amanda Hawk, Simone Bott, Greg Whelan or Isabel Agosti for more information about this fabulous trimester of wine tasting!

anda@global.t-bird.edu

Club Day



Academic and International Services Announcements and Deadlines

→ **FEBRUARY 15TH: GUADALAJARA PROGRAM INFO. SESSION**
All students are invited to attend an information session about the Summer in Guadalajara Program. This is your opportunity to talk to students who were in Guadalajara last summer!
Tuesday, February 15th - 1:00pm - Snell 21

→ **MARCH 1ST: THUNDERBIRD EUROPE – SUMMER, 2005 INFORMATION SESSION**
All students are invited to join Prof. Ettenson and Prof. Michel at an information session about Thunderbird Europe. Both Prof. Ettenson and Prof. Michel will be teaching in Archamps this summer.
Tuesday, March 1st - 1:00pm - Snell 21

→ **THURSDAY, MARCH 10TH: SUMMER, 2005 THUNDERBIRD EUROPE & GUADALAJARA PROGRAMS’ APPLICATION DEADLINE.**
Applications for summer in Archamps at THUNDERBIRD EUROPE and in GUADALAJARA, Mexico are available in the Student Services reception area and on our Overseas Campuses MTB Page! **To ensure your place in a program, please apply by the priority deadline: Thursday, March 10th.**

→ **OPT APPLICATIONS NOW AVAILABLE**
OPT applications are now available in the Student Services reception area and on the International Student Advising MTB page. **The deadline to submit your OPT application is Friday, April 15th.**

→ **CINTAX – TAX PREPARATION SOFTWARE FOR INTERNATIONAL STUDENTS**
CINTAX is coming soon! CINTAX is an online-based federal income tax preparation software program for international students. More details and information about CINTAX will be coming in the next few weeks on MTB.

Phone: 978-7177 E-mail: ais@t-bird.edu



JACK YANG

현재 코리아 클럽의 최대사업은 바로 우리 자신을 세일즈 하는 것이다. 이러한 목표를 달성하기 위하여 프로모션 CD를 제작하고 한글판 홈페이지와 브로서를 제작하고 있다. 이러한 작업을 시작하게 된 계기는 한국기업들의 채용문화가 외국기업과 다른 점이 있기 때문이다. CMC의 코리아클럽 담당자인 마크와 면담을 하고 난 후 나는 적지 않게 놀랐었다. 몇 번의 초청에도 한국 기업들이 학교방문을 하지 않았기 때문이다. 마크와 머리를 맞대고 생각해 본 결과, 이유는 독특한 한국기업문화와 학교의 마케팅정책이 서로 조화를 이루지 못하기 때문이었다. 한국기업은 주로 한국인을 대상으로 채용을 실시한다. 그래서, 학교방문 보다는 외부의 행사장소를 빌려서 지역별로 채용설명회를 실시하고 국문과 영문의 채용을 선호하며 주로 학교담당자 이전에 한인학생회를 통해 연락을 한다. 이와 맞물려, 한국 내에 학교정보가 미흡하여 한국내의 대기업들이 주목을 받고 있지 못하는 실정인 것이 사실이었다.

이러한 문제점을 해결하기 위하여 생각해 낸 방안은, My Thunderbird 이외에 한국의 채용자들이 쉽게 접속하여 글을 남길 수 있는 한글판 홈페이지를 제작하여 홍보하는 것이었다. 두 번째는 학교를 홍보하고 개개인의 레주메와 면담을 설명할 수 있는 프로모션 CD를 제작하여 홈페이지와 함께 홍보하는 것이었다. CD는 현재 4학기 생들의 아이디어가 모아져서 제작되었고 배포한 결과, Hyundai Motors Alabama로부터 채용문의를 받게 되었다.

또한, 몇몇 개별 기업들에게 제안서 양식의 메일을 보낸 결과, 델지화학은 3월 1일에 직접 학교를 방문하기로 하였으며 2월 22일에는 델지전자가 애리조나 채용설명회에 한국 MBA 학생들을 초청하기로 결정하여 통보를 해주었다.

이러한 결과는 작아 보일지 모르지만, 우리가 그토록 바라던 변화의 시작이다. 우리는 지난 9년간 인터네셔널 비즈니스에서 독보적인 1위를 해온 학교라고 자랑스러워 하고 있다. 하지만, 한국에서만큼은 아니었다. 그러나 진짜 일들이라면 어느 곳에서 어떠한 이유에서든지 일들이어야 하지 않을까? Truly Global. 우리의 변화는 코리아클럽에 있어서 바로 그 Truly Global의 시작이라고 생각한다. 이렇게 우리의 사업이 성공적으로 완수된다면, 우리 학교가 합법하지 못한 한국에서도 역시 Truly Global로서 인식될 수 있을 것이다.

Can't Read This?
Check out the
Translation
Below!

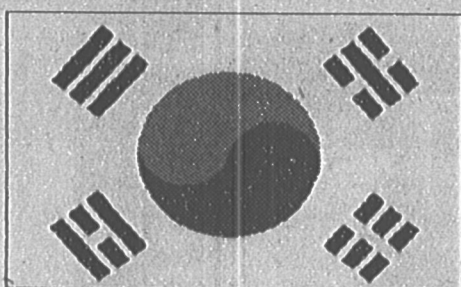
Korea Club Instrumental in Bringing Korean Companies to Campus for Recruitment Activities

By JACK SEOUNG HYO YANG
Korea, Fall '05
President, Korea Club

The most immediate goal of the Korea Club is to market ourselves to the greater Thunderbird community as well as recruiters. To achieve this goal, we are creating an English-language promotional CD, designing an external website for employment and alumni networking, and editing Korean language brochures. We are pursuing such projects because Korean companies have a very different corporate culture from the U.S.A., especially when hiring MBA students. After discussing the matter with CMC advisor Mark R. Towsley, I was disappointed to hear about CMC's

results from inviting Korean recruiters to campus. Mr. Towsley informed me that he has contacted many Korean companies in the past, yet none of them responded. We discussed reasons as to why Korean companies haven't visited our campus and finally concluded that the Korean company has a particular recruiting process that lacks synergy with T-bird's marketing strategy. Generally, Korean companies employ Korean students, and so prefer visiting campuses with a larger Korean student population. Second, they prefer to conduct career events off-campus. In some cases, both Korean and English are used in the recruitment process. Firms are more likely to contact a Korean student association before faculty.

Finally, and simply, Thunderbird still is not adequately promoted in Korea. Major corporations in Seoul still know little, if anything, of our "Truly Global" reputation.



The solution to our marketing challenge is to better promote the school and the Korea Club through the use of technology. Our CD, aimed at both Koreans and non-Koreans, includes an introduction to Thunderbird, Korean society, and

student résumés. The expansion of the club's website allows recruiters to post Korean language job openings with ease. These projects are the legacy of T-bird students who will graduate in Spring 2005.

In addition, I have been sending proposals to invite Korean companies to visit Thunderbird and cement greater, mutually beneficial employment opportunities for Thunderbird students. Finally, the labors of the club and the support of the CMC are paying dividends - Hyundai Motors Alabama is planning to provide one job opening to a Korean graduate, LG Electronic will conduct interviews in February, and LG Chemical will visit the campus in March.

These results may not

seem like a huge achievement, but this is just the beginning for the Korea Club. Thunderbird boasts that it has been the number one school in International Management for the last nine years, however, the sentiment is not shared in Korea. "Truly Global" has not reached the peninsula yet, but the Korea Club is proud to spread the word. As members of the Thunderbird community, our plan is to help complete "Truly Global" so that soon it will be true. When our plan is finished, Thunderbird will be recognized in Korea as it should be everywhere.

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Happy Chinese New Year

By DAVID BUSH
Algeria/U.S.A., Fall '05

Xin Nian Hao! Happy Year of the Rooster! This year, the Chinese New Year (also called Spring Festival) begins on February 9th and lasts for two weeks ending with the Lantern Festival. Most Chinese people throughout the world will begin their celebration on the eve of the new year, February 8th. On this day, people will get together



DAVID BUSH

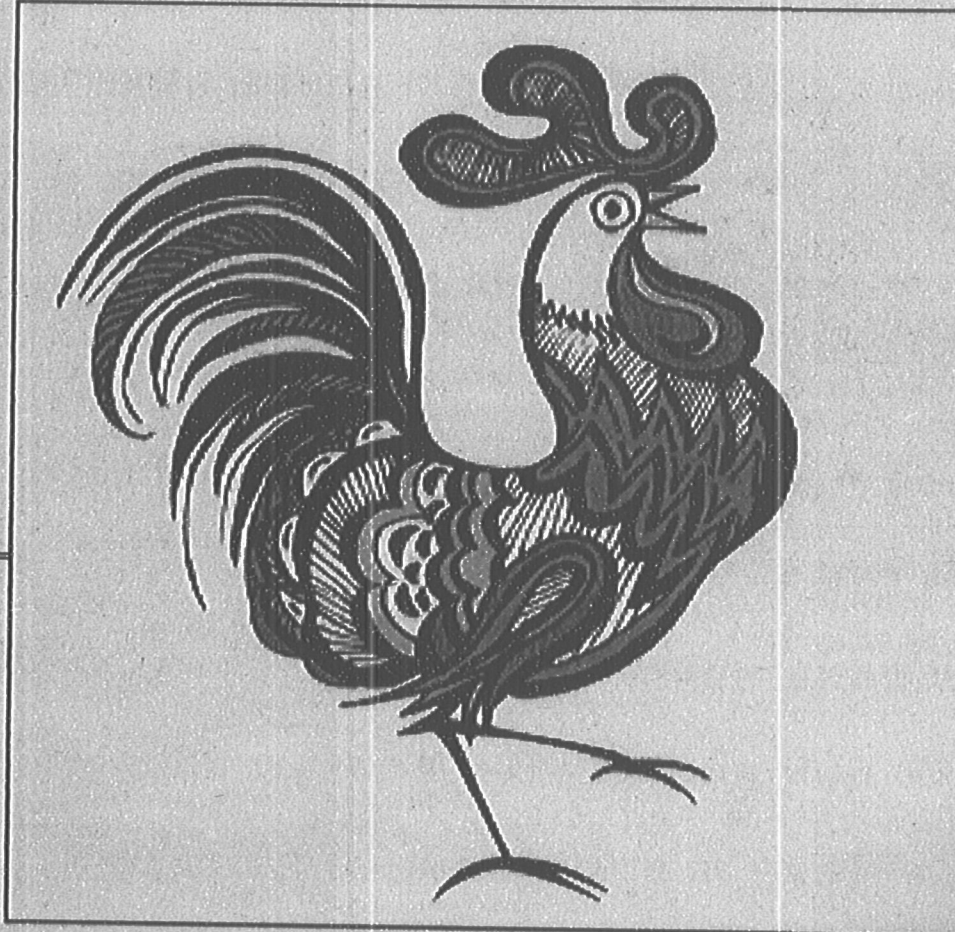
er with their families for a large meal in the evening. While eating, they will make many toasts wishing health, happiness, riches, diligent study, and more. Finally, around 8 o'clock, CCTV (China Central Television) begins its annual Chinese New Year variety show. During the four hour program, people sing, dance, perform skits,

do magic tricks, perform Abbott and Costello like dialogues, among other things. Many people say it is the best

program on TV all year, and it has the biggest audience for any TV show in the world. At midnight, where it is legal, people shoot fireworks from everywhere including from inside their own apartments. On New Years Day, people go to visit relatives and friends and wish them well. Children are given red envelopes with money inside.

There are some interesting customs that take place during Spring Festival. For example, some Chinese believe that you cannot take the garbage out on New Years Day because you may be taking away prosperity. Others believe that you should not shower or change clothes for the first few days of Chinese New Year because you will be washing away your luck. Finally, it is important to not say any bad words or mention death on this day.

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Here are some of your Chinese classmates' thoughts on Chinese New Year.



What do you do during Chinese New Year?

During the Spring Festival, I usually have dinner with my family, visit friends and relatives wishing them well, and travel.
- Cynthia Hairong Qian

Who do you spend Chinese New Year with?

I traditionally spent Chinese New Year with extended family members, but since moving to the States, I spend it with Chinese and non-Chinese family and friends as well.
- Hairan Renee Zhang



What do you eat on Chinese New Year?



On Chinese New Years Eve, my family and I usually make and eat jiaozi (dumplings).
- Hongyan Peng

Are you superstitious about anything during Chinese New Year?

I am superstitious about some things during Chinese New Year.

I believe it is bad to say any unlucky words, talk about death, or break anything (like a bowl or glass). I also believe that red is the best color to wear on



Chinese New Year because it means luck and happiness.
- Nancy Shen

What is your favorite Chinese New Year Tradition?

My favorite tradition during Chinese New Year is having a family reunion with everyone in my family getting together at my parent's house. No matter where we were, we managed to go home on that day. I regret that I have to make an exception this year, but I am happy to join the big Thunderbird family in sharing the great day with T-birds from all over the world.
- Charlotte Zhuo Hong Chen



What is your favorite Chinese New Year memory?



My favorite memory is when I went to my fathers' hometown in Jiangsu Province and got to meet my uncles, aunts, and cousins for the first time.
- Vivian Wei Huang

When I was younger, my brother and I would go to visit my grandparents for New Year without my parents. It was a great time because my grandparents would really spoil the two of us.
- Stone, Dong Shi



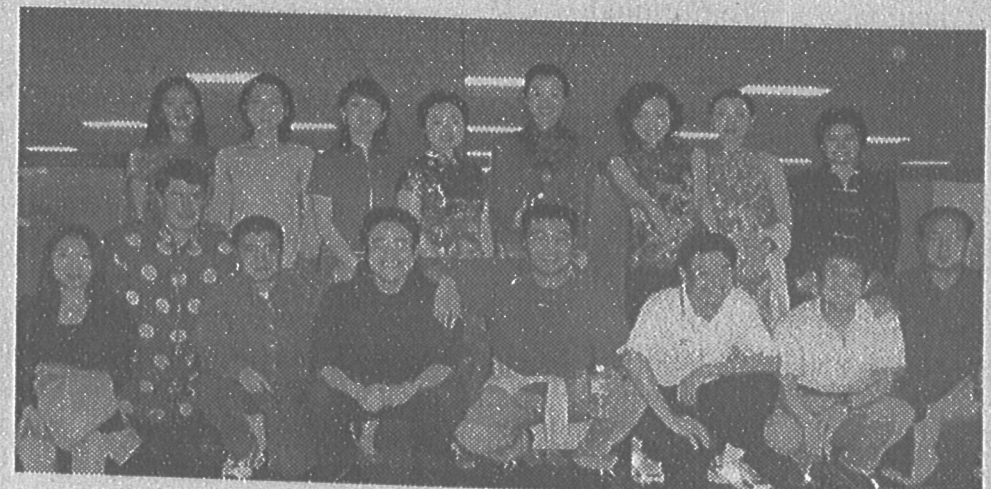
How are you going to be spending this Chinese New Year?

This is the first time that I will spend the Chinese New Year without being with my family. But fortunately I have a lot of friends here at Thunderbird from all over the world to celebrate the New Year with. The Greater China Club, Taiwan Club, and Mandarin Club will jointly host a Chinese New Year Party to share many Chinese traditions with Thunderbird students. I



believe it will be an unforgettable New Year for me!
- Karin Yinghua Zhang

T-birds Party!



Dynamic North East Asia

By GREG ALLISON
U.S.A, Summer '05

On January 4th, 2005, 13 T-bird students and one professor made their way to Seoul, Korea for the first leg of a winterim in the Asian region. "Dynamic Northeast Asia" was lead by Dr. Sours and focused on foreign direct investment between Korea and Qingdao, which is on the Shangdong peninsula of China. Qingdao's location, only an hour away from Seoul by plane, and its port, the third largest in China, have made it an important trading city for continued development in China. The winterim featured meetings with corporations and topical seminars in both locations. The Chaebols of Korea were the focus in Seoul with meetings and presentations given by SK, Samsung, GM-Daewoo, and Kotra, while in Qingdao, the meetings centered on emerging Chinese companies like Haier, Qingdao beer, DoubleStar shoes,



GREG ALLISON

Qingdao Ocean & Great Asia Logistics Company, and Korean companies like Samsung.

Complementing the many company visits, the group attended seminar presentations by Peter Beck, the Asia Project Director for the International Crisis group in Korea and Nandan Lyon, Thunderbird's director in charge of T-bird ventures in China. Both shared unique insights and experience that could not be found anywhere else.

The winterim experience exceeded the expectations of all involved. It was extremely valuable to apply lessons learned in language classes, IPE, RBE, and many other courses in a real-world setting. Industry and history are thriving in these two uniquely

beautiful, if crowded, cultures. Qingdao could be the Newark of China. Part of the city is newer, cleaner, larger and more inspiring than many US cities, while another part is moving more

sounds of a city that does not sleep and seems to have a jumbotron on every corner. Not only in Seoul, but also in unique Chinese areas like Qingdao, the word "developing" is quickly

"Seeing the strength of T-birds in Asia affected me the most on this winterim. The hospitality from alumni and the reach of connections in cities like Seoul (and Shanghai) was very impressive."

-Owen Lafave

"I thought the visit to Qingdao Ocean & Great Asia Logistics Company was impressive. Management was clearly focused on providing service to their customers and implementing new technologies to simplify processes."

-Lance Idso

"As a student of Mandarin Chinese, getting local immersion into the language was invaluable. We were also invited as friends to our tour guide's apartment for dumplings and beer, giving us a sample of the Chinese lifestyle. Many friends and contacts were made which made the trip extremely worthwhile."

-Jake Taylor

Here is what other T-birds had to say about the experience:

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Microfinance Conference

By REGULA SCHEGG
Switzerland, Spring '05

On January 5, 17 students met with the microfinance Professors Joan Dudik-Gayoso, Antonio Gayoso and Glenn Fong to explore microfinance and the challenges it faces. The students came from diverse backgrounds: some worked in the Peace Corps with developing markets, others were entrenched in the hard core finance world before coming to Thunderbird. However, all demonstrated interest in microfinance and its tremendous impact on the world's poorest.



REGULA SCHEGG

Our education at Thunderbird has already made us well aware of the unique challenges in the field of international development, yet Joan Dudik-Gayoso went straight into the topic by providing us with a good overview of all the international development attempts over the last decades. Good things have happened to reduce world poverty yet the actions taken have not been sufficient and some of the earlier programs have failed. However, today's initiatives, such as microfinance, have proven to be successful and therefore deserve further promotion and should be rapidly expanded.

In 2004, the global population was approximately 6.3 billion. It is expected to grow to 9 billion by 2050. Every 20 minutes it grows by about 3,000 new lives. How many of those will be born into an environment of insufficient income, shelter and food? The majority of today's poor live in rural areas in developing countries. 2.8 billion people around the world live on less than US\$2 a day and only 70 million have access to credit. More than 1.3 billion live with less than \$1 per day.

Most of the world's poor have either little or no access to financial services that would help them secure loans to generate income. Microfinance tackles these issues by providing the poor with saving and lending opportunities and technical training. Loans can be as small as \$50 - \$100. Although it appears to be a small amount, it is a good beginning for poor women and men who need a sustainable method to improve their condition. Donations to the poor can bring immediate relief yet are not a long term solution. Loans are more a means of support which give the poor dignity and empowerment to succeed on their own.

Remember, microfinance is not just a new model to make us feel good. It exists since the 1970's when Dr. Muhammad Yunus created the first microfinance institution - Grameen Bank

Most of the world's poor have either little or no access to financial services that would help them secure loans to generate income.

International (www.grameen.org). Micro-credits are provided within organizational structures such as credit



unions or village banks, through which a group of women and men are given loans. No collateral is required but strict repayment schedules have to be followed. If one participant defaults, the others have to step in. This peer pressure has been very successful in keeping the risk of default low. Research shows that the default rate of poor women particularly is negligent. In general, the poor have a higher repayment rate than

conventional borrowers.

Organizations such as Grameen, ACCION and hundreds of small microfinance institutions all have one goal: reducing worldwide poverty. Their programs have had tremendous success since its inception, providing millions of people with loan and saving opportunities. Many people were able to lift themselves out of poverty, send their children to school and stay enrolled. Isn't the objective to improve their long-term situations? By educating the younger generations, we show them a way out of their precarious living conditions. We provide them with a future, we empower them!

To date, commercial banks have not shown significant interest in this market as the transaction costs are too high in comparison to the loans given. However, this might change as the business grows and required infrastructure, particularly in developing countries, improves. So far, money has mainly been raised through donations, yet the funds raised are not sufficient to achieve the Millennium Development Goals by 2015. New financial models are being developed and executed already

by organizations such as Grameen or ACCION (www.accion.org). Increasingly, investment products are promoted in collaboration with commercial banks. In August 2004, the first and largest international microfinance bond was issued in the US capital market by Grameen Foundation USA, with a large part guaranteed by the Overseas Private Investment Corporation (OPIC); and on January 31, ACCION International has announced a new initiative in collaboration with the IFC to promote commercial banking access to the world's working poor.

There is much happening in this market to the benefit of the world's poor. Thanks to our fabulous faculty and high-profile speakers at our mini-conference, we had a tremendous, eye-opening learning experience beyond the curriculum. Thank you to those who shared their experiences with us, particularly Joan and Antonio Gayoso, Professor Fong, and all the conference speakers!

One more thought: what about Thunderbird creating its own microfinance foundation with the aim of supporting one particular region of the world such as Africa? What about supporting one project in collaboration with a local microfinance institute? If this idea is of interest to you, contact me.

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The New Europe

By SCOTT HARRINGTON
U.S.A., Fall '05

What is Europe? Twelve T-birds and I recently returned from Europe after completing the Winterim course "Managing in the New Europe," yet we are still unable to answer this question. Was the course that bad? Did we drink so much Belgian and Czech beer that we can't remember? Am I simply a stupid American? No, no and no. (Well, maybe the answers to two and three are true.)

Regardless, Europe is not a region easily summed up in a word. To offer a course that attempts to equip future managers with the knowledge and skills needed to be effective in various European countries and firms is a challenging task. Nonetheless, Professors Wright, Roberts, and Babarinde created a course with very appropriate content to meet this goal. Although the word "new" is probably not the first word one would associate with Europe, in the context of this course it was meant to address the newly expanded European Union and the accession of 10 new coun-



SCOTT HARRINGTON

tries in May of 2004. To understand both new Europe and old, East and West, the course focused on the capital of old (now new) Europe, Brussels, Belgium, and one of the most successful accession countries, the Czech Republic.

It is reassuring to know that after thousands of years of power struggles, one part of the world has reconciled its differences, at least to the extent where



the countries can live peacefully with each other and enjoy the benefits of unrestricted travel, free trade, a common currency, and standardizations that improve the welfare of their peoples. The organization coordinating these

efforts is the European Union, headquartered in Brussels, Belgium, where we spent the first week of the course with the main focus of understanding how the EU works. Through our visits to the different bodies, departments and representatives to the EU, we gained pertinent knowledge on the development, operations and challenges faced by the EU and its member countries. In addition, we visited a number of multinational corporations to get a first-hand view of the opportunities and challenges these companies face. Of particular interest was a visit to Boeing's European office where the issues of US/EU trade disputes took center stage. To make the trip complete and add to the wealth of knowledge absorbed, plenty of tasty Belgian beer was drunk, chocolate covered waffles devoured, and mussels consumed, even by Uli.

On to Praha, the capital of the Czech Republic, where we

spent the next two weeks. The changes that have occurred over the last fifteen years in Czech and



other former Eastern Bloc countries are incredible and a tribute to what societies can achieve when given a choice. Our time in Czech focused mainly on businesses and their successes or difficulties in adapting to first a free market economy and now into the EU. The scheduled visits were skillfully planned to cover a wide range of issues facing Czech and multinational businesses operating in the Czech Republic, including banking, finance, foreign investment, business development, human resources, IT, manufacturing, marketing and consulting. One of the highlights was a visit to Skoda, the flagship of Czech manufacturing that went from Czech hands in the 1930s, was seized by the Nazis, bombed by the Americans (just a

month before the end of the war), handed (so to speak) to the Russians, regained by the Czechs only to be eventually bought by Volkswagen (a.k.a. Germans) and now has a management team of Czechs, Germans and Americans. The visit to Pilsner Urquell was also a highlight. Though the company presentation was a sleeper, the beer tasting in the catacombs below was a treat.

Although the above description may make this trip sound rather academic, rest assured that there was plenty of time to enjoy the sights and offerings of these dynamic cities. The weekends seemed to begin on Tuesdays and the beers at lunch made afternoon presentations a little livelier. I would highly recommend this course to anyone intent on pursuing a career in Europe. But beware future travelers to Czech: oregano is not what it used to be and Absinthe is not for the faint of heart...game on!

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Winterim in Scottsdale?

By NIKOLA TCHOUPAROV
U.S.A., Spring '05

No, no, not one of those... A real winterim! Ever wanted to go to the Winterim on Wall Street, but did not have the credit rating to absorb the enormous cost of two weeks in New York City? Well, since Thunderbird is "where the world comes to learn business," why shouldn't Wall Street come to us?



NIKOLA TCHOUPAROV

The name of the game

was "Pension Plan Management" with Professor Michael Viteri, or "Wall Street on a Budget," as he calls it. Being an alumnus from last millennium (1995), he is intricately familiar with the budget situation of most T-birds. Other than being a great instructor, he works full time as an equity portfolio manager and trader at the Arizona State Retirement System to ensure that state employees receive pensions many years down the road. He is also often invited to teach Global Portfolio Management.

The class itself was a great introduction to the world of pension plan management and the investments industry in general.

You gain practical skills through exposure to portfolio management software such as Ibbotson's EnCorr optimizer (you can put it on a resume - it's more impressive than Bloomberg). The highlight of the class was a three-day Public Funds Summit in Scottsdale's luxurious Phoenician resort. Thanks to Professor Viteri's weight in the industry and his remarkable global negotiations skills, the organizers of the summit agreed to admit graduate students for the first time and even gave us an 80 percent discount (taxes not included). The attendees were very diverse and ranged from Wall Street hot-shots and big-wig money managers, to state treasurers, fund trustees, and emerging money managers. Representatives from companies big and small and from all aspects of the investment management industry delivered impressive presentations. You had people talking about asset allocation, hedge funds, private equity, actuarial assumptions, timber investments, international equity, ethics, emerging bonds, REITs, due diligence, CALPERS, CALSTERS, billions of billions of dollars, portfolio optimization, portable alphas, funds of funds, exchange-traded funds, basis points, securities lending... Your head spinning yet? The net worth of money under management in the

room fluctuated during the conference from approximately one to three trillion dollars. Quite impressive! Prospective career leads? You bet! (Tip: Don't act like a job-desperate MBA)

The class is excellent for those who want to learn more about investment management and goes well in tandem with Global Portfolio Management and Professor Tuzzolino's International Securities Investments. You also learn some things that come up in the CFA exam.

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T-birds Take on South America

By PAULINE COURTAU
France, Summer '05
and
JANET CAVINATO
U.S.A., Winterim '06

How many opportunities do you have to spend two weeks traveling in South America, enjoying the culture, and getting a taste of the business climate? Eighteen T-birds took advantage of this adventure and got a good taste of Argentinean beef, Chilean wine, and Peruvian ceviche (raw marinated fish).

We first met in Buenos Aires for a weekend of tourism and

nightlife filled with Tango and bar exploration. The dramatic and romantic spirit of the Tango inspires Buenos Aires in such a manner that its influence is evident in the porteños (the people of Buenos Aires) and every "barrio." Our major tourist activities included la Casa Rosada, Evita's crypt, La Boca (the neighborhood where Tango was born), and the Obelisk (facing the hotel).

After a weekend of fun, we were ready to start the winterim with Arcor, the number one producer of candies, cookies and snacks in South America. Daniel Enri, the speaker at Universidad de Palermo



JANET CAVINATO

took the group to the café where J. L. Borges used to write and then took us to a typical restaurant in the trendy part of Buenos Aires. Argentina's visits also included Unilever and Moody's where the common point of discussion evolved around Argentina's most recent financial crisis.

We had the chance to go to a "First Tuesday" upon our arrival in Santiago de Chile. The event was held at El Reloj, a restaurant owned by a T-bird alum. The next morning we went to Coca-Cola where another T-bird alum talked to us about its marketing campaign for Chile. After a presentation about how to do business in Chile at the Universidad de Chile we enjoyed wine and cheese while networking with the local MBA

students. The following day, the regional manager of Owens Corning, also a T-bird alum, gave us a tour of the warehouse. The highlight of our Chilean experience was the visit of Montes vineyard where we enjoyed wine tasting, a tour, and a lunch on a terrace overlooking the vineyard. Cultural activities mainly took place on the weekend with a visit to Nobel Prize-winner Pablo Neruda's house and a short sunbathing session at the beach at Viña del Mar.

Flying into our last city, Lima, Peru, our first sights and sounds were of a bustling city full of energy. Company visits in Peru were in diverse industries such as: pensions (AFP Integra), where a dynamic speaker explained the current situation in Peru and Chile as

well as mining (Antamina), where the speaker went over social responsibility issues. Our last presentation was held by another T-bird alum at a nice, innovative mall for lower income families, called Mega-Plaza.

To close the Winterim, many of us flew to Cuzco where we enjoyed sightseeing, Alpaca wool shopping, and hiking around the ruins at Machu Picchu. Overall, the experience was great. It was good to meet and work with new Thunderbirds and almost every presentation was dynamic, making us eager to learn more. If you get the chance to go on this winterim, we recommend it 100 percent!

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Arriba Puebla!

By STACY ALYSE WIESER
U.S.A., Spring '05

Nine Thunderbirds attended the Winterim in Puebla, where they enhanced their Spanish language skills and learned about doing business in Mexico. Professor Dennis Corrigan, a Thunderbird graduate, has run the Puebla winterim program for over ten years. He has cultivated relationships with many educators and citizens of Puebla, creating a dynamic program that enables students to be immersed in the language and culture of Mexico.



STACY ALYSE WIESER

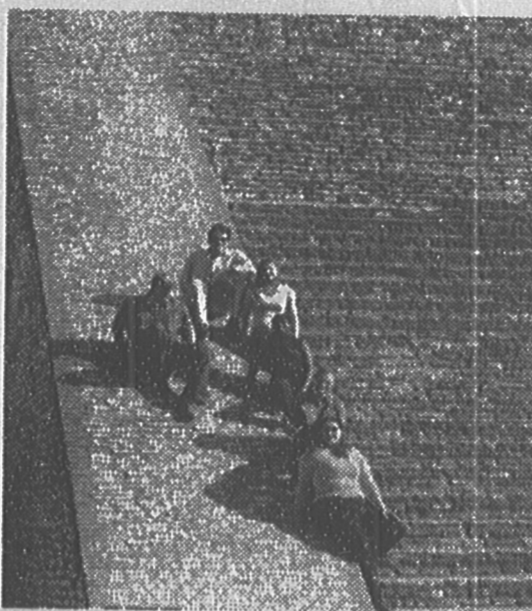
The program was based in the Hotel Colonial situated close to the main square, or *Zócalo*, of the city. Two courses were taught through the program – Spanish 5400 and Spanish 4100. The students in Spanish 5400 spent their mornings working at local businesses, including a lighting company, a fire prevention company, a water company and customs. Everyone went on daily “salidas”

(tours) with Poblanos (citizens of Puebla) and learned about the rich history and culture of the community. These excursions included visiting the numerous churches, the home of the Serdan family – significant in the Mexican Revolution, and checking out the *Fayuca* or black market.

After a week in Puebla, we headed off to Mexico City for the weekend. First we stopped at pyramids, then a roadside attraction where we were shown a plant that grows its own needle and thread. Once in Mexico City we explored its *Zócalo*, the downtown Zona Rosa district, more pyramids at Teotihuacan, the Diego Rivera and Anthropological museums, watched Ballet Folklórico and had a wonderful dinner at El Gallo, complete with accompaniment by lively mariachis. On the way back to Puebla

we stopped at another pyramid in Cholula – this one had a church built on top of it.

We also had opportunities to visit several companies including a Volkswagen production plant, a water cleaning facility, a gas company, and a candy factory (yes, they gave us samples). Each of the companies had an altar for the Virgen de Guadalupe. We also toured a small Talavera producer – Talavera is the traditional pottery of Puebla. It was a family business, and we had the opportunity to see the interior of the owner's home. It was very beautiful with many Talavera mosaics and showpieces.



After the second week we went to Cuernavaca where we took classes at a local language school

and stayed with families. My family had a book with the names of students they had housed for the last 13 years – I was surprised to see the name of the T-bird that recommended this winterim to me in that book from two years ago! During our stay in Cuernavaca, we spoke with the local chamber of commerce and enjoyed cocktails at Las Mañanitas, a very elegant resort. From Cuernavaca we visited Taxco, a location known for its silver.

Throughout the winterim we had numerous opportunities to visit the local markets, bars and discos. This not only further promoted ties among our group of Thunderbirds, but enabled us to speak with many locals, and experience the culture in a variety of settings.

Our final activity in

Puebla was a goodbye dinner that included all of our instructors and



conversation companions. We listened and danced to Mariachi music, exchanged emails and said our goodbyes.

The Winterim in Puebla was not only a great learning experience in terms of language and business, but in terms of culture. The rich and diverse activities made it a quintessential Thunderbird experience, and I would encourage those who have the opportunity to attend this winterim to take advantage of it.

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T-birds Study U.S. Foreign Policy Up Close

By JANE AYADURAY
Australia/New Zealand,
Summer '05

It has a famous wall, but it isn't in China. It has a two-toned obelisk, but it isn't in Egypt. It has KGB espionage equipment, but it isn't in Russia.



JANE AYADURAY

No, it's all in Washington DC, and if you had taken the US Foreign Economic Policy and the New Global Environment winterim, you too could have visited the Vietnam Memorial, Washington Monument and International Spy Museum.

While our classmates

headed for the likes of India, Argentina, and Florida, a hardy bunch of us headed for DC (yes, in the middle of winter) to learn about the impact of US Foreign Policy on the way businesses operate internationally. We met with representatives of OPIC, IMF, MIGA, IBM, Northrop Grumman, Daimler Chrysler, The Cato Institute, Human Rights Watch, and more. Many, many more. It quickly became apparent that 1) DC is very logically organized so it's pretty hard to get lost, 2) There are some REALLY smart people in DC, 3) It's all about who you know, and 4) OPIC has the best bathrooms (marble) and IBM the best elevators (wood paneled).

OPIC did a fabulous job of winning us over by telling us that they would rather hire T-birds

than Ivy Leaguers any day, and to prove it had two T-birds speak to us about their roles within OPIC. The importance of a network became increasingly obvious over the two weeks we were in DC. We were able to meet with people in the Department of Commerce, USTR and Senate because of it, and being able to say, “Tony Wayne from the State Department sent us” opened more than a few doors when it came time to interview people for our final papers. Mike Low from CMC also joined us for a time and arranged appointments with organizations such as the Society for International Development and Chemonics to discuss industry outlooks and key skill requirements.

The winterim covered topics from “Oil and Politics” to “US China Trade Tensions and the

Valuation of the Renminbi” to “Developing International Business in the Defense Realm” to “Inside Washington: Navigating the Labyrinth.” All of the participants seemed to find something that sparked their interest, and the knowledge and experience of many of the presenters meant that our questions could deviate from their specific topic, and still be met with insightful answers. The majority of presenters were interesting to listen to and interested in the larger context of doing business internationally, as well as world events. Given that key regions, such as the Middle East, are not covered in the Thunderbird curriculum, being able to learn more about the elections in Iraq and the US policy towards Libya combined with a visit the Saudi Arabian

Embassy really added to the concept of “Truly Global.”

For me, the highlights had to be the “Oil and Politics” presentation by Dr. Bernard Reich (he measures the size of a car by the number of bodies that can fit in the trunk!), the International Spy Museum (kind of expensive, but you get to play spy for a good 4 hours, so well worth it), and the holiday party kindly arranged for us by the Washington DC Alumni chapter. There's nothing quite like sitting down with complete strangers to discover they are really just friends that you don't know yet.

Overall Rating: 4 for content, 5 for experience (out of 5)

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Competitors Storm New York

By ANDA BOLSTEINS
U.S.A./Latvia Spring '05

How do you form a brand strategy for a country? Can a brand icon be stronger than the brand itself? What's the trick to selling European lingerie in the



ANDA BOLSTEINS

US? These were some of the questions that teams of students were required to answer before a panel of marketing professionals. Of the seven judges, three were Thunderbird alumni: Kelly O'Dea '72, Carol Schuster '83, and Martin E. Susz '79.

On January 4, four teams of Thunderbird students went head-to-head for the title of Best Brand Plan. This event took place at the American Marketing Association offices in the heart of New York City. The competition was attended by all students participating in the Brand Management Winterim, as well as a good number of area alumni.

Although the Global Brand competition is new this year, its roots lie in InterAd, a competition that was well-known at Thunderbird until the early 90's. Professor Ettenson revived the competition this past fall. The competition is the culmination of International Brand Management, a capstone course

in which groups of students work with real clients to complete a branding field project. The first round of the competition took place in Glendale in December, and then the top four teams moved on to the final round in New York City.

One team analyzed and developed a brand strategy for Emyco shoes and for the multi-brand Emyco stores in Mexico. Another team was challenged to develop a brand strategy and positioning for the country of Iceland in China. The “Leal” team was tasked to develop an

effective brand strategy and positioning for unknown Belgian lingerie brands in the U.S. luxury



segment. Domino's Pizza was in need of a brand revitalization strategy in Taiwan and so was the topic of the fourth team's presentation.

The afternoon event was followed by First Tuesday at the Williams Club, where the win-

ners were announced. Due to an extremely close finish, “Branding Iceland in China” and “Leal-Bringing a European Luxury Brand to the U.S.” were both announced as first place winners. The event was supported by Continental Promotion Group and Thunderbird Institutional Advancement. Due to the generosity of CPG, the flights and accommodations for representatives from each team were paid for, and a cash prize of \$500 was awarded to each member of the winning teams.

How can you be part of Global Brand? Take Professor Ettenson's International Brand Management class!
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Brand Management in NYC

By SIMONE BOTT
Germany/U.S.A., Spring '05

Are you wondering why Thunderbird students would leave Arizona in January (the best time of year here) and migrate to New York City for 2 weeks? Brand Management winterim is the answer!



SIMONE BOTT

Rich Ettenson, Associate Professor and Area Coordinator of Marketing, led 33 fearless students to New York to get a taste of the advertising and brand management world. Students appreciated the 30+ amazing speakers that opened themselves to detailed discourse about their businesses and brand strategies. In particular they enjoyed the numerous Thunderbird alumni speakers, including Gail Gibford from Unilever, Kristen Meyer of Saatchi & Saatchi, Kelly O'Dea at Alliance HPL Worldwide, Carol Schuster from Ogilvy & Mather, and Rajan Singh of Textron. They all took time out of their busy schedules to give back to Thunderbird. Other highlights from the time in New York include talks by Sam Hill, "Branding and the CEO" and Jonathon Knowles' "Measuring and Valuing Brand Equity." Both reinforced the notion that a

strong brand is the most valuable asset of many successful companies. They confirmed that brands are assets because, when properly managed, they provide a secure stream of income for the business.

Aside from spending many hours learning the intricacies of brand management, students also took the opportunity to explore New York. Housing was not provided as part of the Winterim and students had various accommodations from friends and family to rented apartments and hotels. This provided us all with the opportunity to explore the city in depth since everyone lived in very different neighborhoods. Many spent Saturday perusing Soho, dining in Little Italy, nights in the Village, and Sunday brunching in the Meatpacking District. Sights ranged from lovely tattoos to twinkies on Broadway, and everything in between. Many also went "star" hunting. Geoffrey Gougion encountered Keri Russell while Greg Whelan and Richard Anderson met 80's heartthrob Matthew Modine at dinner.

The number of things to do in New York is endless as are the number of brand and marketing related jobs and careers. If you are at all interested in being exposed to diverse marketing situations this Winterim comes highly recommended. Winterim

'05 graduate Elizabeth Osterberg said, "This Winterim has been the highlight of my experience here at Thunderbird. It is a capstone course that should be required of any declared marketing focus." These sentiments were echoed by all who attended, so please ask any of us for further details.



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Brand Management Key Take-aways

- On the 1st day Ettenson taught us to "Give a warm Thunderbird welcome!"
 - On the 2nd day Ettenson told them we were a "chirpy group."
 - On the 3rd day Ettenson questioned us, "Who here took my brand management class in the fall? And who is taking it in the spring?"
 - On the 4th day Ettenson reminded us, "What time do you have to be here in the morning? 8:30!"
 - On the 5th day Ettenson claimed, "Don't worry I will wrap this up quickly!"
 - On the 6th day Ettenson said, "Help me capture that in a takeaway!"
 - On the 7th day Ettenson questioned us, "Who here took my brand management class in the fall? And who is taking it in the spring?"
 - On the 8th day Ettenson told Evita, "It turns out that the file was uploaded, but you just cannot see it yet."
 - On the 9th day Ettenson asked us, "Who do you think gets an hour and a half with Sam Hill? Keith Reinhard? or Gail Gibford 'ring ring'."
 - On the ten10th day Ettenson taught us that he is single handedly leading the next generation of catchy marketing acronyms: C.C.A., -O.T.S., and whatever else he can pull out of his a**.
- But in the end, we can all agree with the next catch phrase: "WAPW" - What A Phenomenal Winterim!

Conveniently Coca-Cola China

by GISELLE M. SCHMITZ
U.S.A., Spring '05

Last summer I interned at Coca-Cola in Atlanta on the Global Wal-Mart Account Team. My first piece of advice from that experience is: if you want to go somewhere, like, for example, China, make sure everyone knows about it.



GISELLE M. SCHMITZ

That approach worked thanks to a boss who is a networking demi-god. He helped me make a connection with the director of Customer Marketing for Asia at a bottler meeting in Florida. By some miracle, the director, Peter, offered me an internship opportunity in China on the spot. Months of email exchanges later, I was off to Hong Kong to spend winterim on an internship with Coke.

From start to finish, the experience was top-notch. I had a driver waiting for me with a Coca-Cola sign when I arrived at the airport. I really wanted to take a picture with him but resisted the temptation because I wanted to pretend that I was an international professional who is used to

being picked up at the airport.

In Hong Kong, I stayed in a luxury apartment, only a short cab ride from my office in Times Square. I felt very much like Mary Tyler Moore, the small town girl who had made it big, as I got out of the cab and tried to pretend as if I was not completely in awe. Up on the 38th floor, I met Peter and received my assignment. I would fly to Shanghai the next day to do a survey of the convenience store channel, find a method for measuring success, and make recommendations for initiatives.

Before I left, there were some people I had to take care of. Piece of advice #2: thank the people who helped you out. I gave Godiva chocolates to both Peter's assistant and the HR woman who had handled the details of my trip. They were instrumental throughout the rest of my visit.

I arrived in Shanghai and made my way to my accommodations in the Shangri-La, a spectacular five-star hotel where I would live for the next three weeks. After perusing the mini-bar selections and the bathroom amenities (my own toothbrush and tube of toothpaste), I was set to meet my new co-workers. The

office in Shanghai was very different from the cosmopolitan 39-story building in Hong Kong. First, it is a factory situated in an industrial district, and second, although English is the primary language of business, Mandarin was the language of the office.

I spent most of the following weeks on market tours and doing research- that's right, I visited over 30 convenience stores in China! I used the tours to guide my impressions of the channel, since data is largely unavailable, and later to confirm my data findings.

I only spent about 13 days working so the rest of my stay in Shanghai was leisure time. My boyfriend, Robert, made a surprise trip so I would not spend the holidays alone. I also enjoyed the hospitality of many T-birds including second-

tri Mike Reidy who drives a mean bargain in the shopping districts with his classic lines "wo ai ni" (I love you), which he uses on sales ladies. Hey, it helped drive down the price of my new Calvin Klein t-shirt. In fact, I think most of the Chinese I learned while in China came from bargaining with shopkeepers over suits, dresses and DVDs.



Once I was back to work, the pressure was on to deliver something of value. I devised a four-step process for the group to diagnose the health of the channel and gain an advantage that would be tough to beat. After days of working on my PowerPoint slides, I presented to my boss in Shanghai. I was warned that he would be a tough critic so I practiced overcoming any objections and was prepared to handle them.

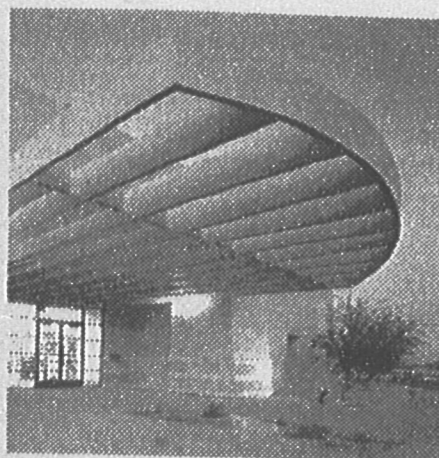
Mid-way through my

presentation he stopped me at one of my slides. "This is a really great idea" he said and immediately began planning with my coworkers how they could implement it. "Call Australia for the design. Let's do this in Beijing right away." Success! I was thrilled that they liked my idea. The next week in Hong Kong, I presented to Peter as well as the two directors of 7-Eleven for Asia. They were also impressed and said they would implement other elements of my plan. The best part of the experience is knowing that when I return to China, my little point-of-purchase display will be sitting on a counter in some convenience store.

At the end of my presentation, my mentor Shaolong asked my boss what Thunderbird was (as I had it on all of my slides). My boss responded, "It is a top international business school that's highly regarded." I was, as I always am, proud to be a T-bird and to share a little of what I have learned at Thunderbird with Coca-Cola.

giselle@global.t-bird.edu

New IBIC DVDs - January 2005



The Terminal

Starring Tom Hanks and Catherine Zeta Jones and directed by Steven Spielberg. The story of Viktor Navorski who arrives at JFK Airport only to find himself in a bureaucratic tangle that keeps him in the



airport, since he can neither enter the US or return home. He discovers America through the relationships he has during his stay at JFK, and the experiences he has there. In either English or French, with subtitles available in English, Spanish or French.

Shattered Glass

Based on a true story about Stephen Glass, a reporter on current events and government policy in Washington DC, and events that stopped his promising career. Also includes the interview with Glass that ran on the TV program *60 Minutes*. English with Spanish subtitles.

Elephant

Winner of several international film awards, this movie is about a day at an American high school and the experiences of different students. Choice of sound and subtitles in English, French or Spanish.

Daughters of the Sun

A film from Iran, this is about what happens to a young woman whose father shaves her head to disguise her as boy and sends her to work in a factory. Described as being, "filled with breathtakingly beautiful and stark images of the rural Iranian countryside." The film is in Farsi with English subtitles.



To Be and To Have

Made in 2002, this is France's highest grossing documentary. It made real-life school teacher George Lopez an international celebrity, as it captured life inside his one-room schoolhouse in a rural French village. It demonstrates how a dedicated teacher can influence children during their most formative years. Critics

called it hilarious, magical, charming and mesmerizing. In French with optional English subtitles.

December Kisses

A love story about an injured man running from the law who is taken in by an old friend, a clergyman, who hides him in the church's bell tower. The clergyman's daughter is attracted to the man and decides to leave with him when he is well. The father must decide what to do, and how far his compassion can go. German with English subtitles.

Caught on a Train

Originally made for TV, this award-winning drama from the BBC is about a group of people going to Vienna on a train, and their interaction with each other on a long trip in a crowded train compartment. In English.

Maria Full of Grace

A young woman in Columbia, desperate to find a better future, becomes involved with the inter-

national drug trade. The film is described as a dramatic thriller and a "powerhouse film." In Spanish with subtitles in English and French.

Spring, summer, Fall, Winter...and Spring

A film by award winning Korean writer and director Kim Ki-duk. A young man becomes the protégé of an old monk, and they move together through various stages and experiences of life. In Korean with subtitles in English and French.

The Story of the Weeping Camel

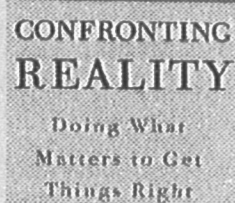
A movie about a family of nomads and their camel herd in the Gobi Desert. A white camel calf is rejected by its mother and the family, especially its two young boys, goes to extraordinary lengths to seek out a magical reconciliation. Subtitles in English, French or Spanish; produced in partnership with the National Geographic Society.

Business Week Best-Sellers Available on the IBIC Shelves!

by JOELLE BARTON
IBIC Reference Librarian.

Confronting Reality: Doing What Matters to Get Things Right

by Larry Bossidy and Ram Charan
Retired Honeywell Chairman and CEO Bossidy return to the "ancient analytical tool" of the three-part business model that includes external realities (industry conditions and customer demand), financial targets (cash flow and revenue growth) and internal realities (operational and workforce capabilities). They show how companies can succeed if they return to reality and examine their business in depth. Provides examples for specific companies—how EMC, Sun and Cisco responded to the meltdown of high technology - how "DIY" retailer Home Depot built efficiencies - how 3M reignited growth through a focus on innovation - and how Thomson Corp. restructured itself.



LARRY BOSSIDY & RAM CHARAN

Airlines, Target, and the Chicago Cubs. Kanter believes winning or losing are not events, but self-fulfilling tendencies: the difference depends on confidence—"the sweet spot between arrogance and despair." Three cornerstones in her discussion are accountability (facing facts without humiliation), collaboration (teamwork), and initiative/innovation which unlocks energy and creativity

Art of the Start, The Time-Tested Battle-Hardened Guide For Starting Anything

by Guy Kawasaki
Kawasaki uses humor to explain the process. This book can be likened to a quick reference guide for starting a business and useful strategies. It has just what is needed without heavy-duty or dry language. Get simple, but important hints on everyday business practices such as how to give a strong presentation. How many times have you sat through a presentation where each slide has over 20 words in size 12 point and the presenter practically reads the words adding little to what is on the slide? Kawasaki smartly covers the 10-20-30 rule. 10 slides, 20 minutes, and size 30 font. Making changes to the small practices can lead to reaching the next milestone.



Purple Cow: Transform Your Business By Being Remarkable

by Seth Godin
Godin believes the best way to adapt to this rapidly changing world is to toss out everything you know when marketing and

do something remarkable, "the way a purple cow in a field of Guernseys" would stand out. He gives examples of companies which have succeeded in this way by inventing new ways of doing old businesses - HBO, Starbucks, JetBlue, and KrispyKreme. So add another "P" to the old basic marketing principles - purple cow!

Changing Minds: The Art and Science Of Changing Our Own and Other People's Minds

by Howard Gardner
Harvard Psychology Professor Gardner identifies seven key elements that help or hinder shifts of thinking. To prove his theories he discusses the behavior of several important politicians - President Bush, Nelson Mandela, Tony Blair. Gardner provides suggestions but not that much concrete information on how to successfully influence other's opinions.

The Coming Generational Storm: What You Need to Know About America's Economic Future

by Laurence J. Kotlikoff and Scott Burns
The authors predict (using innovative "generational accounting techniques") the many problems that will develop when the baby boom generation interacts with the current Medicare and Social Security systems - skyrocketing tax rates, high inflation, drastically lower retirement and health benefits, unemployment, and political stability. They also provide a life jacket for the economy - ideas for softening the landing such as reforms of Social Security and Medicare.

Call of The Mall

by Paco Underhill
From numerous research assignments in shopping malls across US, Europe, and Japan, Underhill has formed some inescapable conclusions how the mall reflects our commercial and social customs: "America's gift to personal consumption, its most powerful icon of global commercial muscle, the once new and now aging national town square, the place where we convene in our leisure time" (Publishers Weekly editorial). Underhill predicts that online shopping and fatigued boomer shoppers are leading to a post-mall era.

Other new books of interest include:

How Full is Your Bucket? Positive Strategies for Work and Life

by Tom Rath and Donald Clifton
The Smartest Guys in the Room: The Amazing Rise and Scandalous Fall of Enron, by Bethany McLean and Peter Elkind

Bull's Eye Investing: Targeting Real Returns in a Smoke and Mirrors Market

by John Mauldin
You're Hired: How to Succeed in Business and Life From the Winner of the Apprentice, by Bill Rancic

The Little Red Book of Selling: 12.5 Principles of Sales Greatness

by Jeffrey Gitomer
In An Uncertain World: Tough Choices From Wall Street to Washington, by Robert E. Rubin
Millionaire Women Next Door: The Many Journeys of Successful American Businesswomen, by Thomas J.



The Next Great Bubble Boom: How to Profit From the Greatest Boom in History, 2005-2009

by Harry S. Dent Jr.
The First 90 Days: Critical Success Strategies For New Leaders At All Levels, by Michael Watkins.

QBQ! The Question Behind the Question: Practicing Personal Accountability in Work and in Life

by John G. Miller
The Wisdom of Crowds: Why the Many Are Smarter Than the Few and How Collective Wisdom Shapes Business, Economies, Societies and Nations, by James Surowiecki

The 8th Habit: From Effectiveness to Greatness

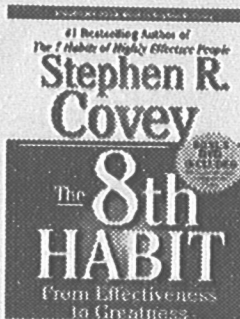
by Stephen R. Covey
Carolyn 101: Business Lessons from The Apprentice's Straight Shooter, by Carolyn Kepcher

The 8th Habit, by Stephen R. Covey

We Got Fired!— And It's The Best Thing That Ever Happened To Us, by Harvey McKay

Nice Girls Don't Get the Corner Office: 101 Unconscious Mistakes Women Make That Sabotage Their Careers

by Lois P. Frankel, Ph.D.



How Can We Help You?

By MICHAEL TEAGUE
U.S.A., Summer '05
TSG President

The first few weeks of this trimester have been exciting. If you haven't noticed there's a new TSG team on campus and we've been busy (Thunderbird Cares day, Club Day, and finalizing the budget).



MICHAEL TEAGUE

Our TSG team is attempt-

ing to improve the communication between the staff, faculty, and students. You might have noticed the TSG table during lunch hours in the commons. This is our attempt to provide consistent promotions of current student events. We will staff the table every Monday through Thursday during the lunch hour for the entire trimester. In addition, we have made some minor change to our office hours. To simplify things, Heather Kim will be available every Monday through Friday between 10-2 in the Tower. There has also been some simple changes to the Hot Sheet

(the pink calendar in your mail boxes on Friday), please contact Kedar (Communication Chair) if you would like to have your event promoted in the Hot Sheet.

As the Thunderbird Student Government, we are making a tremendous effort to improve. Please remain patient. We believe that it is our responsibility to represent you. If you need our help, please feel free to contact us, so that we can help you.

michaelbeauteague@global.t-bird.edu

What is Marketing?

By JASON HANNAH
U.S.A., Summer '05
TSG Marketing Chair

Marketing is nebulous. Ok, that's certainly not a definition, but it's a pretty good description. I guess the real answer depends on who you ask, and even then it's rather subjective.



JASON HANNAH

Let's try the same question but in some sort of context. What is the Thunderbird Student Government's role when it comes to marketing? Also pretty nebulous, right? Well maybe you have some idea. You know those colorful flyers that randomly appear in your mailbox? That's the expertise of the TSG. As the new TSG marketing chair, I even have a hard time defining the role of TSG's marketing. But all that is changing.

Putting the facetiousness aside, the previous TSG group has planted some excellent seeds to open the lines of communication for Thunderbird students. Such things include undergoing comprehensive primary research that outlines the best way to reach students and gain feedback

from them.

Another tangible includes the changing role of the campus clubs into associations representing the three core focus areas (marketing, finance, and international development), adding benefits to students.

The incoming TSG members have a lot to do, from what's listed above to a whole host of other items, and we're excited to begin! In order to accomplish all these things, TSG and the students have to work closely together, and that means creating open lines of communication between students, TSG, and faculty.

Marketing is certainly about communication. When all parties know what's going on and have the means to respond, everyone benefits. TSG is so committed to enhancing the communication with students that it is our mission statement: "TSG is a two-way communication channel that brings tangible results." That's the TSG commitment to students and faculty.

Don't forget to check the TSG page of My Thunderbird. And keep an eye out for the colorful flyers.

jasonnhannah@yahoo.com

What is Institutional Advancement?

By RITA MUNSHI
India/U.S.A., Summer '05
TSG Institutional Chair

Dear Fellow Students,

My name is Rita Munshi and I will be serving as your Institutional Advancement Chairperson for the next two trimesters. In this position, I will be working with two departments within the Thunderbird community: Annual Giving Department and Alumni Relations Department. Both departments are quite diverse in scope and responsibility. Each one is embarking on new initiatives this year which will impact the current student body and the alumni of Thunderbird in many new and exciting ways. As your representative, I hope to bring your issues, concerns, and desires to the forefront so that they can be addressed as these depart-



RITA MUNSHI

ments proceed with their initiatives. I also hope to share with you how these departments can add value to your Thunderbird experience and provide you with networking opportunities as alumni.

The Annual Fund Department is primarily involved with philanthropic projects that help raise funds for the school via donations/gifts. These gifts help the students and faculty achieve academic excellence, sustain our unique traditions and help build the School's worldwide recognition. One of the projects, implemented at the beginning of this trimester, is the blue Thunderbird Truly Global wristband. Have you seen them yet? This sporty band is proudly worn by students and staff members who have generously donated funds to help our school become truly global in spirit and tradition. Each person, at the point of donation, is able to direct their funds to the charity of their choice. Some donors are giving to scholarships, others are giving to help improve the pub-

and some are even giving to plant new trees on campus. Donations can be as small as \$5 or as large as \$100. The donations, in their entirety, are given to the recipients to be used as directed by the donors. Have you donated yet? If not, see Stacey Harker, in Annual Funds either in the Commons between 1:00- 2:00 p.m. or stop by her office, which is located on the second floor of the Administration building.

The Alumni Relations Department is primarily involved with helping students network with our alumni. Utilizing the available programs and services such as First Tuesdays, Alumni Industry Partners Program, and homecoming events, current students can access hundreds of alumni who are ready to assist them to prepare for future careers. When asked what skill will be the most valuable for a current student to have, Linda Jensen, Assistant Director of Alumni Programs and Services, said without hesitation networking. The alumni network is a

great opportunity to practice this skill, to find a mentor, or just to learn about a new industry. Stop by and see me at the TSG office and I can help you with these resources.

Without a doubt, we are creating a new chapter in the grand history of Thunderbird. There is much to be done, much to be shared, and much to be experienced. Your TSG team welcomes your ideas, thoughts or

concerns. We are located in the TSG office (Tower Building), and can be reached via email. We look forward to hearing from you and welcome the opportunity to be your voice as we move forward into the trimester.

rmunshi@global.t-bird.edu

Where's Your Next Paycheck Coming From?

By BRENT BERGER
U.S.A., Summer '05
TSG, CMC Chairman

What am I doing standing in the line of fire between the student body and their opinions about the Career Management Center (CMC)?

My parents have always accused me of being self-destructive. Well I have news for you - these last few weeks of immersion in to the TSG and meeting the CMC leaders have been extremely enlightening. Being the perpetual cynic, I was slow to adopt the CMC as a friend upon arriving on the Glendale campus in August.



BRENT BERGER

Historically, I tend to turn my nose to those "trying to help me do what I 'know' I can do better." I gleefully wrote up my MTB profile, adopting the technology, hammered through my 30-second commercial and doctored up my resume with the words "MBA" and waited. I figured that if I anted-up, the payout would come in the form of my door being knocked down by big companies wanting to pay me big bucks. Wow, was I wrong.

If you managed to get through your first trimester without incredible criticism to your resume, a number of comments about how to present yourself in your interview, and a great understanding of the industry surrounding your dream job, then you are not following the rules. There are external factors such as

hiring cycles and budgets as well as up-channel management buy-in, and that is if the company wants to hire someone. If you don't know the job description you are looking for, add weeks of research and hundreds of (incorrect) mails to send.

Lets talk about resources. Could the MTB CMC site be easier to navigate? Could the resources be better organized? Could they spoon-feed you a little bit more? Yes, true to all of these things and wouldn't that be nice. But, keep in mind that the content is here and it is in the school's best interest to see you in high-paying job of your dreams and the staff is going to help you. All you need to do is ask. If you are looking for a job with an NGO in Ghana, you probably won't find a posting on

MTB but communicate your needs and you will find the resources you need to find those jobs at the CMC.

In case you haven't noticed, Thunderbird is a wonderfully diverse place. Forty-three countries are represented in my class alone. Our students spent their former lives as pilots, politicians, analysts, agriculturalists, musicians and marketing experts. How does a CMC manage so many careers? The answer is communication! Whether you are focusing on International Development, Marketing, or Finance, communicate your needs to your CMC counselor and everyone else who will listen. That means friends and family, too. According to a GMA Survey of over 7,000 MBA students, 53% of all job offers came

from sources other than on campus recruiters. Come into the CMC once a week to discuss your progress. Use all of your resources, including the IBIC and CMC Reference Guides and Libraries, examine all job postings even if they don't immediately seem like something you would want to do. Familiarize yourself with the big 1500 list (on the MTB CMC Site).

I spent at least part of my former life as a psychologist. Come talk to me.

I look forward to helping in any way that I can. Please stop by the TSG Career Management Office to introduce yourself, or find me at the Commons every Wednesday between 1 and 2:30 PM.

bberger@global.t-bird.edu

What Do You Want to Have for Today's Dinner?

By DAN DING-SHIANG LUNG
Taiwan, Fall '05
TSG Executive Education and
Speaker Chair

How long has it been since you've enjoyed your home cuisine? When did you really take a break from normal school life? Do you like to share your culture with other people? Do you like to meet and to network with executives from around the world?



DAN DING-SHIANG LUNG

If your answers to the

above questions are "YES," come and join us for different cultural dinners. One of the most well-known T-bird events on campus is the Executive Cultural Dinner. This event is not only to enhance those executives' experiences in T-bird, but also to let students enjoy a great dinner with them. Many T-birds have benefited from these dinners. You may be the next one!

Let's see what other T-birds said about this event:

"I think that these cultural dinners are a must to people that really want to make full use of the T-bird experience. The din-

ners help you to enjoy a relaxed evening along with people that have significant international as well as corporate experience. They also help you to fine tune your social skills that I found very useful. And if you are lucky, you can make some invaluable contacts through these dinners. And you spend NO money!"

- Charu Ramakrishnan, India, Spring '04

"The cultural dinners are an excellent opportunity not only to network with Executive Education participants but also to share your culture or exposure to such.

I found each dinner I

attended to be of great value to everyone involved and would emphatically recommend participating!"

- Scott Krawitz, U.S.A., Winterim '05

"For me, the executive dinners were a really good opportunity to meet executive level business people from multinational companies from various countries. Through having dinner with them, I not only exchanged some cultural matters that I belong to, but also got some idea of specific industries that executive people belong to. That really enabled me to get insight into the industries that I have not been well

informed. Most importantly, I enjoyed myself talking with them with nice foods."

- Jisoo Park, South Korea, Fall '05

If you are interested in Executive Culture Dinners, just pick up an application form in front of the TSG office and drop it there or send it to campus mailbox #463. You can also find the form online. Hope to see you at the next dinner!

Nice foods and nice talking! I like it!

lungd@global.t-bird.edu

It's Talk Time

By KEDAR DESAI
India/U.S.A., Summer '05
TSG Communications Chair

Communication is key to the success of any organization, from an internal as well as external perspective. As a



KEDAR DESAI

Thunderbird Student Government team is settling into its own offices, facilitating communication between the students, faculty, and administration is

more important to us than ever before. As Communication Chair of TSG, my main responsibility is to act as a resource for each of these groups to interact with each other, to the betterment of all involved.

This is a fortuitous time for us to be Thunderbird students. Over the next few years, Thunderbird is sure to witness revolutionary changes, under the diligent guidance of President Cabrera and his team. While bearing witness to this dynamism around us, it is crucial that the student body also participate in this upheaval with their individual ideas, diversity, and actions. The first step toward such action

is a cognizance of the resources that exist around us to help implement change, and a move toward using these resources to their fullest potential. By being a clearinghouse of information regarding such resources and providing access to them, I hope to best serve the student body in my capacity at TSG.

The duties and responsibilities of my position, which has been renewed after a respite, can be as broad or as a narrow as the perspective of the beholder. I encourage you to take a holistic view of it, and seek me out with your questions, concerns, and feedback, whether positive or negative. If there is a way to get

your voice heard, or your queries answered, and there usually is, TSG and I will work to yield the best results possible. The TSG team is moving toward acting as a cohesive, proactive unit that brings the goods to you, reflecting what the student body really wants. We are here to really listen, act decisively and efficiently, to make your experience at Thunderbird as wonderful as possible.

We will harness all possible resources to make this happen, and do everything short of pillaging and plundering to give the student body what they really want and deserve as students of the finest International Business

school around. So, let us start the trimester off on the right note, and flood the zone together. Let's Communicate.

PS. The TSG Communication Chair is a life-long teetotaler and is usually found in the nooks and crannies of Thunderbird where sin and excesses are at an arm's length. If you do not see him in the IBIC or the Commons cleaning up after people, he is probably on his second of two daily trips to the temple. Ohmmmm.

kedar@global.t-bird.edu

Academic Affairs Newswire

By ALEX NEPOGODIEV
Russia, Spring '05
TSG Academic Affairs Chair

Change in the academic schedule

The registrar's office will be implementing a schedule change in the Fall '05 trimester to allow students



ALEX NEPOGODIEV

to better prepare for the Fall Career Fair. After listening to students' feedback, James Scott will introduce a break during the week of the Fall Career Fair. May we call it CMC week? All exams will take place a week prior, giving students time to catch up with their academic schedule. The CMC week will be dedicated to career search workshops and interview preparation activities. This schedule change will result in a week-long extension at the end of the trimester and push graduation date into the week of December 11, 2005.

While the academic calendar allows for this change in the Fall trimester, the CMC week is unlikely to be implemented in the Spring '06 trimester due to a short

break period between the spring and summer trimesters. If you have any comments or feedback, please contact me.

Due to elimination of the summer student intake, first trimester courses will not be offered during the summer trimester. This eliminates the possibility of retaking a course for those who fail in their first trimester. So do yourself a favor and study.

Honor council

The Thunderbird Honor Council is not a police force. The Honor Council is responsible for pro-active promotion of the Honor Code and education of the Thunderbird community. In case of Honor Code violation, the Honor Council is required to investigate alleged violations and conduct a formal hearing when warranted. Honor Council meetings are open to the Thunderbird Community and take place every Friday from 9:30 until 10:30 am in Meeting Room 1 across from the AT&T auditorium.

Scholarship Committee

The Fall Scholarship Committee has been assembled in accordance with Financial Aid

Office guidelines and is beginning to review early scholarship applications.

Hints on getting the money you deserve:

Address all scholarship requirements in your essay and application. Assemble a unique application for every scholarship you are applying for. (You really diminish your chances when you submit the same essay and application for every scholarship.)

Professional and leadership activities weigh more than social. Proofread. While perfect grammar and spelling are not required, your application is representative of your qualifications and Thunderbird. Many of the sponsored

scholarships are reviewed by external sponsor organizations and you compete against students from other universities.

Abide by the Honor Code. All of your statements are subject to the Honor Code contract. Lying will not get you the money. Be Smart!

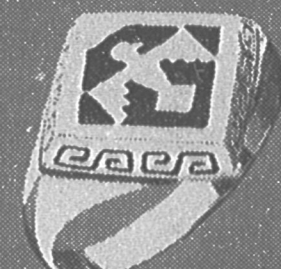
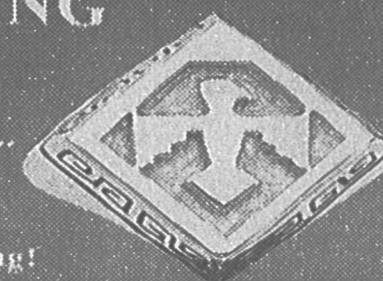
anepogodiev@global.t-bird.edu



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Across a crowded airport terminal in Paris...
At an international business conference in Beijing...

For years T-Bird Alumni have worn this Ring. Be Recognized as a T-Bird: wear the Thunderbird Ring!



Rings are on display on campus at the Thunderbird Bookstore. For information contact Hannis Latham '71 at ALTA SCHOOL RINGS 1-800-769-7464 (U.S.A.) 1-520-529-3871 Fax: 1-520-299-8772 E-mail: hannis3@comcast.net

THE ONE RECOGNIZED AROUND THE WORLD!

GLOBAL TALENT ON A GLOBAL SCALE

THUNDERBIRD CAREER FAIR SPRING 2005

INFORMATION EXCHANGE

February 14, 2005 | 11:30 A.M.-2:30 P.M. - Thunderbird Commons

Get all the last minute details needed to help ensure your success at the Thunderbird Career Fair:

- Career Fair Logistics
- Career Fair Etiquette
- Company Profiles
- 30-Second Commercials

This is a great opportunity to brush up on your 30-second commercial and have your résumé and cover letters critiqued.



THUNDERBIRD
TRULY GLOBAL



Dressing Right Can be Key to Success

Think anything goes at B-school? Think again. A major component in business success has always been the ability to dress the part. For those of you involved in career search – attending company presentations and receptions, listening to and visiting with guest speakers or interviewing- you will only have one chance to make a first impression. Help ensure your success by following these general guidelines. When in doubt, ask your advisor at the CMC.

Business Attire:

For all interviews, career fairs, and formal meetings with prospective employers, follow these guidelines:

Men

Two piece suit - jacket and pants match
Dress shirt and tie
Leather shoes

Women

Two piece suit - jacket and skirt or jacket and pants match
Dress blouse or sweater
Hose
Close-toed shoes

Business Casual Attire:

For informal meetings and receptions, Thunderbird class-sponsored or CMC-sponsored company presentations and all on-campus company presentations (unless noted otherwise), business casual is appropriate.

Business casual means:

Khaki or dress pants, neatly pressed and a pressed long-sleeved, buttoned solid shirt. Long-sleeved shirts are traditionally more formal than short sleeved. In Arizona, short-sleeved shirts are acceptable. Hair should be neat and clean. Shoes should be leather and well polished. Belts should be worn with all pants, preferably a leather belt. Book bags are acceptable if the information session is held on campus. Perfume or cologne should be used only in small amounts or not at all. Ensure all clothes are clean and pressed. All body art (tattoos etc.) should be covered. Avoid extremes of style and color.

Notes from Your Career Management Center

KIP HARRELL
Associate VP, Professional and Career Development

We hope you have all had an enjoyable holiday season. Congratulations to the December and Winterim graduates!



KIP HARRELL

It's Spring Career Fair Week! The CMC team has been promoting the Spring Career Fair in discussions with hiring managers at various organizations during the last several months. Updated information is added daily and a detailed list of companies attending can be found on the CMC pages of MTB. Also check the CMC web pages for the latest

information on company presentations being held Wednesday, February 16th. Don't forget, this year's Spring Career Fair will be at the TAC.

The Career Fair Information Exchange is back! Visit with our CMC staff in The Commons on February 14th from 11:30 AM to 2:30 PM to ask questions, get the research and company profiles for those attending the Career Fair, practice your 30 second commercial, and find out about the recruiting process.

Job Postings Many opportunities for both full time and internships are currently available on MTB and new postings are coming in daily. One of the factors that companies use to determine their campus visit schedules is the interest level shown by students.

You can help reach out to these companies indirectly by reviewing jobs weekly and then applying to those for which you qualify.

Don't Forget Your Personal Job Search! Although the CMC continues to reach out to companies, remember this is only one source of potential employment. Make sure to perform your own job search activities by utilizing internet research, search firm discussions, resume posting services, networking, personal contacts and professional referrals. The CMC Resource Center can give you ideas on how to do this and where to look.

The CMC welcomes Brent Berger, your fellow student and TSG CMC Chairman.

harrellk@thunderbird.edu

Career Management Resource Center

If you're not familiar with the Resource Center, take a few minutes to stop by the first floor of the CMC/Executive Education Building and see what's available. The Resource Center contains many books and publications to help you with your career search as well as information on many different

companies. It is open Monday through Friday from 8:00 to 5:00. Additionally, the CMC publishes a career search book and reference material list that is accessible through the CMC pages on MTB. Ron Schuler, Client Services Manager, and Karen Friedberg, Information & Operations Manager are dedicat-

ed to providing excellent customer service, and are available to answer your company research questions, help you locate materials, and offer assistance as you navigate the MTB job search tools. Ron can be contacted by phone (602-978-7882) or email schulerr@t-bird.edu. Check it out!

CMC Q and A on Reporting Your Employment Status

I've just received an offer... should I tell someone?

Yes! Besides giving you a hearty "congratulations," the CMC can assist you in negotiating the final terms of your offer. They are there for you at all steps in the job search process.

Does it really matter if I notify the school about my job offer?

Yes! It is very important for Thunderbird to record data about our graduates' employment status. The data that you provide goes into reports for publications such as *Business Week*, *Wall Street Journal*, *Financial Times* and *U.S. News & World Report*. These published rankings are important to the present and future value of your Thunderbird degree, and they help us in recruiting the best and brightest new students. (You may remember researching Thunderbird's employment statistics before you decided to attend.)

How do I report my offers?

It's easy, simply go to the "Careers" tab on your MTB home page and select the link on the right titled "Job Offers." Fill out the questionnaire and you're done. (Your information is always held in strict confidence.)

What if I'm not going to accept the offer?

Report it anyway! By doing so you will help the CMC get a clear picture of the kinds of offers Thunderbirds are receiving and it could favorably impact the schools rankings.

What if I don't yet have a job?

You may not realize it, but regardless of your status, it is important keep Thunderbird informed of your job search- especially at graduation. Complete the online form to let the CMC know where you are in the process. And be sure to let them know if you are delaying your job search by taking a few months off after graduation.

How do I report my employment status?

The CMC makes it easy for students to report by collecting the information electronically on MTB, and at the exit meetings for graduating students. When you see a link at the top of your MTB home page asking you to "Update Your Employment Status" click it. The link contains only a few questions, and should take less than 30 seconds to complete.

If you have any questions about reporting your offers the CMC is ready to help. Just contact Karen Tisdale at extension 7600.



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Blame It All On Rupert

by MICHAEL GRIFKA
U.S.A., Fall '05

Curious to see what has become of Dennis Quaid (*The Big Easy*) over the years, I risked \$6.50 on *In Good Company*, the newest derivative of the businessman's light romantic comedy. The film features Quaid as Dan Foreman, the aging, rusty sales manager of *Sports America* magazine, and Scarlett Johansson as his college-age daughter Alex.



MICHAEL GRIFKA

Since Johansson's debutante performance in *Lost in Translation*, I've avoided her like the plague. She should apologize: pursed lips, canted eyebrows and raspy, delayed monologue does not a career make. Add Topher Grace as Carter Duryea, the 26 year old marketing prodigy ready to make Foreman redundant, and you have a recipe for disaster. Actor Grace has spent the last decade slowly jello-izing American minds as the character Eric on the banal *That '70s Show*. I expected the worst from *In Good Company* and was damned surprised.

The story revolves around career-minded Carter, who finds himself promoted to *Sports America* magazine after an M&A devised by media mogul Teddy K, a Hollywood personification of Rupert Murdoch. Carter announces himself uncomfortably at *Sports America*, urging an overhaul of the magazine's ad sales methods. Using terminology even an MBA would be loath to admit using, Carter

mesmerizes the sales staff with his enlightenment: synergy, cross-promotion... "Are you psyched?!" he barks at his middle-aged employees.

Along the way, Carter faces the reality of his failing marriage, his loneliness, the lack of a family, and manages to invite himself to dinner at Foreman's home. The awkward, unlikeable, and needy Carter finds a confidante in daughter Alex. Awkward sparks fly and a relationship is born.



Back at *Sports America*, former manager Foreman and new boss Carter debate corporate strategy to raise revenue and stop the corporate layoffs. In the process, they learn from each other's humanity, and become not-so-embittered rivals, if not friends. The romance at *Sports America*

ends as Carter's romance with Alex is exposed. There are twists and turns. The company survives, loves triumphs. Just go see the movie.

But don't expect too much from the story, or from the ending. You're paying to see Topher Grace play a cerebral, deadpan, and highly vulnerable role. And he's damn good, and a lot more entertaining than anything he ever did for Fox programming.

The truth is that the theater's projection bulb went out with less than ten minutes remaining, and I have no idea what happened to Carter and Alex, or to Carter and Dan; 'No more Scarlett Johansson' I cheered! But the victory was short lived. I still want to know what happened to Carter...

In Good Company doesn't work so well. The romance is contrived, and the men's rivalry is forced at best. Topher does work, though. Don't go see *In Good Company*. Just go see the Topher.

Rating: 3.5 out of 5 Tophers.

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Books Recommended By Bartenders

By BEAU WILBERDING
U.S.A., Summer '05

This column has been entitled "Books Recommended by Bartenders." Most readers of this column probably do not know that I have been hired on as a bartender at the Thunderbird Pub. In recognition of this fact, I am taking the opportunity to recommend that



BEAU WILBERDING

you, the sleepless and overworked business school student, read a novel or two. I would recommend that you read something that has nothing whatsoever to do with Thunderbird. Dragons, for example, have almost nothing to do with international trade (that is, if you don't consider treasure hoard protection a form of business).

If dragons are your thing, reach for a copy of "Eragon," the debut novel by Christopher Paolini. The novel is a 900-page tome about a young man from a distant land who is chosen by a dragon to become its rider. Paolini, who completed the novel as a 17 year-old home-school student, is heavily influenced by J.R.R. Tolkien and Anne McCaffrey, two of the world's most well-respected authors of fantasy fiction. The book, complete with detailed map and language translation indices for Elvish and Urgal, paints vivid scenes and lets the reader's imagination soar. While I am a reader of "serious fiction" most of the time, "Eragon" has provided me with a welcome break from NPV and ForEx analysis. What a fun read. What has made it equally fun is that the book's young author has plans to turn the novel into a trilogy.

Another suggestion is to check out a genre of fiction known as "Crime-Gonzo." The patriarch of this genre is the felonious Hunter S Thompson. Followers in the style include Elmore Leonard (illustrious author of "Get Shorty" and "Jackie Brown"), Carl Hiassen (espresso-inspired author of "Strip-Tease"), and my personal favorite, Tim Dorsey, who is obviously insane, drunk, or both. Dorsey writes about crime and life in Miami, Florida, and he



doesn't seem to miss a beat. All of Dorsey's novels feature a homicidal lunatic named Sergio who is the 'good guy,' and a list of gangsters, real estate developers, polluters, bookies, lottery winners and drug dealers, who are, collectively, the 'bad guy'.

Squeezing a novel into a hectic Thunderbird schedule is probably not anyone's idea of a good way to relax, but I have to tell you, it is a welcome diversion. Whether you have taste for Goethe or Garfield, taking time away to read a novel as a diversion is this author's suggestion for sanity.

Welcome back to another busy trimester. Don't forget to nurture your imagination.

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Tips on Tipping

GENEVIEVE H. GUTIERREZ
U.S.A., Spring '06
Assistant Editor, Das-Tor

The server comes to your table to take drink orders and this is what you and your guests tell her:



GENEVIEVE GUTIERREZ

"One Cape Cod - heavy on the vodka, two margaritas on the rocks (one without salt), one blended margarita, two iced teas - no lemon and that sweetener. Not the pink sweetener because it tastes like chemicals - the blue one, please. Oh yes, and water for everyone, and can you hurry? We're pretty thirsty."

Now stop reading, close your eyes and repeat the drink order. Maybe you can't do it but if your wait staff can, leave them a big tip.

The memory doesn't extend only to menu items - your friendly wait staff keeps a mental note of who tips and who does not. Good service should not be dependent on receiving good tips, if your personality is particularly agreeable. However, if your personality is lacking and you want good service, leave a big tip. The next time you step up to the bar, they will remember you as the person with the lousy personality and generous billfold...and you will receive your drink promptly.

Here are some things to remember: Many waiters and bartenders make less than minimum wage. According to the U.S. Department of Labor, there is no minimum wage law in Arizona but in California, for example, minimum wage is \$6.75 per hour. In general, nationwide, minimum wages range from \$4.50 to \$7.50. Working in a restaurant/bar I earned \$2.37 per hour. I supported myself through college on that measly wage, heavily supplemented by tips.

For many, waiting or tending bar pays for living expenses and often an education, and as supporters of post-graduate studies, I think we can all appreciate that.

The work is grueling. It is physically very difficult to be on your feet for eight hours, carrying a tray in one hand with 12 full drinks on it while dodging clients' flailing body parts as they enjoy themselves. Behind a bar, the music is blasting and you have 10 people screaming at you for drinks. On top of all that, you have to smile even when you don't want to.

It ain't pretty. You go home smelling like alcohol and French fries, you wash dishes, clean other people's glasses and ashtrays (and other things) and mop up afterwards. Take pity. Leave a big tip.

Aside from guaranteeing quality service in the future, tipping helps out the bartender

or waitress that's trying to make a living doing something you'd rather not do. Right? Here are some tipping guidelines:

Leave 15-18 percent of your total bill as tip during lunchtime and 18-20 percent in the evening. Feel free to leave more if the service was great. No one cares if 10 percent is excessive in Mexico, or if in Poland you don't even leave a tip if you don't want to. When in North America, do as the Americans.

Drop a buck or two per drink in the tip jar. A quarter does not count.

Be nice. Leave a big tip.

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The Spice Girls Discover a Touch of Scottsdale in Glendale

By SONIA DEROBERT
Switzerland, Winterim '05
and
KATE MITCHELL
U.S.A., Spring '05
Assistant Editor

There are few restaurants near our campus oasis that strive to meet higher culinary standards. Luckily, there is one exception to the typical Glendale fare: North. Located on 67th and 101 (near another Glendale must: Pei Wei), North finally offers T-birds a more sophisticated dining experience without breaking your wallet. North dishes up the standard *cucina italiana* along with variations of the classics. Staples such as Bolognese, Prosciutto and Melon, and Osso Buco are featured on the menu along with zucca chips and pizzas. More

original fusion dishes, such as Ahi and corn risotto, are alternatives to the tried-and-true options.

North has a modern and sleek décor, with dark wood floors, wood tables and white chairs. For once, the architect was not concerned with overfilling the restaurant with tables and chairs, so that you can expect a more private table than you would normally get in other places. The ceiling is painted black, but through the well-thought illumination, you still have enough light to see what is on your plate without being concerned about your vis-à-vis seeing your wrinkles.

We started with bruschetta, which by the way is

pronounced "brusketta." The four small bruschettas came with fresh cut prosciutto, but somehow seemed a little bit overpriced at \$9. The Spice Girls and friends ordered three different pizzas and



one plate of pasta, the strozzapreti with mushrooms, spinach, roasted pine nuts and a parmeggiano sauce (\$14). Strozzapreti is a kind of pasta like short and fat

tagliatelle and famous especially in Pienze, Italy, where an annual strozzapreti festival is celebrated. The pasta was unfortunately overcooked. The mushrooms and spinach combination with the creamy parmeggiano sauce was very good, and certainly this was partly due to the high quality of the parmeggiano, something that is not often found in Glendale.

We ordered tiramisu for desert (\$6). The plate was nicely decorated and the tiramisu was good, although for some it had too much alcohol (of course some of us prefer it so).

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REPORT CARD

- Service was inattentive (no alcohol = smaller check = less interested waitress)

- A TV with sports program was on - a faux-pas for a restaurant like North

+ Good variations of pizza (truffle and arugula, spicy shrimp)

+ Clean

+ Romantic atmosphere: Perfect for Valentine's Day!!

+ The Greek Goddess had her Diet Coke refilled three times

+ Moderately priced - *perfect* for the cheap date (Give your date drinks before and after and avoid the 200% markup for an average Shiraz)

Dr. Love

Dear Dr. Love,

I don't know if it is because Valentine's day is coming up but I seem to be highly vulnerable to this certain guy. It is not his looks (although he is cute), it is not his brains (although he is smart), it is his accent! I find it totally irresistible. Am I going crazy? How can I deal with a truly global accent?

Mediterranean Mystery Opposite Turkey

Dear MMOT,

Since you are not being very specific regarding his G-point (geographical location that is), I propose the following "think global act local" strategies:

Italy - dress fashionably, play hard to get and don't give in 'til you get married, and then learn to manage his mistresses

Germany - love your car above your children, appreciate the white

sausage

Finland - love your roommate

England - beer, soccer and the Queen

France - ménage a trois

Greece - share your man with other men

Spain - jamon, queso y amor

Bulgaria - learn to publish your arguments

For all other locations please google "global love."

Best of luck,
Dr. Love

Dear Dr. Love,

I only have one trimester to capture the attention of the man of my dreams before he goes back to France. I was attracted to him the first time I saw him, sitting on the lawn, his tan chest glistening, but the problem is he's always surrounded by those pretty French girls. So I've devised a plan. My best guy friend agreed to divert the women, so I have the chance to ask him if he'll be my valentine. Do I have a chance considering the

competition?

Sincerely,
Amour sous le soleil

Dear Amour sous le soleil,

We understand that it's sometimes difficult to grab the attention of someone who has already grabbed yours. There's always a chance (no matter what the competition), so, if you are amenable to a potential short-term romance, go for it.

Your first difficulty is to be sure your guy friend is enough to distract the pretty French girls. He'll have to be one of the extremes, either drop-dead gorgeous or car-wreck scary so choose your compadre with care. Once you've cleared the path, make your move. It's a good idea to work out what you're going to say before hand, but don't lock yourself into an imaginary dialogue and NO CUE CARDS! Life is short, so be confident and make your move. Bon chance!
Dr. Amour

Lovebirds

I see you in the IBIC, but I am a little shy.
I hope that one day I can check out your materials.

I'm all Thai'd-up.
Won't you me Mai-n?

I'm not the sharpest tool in the box,
But I think that you are a fox.
My feelings are nothing but trivial.

Your name rhymes with Pristine,
And though your party is mean,
Your smile is divine.
I hope you'll be mine.

You are from the southern hemisphere
And I only want you to be near.
Dark hair, your smile is sweet,
Let's samba and crank up the heat

Bonjour, Cheri, I'm from France,
And I want to show you
The color of my underpants.

To the hot CMC posting with the signing bonus:
Won't you be mine?

To the Iranian Beauty with hair like a raven:
You make me wish that I was misbehavin'

I've heard your name is Scott
And petite you are not.
You are big and bold
And I am completely sold.

The Kama Sutra comes from my land,
But all I have had is my hand.
Anyone? Please, anyone?

On the softball field I hear you are a catch,
I think that we would make a good match.
Let's place Hide-a and Seek.

Your favorite song on Thursdays is Shakira.
Next time won't you dance a little nearer.

Hey Jersey Girl -
Your lips are sweet like wine,
I'd like to drink them in.

You went to work for Intel
And now I'm completely under your spell.
It's what's inside.

So tell me, R,
What can brown do for me?

Your eyes bedazzled me when we met the other day.
Will you notice me some day?

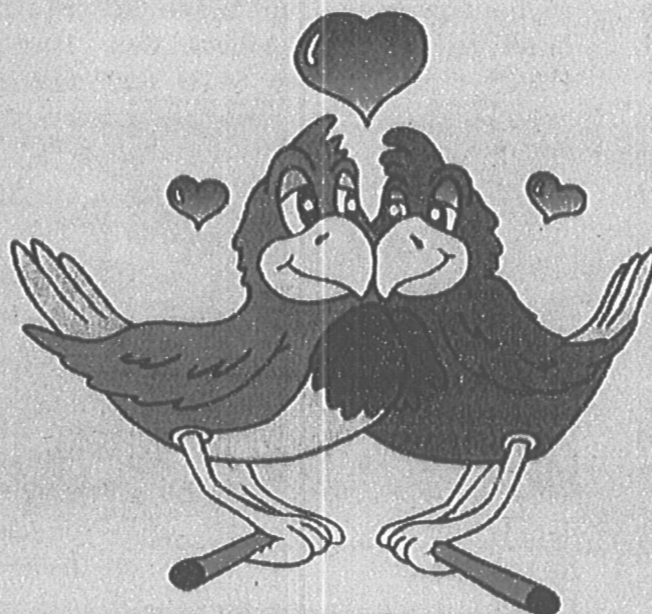
From the first time I saw you (after 8 beers), I was hooked.
Cheers, babe.

Each time I see you, I just wish I could dive into your eyes, and then go through your body until I reach your G-point.

ADZIU I STEFCIU!
KOCHANE WALENTYNKI,
KOCHAM WAS SZALENIE!
WASZ GRZESIU - TATUS

Greek Goddess of Glendale
Your face could launch a thousand (intern)ships.
With you I'd like to go far.
You are much better than par.

You are all a bunch of freaks.
I should have gone to ASU.



Cricket: Similar to Baseball, but not Really

By MANOJ DESAI
U.S.A. Spring '05
President, Cricket Club

The encyclopedia defines cricket as "a bat and ball, team game played during the summer in the British Isles and in several countries influenced by the British, such as Australia, New Zealand, India, Pakistan, South Africa, Sri Lanka, England, and West Indian nations." Why wasn't the United States included in this list? After all, the U.S. was



MANOJ DESAI

colonized at one point as well. Instead, the U.S. has baseball – a game similar to cricket, but not really.

Well, here are the top 10 reasons why I believe that the seemingly inconsequential differences between Cricket and Baseball easily explain the much larger differences between the U.S. and the rest of the World.

1. Everything in the U.S. is bigger! Cricket has two wickets (bases). So the Yanks decided that twice that would make more sense.

2. U.S. is THE land of opportunity! Ever seen a professional cricketer wearing expensive bling bling? I rest my

case.

3. U.S. has the highest productivity! – In Cricket, the bowler (pitcher) bounces the ball on the ground once. Americans made an analysis and decided that throwing the ball straight through the air was more efficient.

4. Highest Fast Food intake! – During cricket matches, people traditionally drink tea and eat scones and sandwiches. Hot dogs and beer anyone?

5. In U.S. we love Winners! – Cricket could last up to 5 days and may still end up a "draw." Baseball - it's no fun until someone does the walk of shame.

6. U.S. has a focused world view! – The cricket field is a circle requiring the batsman to have 360 degree view. Baseball has a slightly narrower field of vision.

7. U.S. is the Innovation & Technology leader! – Baseball bats are now available in aluminum and titanium alloys. Yup, you guessed it, Cricket bats are still made with old-fashioned wood.

8. In America, we don't stop to smell the roses! – In baseball, the pitcher pitches until he is so tired that he cannot pitch any more. In cricket, the bowler gets to bowl just 6 times before he takes a mandatory

break before starting another set. Rose smelling is optional on the cricket field.

9. U.S. has a high trade deficit! – Imported baseball players by far outnumber those exported. In cricket, having a Kiwi in a South African team is, well, just not cricket.

10. U.S. is self-reliant! – World Cup cricket actually consists of multiple nations playing against each other. World Series baseball does not need other nations to call itself such.

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Sports Run-Down

By JESSICA BERRIOS
U.S.A., Spring '05
Sports Editor

There are certain things in life that I know little about, such as aeronautical engineering, why the Internet works, and the world's unfathomable infatuation with Barbara Streisand. However, there are some things I do know – how to make a great Bloody Mary, that Fear Factor is the best study aid, and that team sports are one of the greatest ways to network, meet new friends and get out a little aggression. I love sports, which is perhaps why I have been given the honor to be your Sports Editor this trimester. (Actually, the Editor of *Das Tor* is my roommate. Don't tell anyone.)



JESSICA BERRIOS

My goal this term is to get T-birds more involved in the numerous activities that exist on campus, whether it be as a participant, or spectator. I, myself, am finding out about events on campus that I never knew existed. For example, did you know that there is an Ultimate Frisbee Club and a Cricket Club on campus (what

the heck is cricket anyway)? Do you know that you can get free yoga lessons through the school? Did you know that the Rugby Club provides free beer and brats at every rugby home game?

I have listed some of the sports below with a brief description of how to get involved. Additionally, I have come up with a schedule of events for this trimester. These dates are all subject to change, so please check out the respective club pages for more information.

Basketball
Meets every Tuesday and Thursday from 6:30pm until tired. The games are "pick-up co-ed" which means that there are no official teams, just show up if you want to play. In March after midterms, there will be an organized 5-on-5 tournament (tentatively named the "Propeller Cup")

so look out for the date if interested. In addition, the Basketball Club will be planning one or two outings to see a Suns and/or ASU game this trimester.

Cricket
The cricket club started in Fall'04 with brand new equipment and an enthusiastic team. Games are scheduled every Sunday at 1:00 pm. New players are offered extra coaching. One of the events we are very excited about is a match with ASU tentatively scheduled for beginning of March.

GWIB Golf
GWIB offers golf lessons every Friday and Saturday for a mere \$11! All you need to do is sign up on the GWIB website and meet at the Pub 1/2 hour in advance. No equipment needed.

Rugby
The Rugby Club holds practice on the pitch every Tuesday and Thursday at 4:30. Games are held on Saturdays. The season will culminate with the

International MBA Tournament at Duke. The only requirement to join is to show up ready to play with a good attitude. Most of the games this year are at home; so

don't forget to come out and root on the ruggers and stay for free beer and brats.

Soccer
The Soccer Club meets every Monday, Wednesday, and Friday for practice and/or pick-up games. No teams are necessary until the intramurals come around, then you can register your team to compete in the tournament. After the final game, a free BBQ (with free beer) will take place at 6pm. All are welcome!

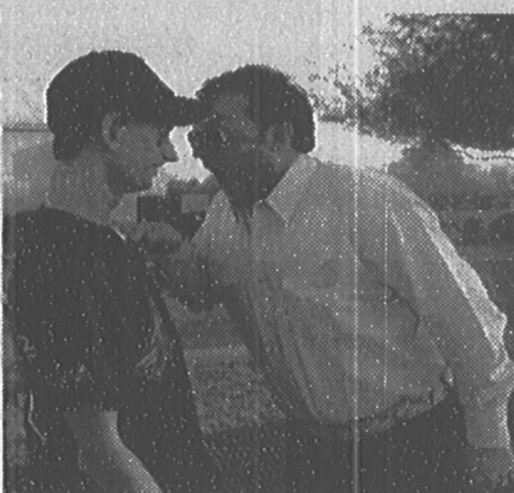
Tennis
Tennis sessions are every Wednesday from 7-8pm. Bring your own tennis racket, water, and one can of balls.

TUFF
Ultimate Frisbee is a non-contact, extremely active game combining some of the best aspects of Soccer, Rugby, and American Football. Very laid-back and fluid, learning to play Ultimate only takes a few minutes. Almost every major city in the world has a team or a league. Even if you haven't thrown or caught a Frisbee you'll be ready to play in no time. If interested, meet at the Chapel parking lot at 5pm on Fridays. The games are held at the field (big ditch) in front of Exec-Ed offices. For more infor-

mation go to the TUFF club page. **Yoga**

Yoga classes are held in the Aerobic Room behind the TAC. Mats are provided, just wear comfortable clothing. Classes are held each week on Saturdays and Sundays. Additionally, Jay Clark will be teaching a class, Tuesday and Wednesday evenings. You can check the Yoga posting board each Monday to find out the day and time. Saturday and Sunday schedules are as follows:

The following should be strictly adhered to:
Saturdays 1700-1830 Asanas and Pranayama taught by Dhruv Taneja
Loose, comfortable clothing should be worn.
Take a bath/shower before class, or at least wash the hands, face and feet.
Please come with an empty stomach. Allow a gap of at least 4 hours after your last meal.
Sundays 1700-1830 Simplified Kundalini Yoga Meditation taught by Ram
Loose, comfortable clothing should be worn.
Please come with an empty stomach. Allow a gap of at least 4 hours after your last meal.



Fore! GWIB Golf & Tee Birdies

By EVITA SIDERI
Greece, Spring '05

Do you want to learn to play golf? Many business relationships today are cemented during golf, so being able to handle yourself on the course is important. That's why GWIB Golf is



EVITA SIDERI

here! Believing that all business students should know the basics, GWIB started golf clinics. Today GWIB Golf is here to help T-birds learn to play and improve their game.

Who can play?
GWIB is once again back to provide fun golf lessons for students, spouses, faculty and staff!

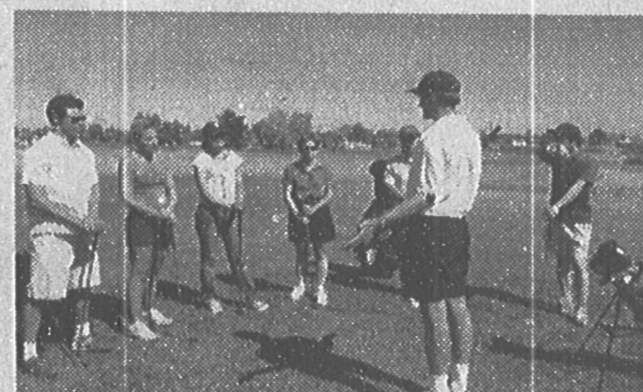
Who is teaching?
Our pro, Mike, and his assistant are up and running and eager to teach beginners, moderate, or very advanced players.

Equipment?
No equipment is required as it is provided by Cave Creek Golf Club.

Location?
Cave Creek is about 10 minutes from school. Please do check out our GWIB Golf web page for more details regarding location.

When and How?
Lessons are on Friday and Saturday mornings and last

approximately one hour. We suggest that you meet at the pub half an hour prior to your lesson in order to car pool. Check the GWIB Golf page on MTB for



details.
Registration?
Registration is on-line only, and is open the Sunday prior to the weekend that the lessons are

scheduled for. For spouse participation, please email evitasideri@global.t-bird.edu. Participation is confirmed on the GWIB Golf discussion board and by email.

Can I be part of the GWIB Golf Organizing Team?

We are highly interested in recruiting new members for the GWIB Golf Organizing Team as the current team will be graduating. Please check the website or contact Evita for more information.

evitasideri@global.t-bird.edu

Tee Birdies

The focus of Tee Birdies Golf Club is to organize fun golf tournaments for all players. Our most important tournament is the "Thunderbird World Cup" where the US is up against the Internationals in a 27 hole game that is similar to the Ryder Cup.

We are on the look out for new Thunderbirds, who are passionate about golf, and would like to become part of the Tee Birdies Golf Club! We are currently re-organizing and have several positions open including President, Vice President, Secretary/Treasurer, and Competition Committee. We hope you will get involved!

Thunderbird Rugby Club

By MICHAEL BRUNEAU
Canada/U.S.A., Spring '05

With the new trimester, the Thunderbird Rugby club kicked off its main season in anticipation for the Duke International M B A Tournament this April. The fall season finished well for the team with a solid third place finish in our own Truly Global Rugby Tournament and the loss of only four players. With new club leadership in place and a strong returning group of players, the Thunderbird team was ready to play.



MICHAEL BRUNEAU

On Saturday, January 29, the Embry-Riddle Aeronautical University "Black Sheep" from Prescott came down to challenge on Thunderbird's home turf. With only one week of practice under their belts, the Thunderbird rug-

gers had to rely on experience from last season and the hopes of a good conditioning program over the break. Not one to disappoint, the A-side game exploded early with 5 scores and two converted kicks in the first half for Thunderbird, while Embry-Riddle succeeded in scoring only once. By halftime, the score was 29-5 and the Thunderbird team was back to playing their brand of rugby. Scoring continued in the second half with one more try, 5 points, and a conversion, 2 points, from Thunderbird while Embry-Riddle couldn't repeat their lucky try from the first half. Thunderbird had plans on a greater scoring assault for

the second half, but the break conditioning program didn't deliver as expected and the team ran out of gas at some key points in the game. Nonetheless, the game finished with Thunderbird on the winning end by a score of

With thunderclouds and the occasional lightning strike, both teams adjourned to the pub before resuming play for the B-Side game. The Thunderbird players didn't disappoint with a final of 14-0 in a shortened game,

players got on the pitch and showed their stuff, with good play exhibited from some new players and others returning from internships and trimesters abroad.

Scoring details A-Side:

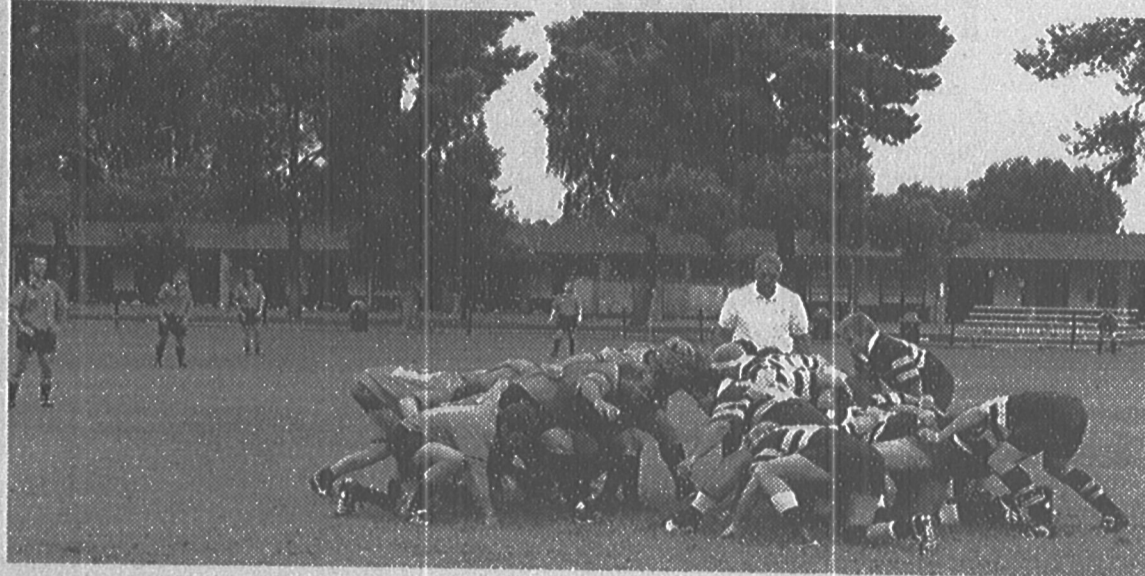
- Sam Cowley - 10 points
- Sean Kerrigan - 5 points
- Nick Lumpkin - 5 points
- Evan Spytma - 5 points
- Dan Hughes - 5 points
- Toshi Suemune - 6 points

Scoring details B-Side:

- Masaya Konaka - 5 points
- Jack Beldon - 5 points
- Stephen Sheldon - 4 points

The Rugby Club practices every Tuesday and Thursday on the pitch at 4:30. New players are welcome, the only requirement is to arrive with a good attitude and the spirit to play.

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Thunderbird scrum vs. University of Texas during Thunderbird Truly Global Rugby Tournament, Fall 2004

36-5 and new-dad Sam Cowley bursting through the Embry-Riddle defenders for two tries.

with exceptional kicking from Stephen Sheldon who converted both tries. Most importantly, all

I Remember it Like it Was Yesterday...

By RAMA BONDADA
U.S.A., Spring '05

I remember it like it was yesterday. January 25, 1980. It was the first time I ever had my heart broken.



RAMA BONDADA

Some people have great lost Loves. I have great lost Games.

Superbowl XV. I was six-years-old, sitting on the couch in the family room clutch-

ing my football that Harold Carmichael, my favorite Philadelphia Eagle, had signed. I was wearing my lucky number #7 Ron Jaworski jersey. I was wearing my lucky hat...yes Eagles green, along with my lucky sneakers (I once out-ran an eighth grader in them). This was going to be the greatest day of my life. But alas, by the end of the 1st half of Super XV, I was already trying to hold back tears.

My parents always told me that good things happen to good people. Harold Carmichael, Jaws and Wilbert Montgomery

sure seemed like good people to me and heck, I was a good kid. I didn't sleep for two days. My parents, being from India and not quite understanding sports passion, simply thought I had gone nuts. It was the words of my brother that brought me out of what I now call "the Philly Doldrums." My older and wiser brother said, "There is always next year." These days I know that those are the only words that can keep any diehard fan going after a devastating loss. Hey, it worked for Sean Daley and the Red Sox nation for 88 years.

"There is always next year." I lived by those words through the Hair Bands of the 1980s, the Grunge Rock of the early 90s, the Boy Bands and Slut Pop of the last few years and still there was no chance at redemption. Not once did my Philadelphia Eagles make it to the Superbowl. Oh, there was always some reason for failure. If only Jerome Brown hadn't died or if Buddy Ryan hadn't been fired. The excuses could fill volumes.

Fast forward to 24 years later. I remember it like it was

yesterday...because it was. There I sat with my Philadelphia Eagles beer mug staring at the TV screen as that pretty boy Tom Brady hoisted the Lombardi Trophy in his sissy girly arms. When I agreed to write this article, I was clearly under the impression that the devil and I had come to a leasing agreement for my soul in exchange for an Eagles Superbowl. Instead, all I have is another excuse... "No Huddle Offense"...oh, and a hangover. But hey...there is always next year.

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