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Latest GMBA graduates spent the final week of their degree program in Glendale. Photograph by Anabell Iglesias.

## Latest Class of the Global MBA Program for Latin American Managers Graduated in July

The sleepy nature of the summer Thunderbird campus instantly became livelier when 134 Managers from Latin America arrived in mid-July for their final classroom instruction and subsequent graduation ceremonies. These global business leaders were students from the Thunderbird Global MBA program, a joint program offered with Instituto Tecnológico y de Estudios Superiores de Monterrey in Monterrey, Mexico.

Since it began in 1998, more than 850 students have graduated from the 21-month Global MBA program. Those graduates hold leadership positions in business and government throughout the region. This year's graduating class includes citizens of 13 countries, including Bolivia, Brazil, Canada, Colombia, El Salvador, Guatemala, Italy, Mexico, Panama, Peru, Spain, Uruguay, and the United States.

The joint Global MBA degree combines the prestige of

Thunderbird and Latin America's No. 1 MBA program (Tecnológico de Monterrey). Faculty at Thunderbird and Tecnológico de Monterrey offer courses on basic and advanced global business topics, cross-cultural negotiation and communications, and a wide variety of case studies focused on Latin America. Students earn their Global MBA degree through a combination of local class facilitation, distance-learning technology and live state-of-the-art satellite broadcasting from Thunderbird's Glendale and Tecnológico de Monterrey's Mexico City and Monterrey campuses as well as other locations throughout Latin America.

"We are delighted to see the sixth graduating class of this joint degree program with the Tec de Monterrey," said Bert Valencia, Thunderbird's vice president for distance learning and director of the Global MBA program. "Our students participate in the

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## Returning to Our Root: Foreign Language and International Studies in the New Curriculum



By Agus Sutikno  
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After 35 years of teaching Japanese language and culture to T-birds, Professor Suguru Akutsu, is leaving at the end of this summer trimester. His departure, the latest in a series of departures by Thunderbird's language professors, reflects the school's new way of thinking about the role of foreign language within the new Thunderbird curriculum and the best business model in which Thunderbird could provide foreign language instruction to its students. Professor Akutsu's departure leaves the Thunderbird Language and Culture Program with no Japanese instructor, and it is unclear who will be teaching the three Japanese courses that the school had listed on its course offerings for the fall.

When asked about the reason for the decline in the interest in foreign language at Thunderbird, Professor Akutsu felt that there was a growing perception on campus that the study of foreign language was no longer important, especially since it is generally accepted that English is the global business language. "I think we are losing the edge that we once had," he said. His sentiment is

shared by Professor Ruth Chao, who is teaching two levels of Chinese classes at Thunderbird this summer.

"Language is not just a tool for communication; it also reflects the culture and the thinking patterns of the people who speak that particular language," she said. Professor Chao, who is both a "retired" Thunderbird Language Instructor and also a Thunderbird alumna, said she was "dismayed" to hear that Thunderbird is planning to re-offer courses in all eight or nine languages this fall trimester so soon after ending the employment of most of the full-time language faculty in May this year. "You can't just promise the students all these language classes and then hope to find an instructor at the last minute. Some of these departing professors might not be available to come back as contracted part-time instructors," she said. Professor Chao cited her own experience at being approached at the last minute and brought back from retirement this summer as an example. "I was able to do that, but other professors may not have the flexibility that I have," she added.

While it is true that Thunderbird will rely more on part-time instructors to teach its language courses, Thunderbird Vice-President for the MBA-IM Program, Dr. Kay Keck, disagreed with the notion that the school no longer pays serious attention to its language program. "I

would disagree strongly," she said. "If anything, we are, in fact, returning to our roots," she added, citing the second language proficiency requirement in the new curriculum. Even though the required proficiency in the new curriculum is lower than that in what is currently known as the Track I program, Dr. Keck believed it is simply a reflection of the shift in the school's thinking about language. Echoing a point made by Professor Chao, Dr. Keck believed the most important thing [in language learning] is "the perspective you get from viewing another culture through language," a shift from the earlier goal of "We want you to be able to do business in that language."

Using the size of the fall 2006 entering class as an example, Dr. Keck explained why the current system is not sustainable. Of the 240 students entering in the fall, about 50% will have English as their second language. "If the school were to offer all four levels of instruction in seven languages it currently offers [to the remaining 120 students], we can see that it's not a workable business model," Dr. Keck said. By concentrating only on the two languages that are in high demand (Chinese and Spanish) and offering the other languages on an on-demand basis with a minimum of five students, Dr. Keck believed the school will have the best of both

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## Global Business Leaders, Educator, and Diplomat Join Thunderbird Board of Trustees

Four individuals with distinguished backgrounds in business, education and world affairs have been named to the school's Board of Trustees: Lisa Gable, Clara Lovett, Bill Post and Kimberly Wiehl. "Each of these four distinguished individuals brings a wealth of experience and valuable global perspective to our governing body," said Dr. Angel Cabrera, Thunderbird President. "The Thunderbird Board of Trustees will reap many benefits from their years representing major universities, energy companies, international banking concerns and the U.S. Government."

Lisa Gable was the U.S. Ambassador and Commissioner General to the Aichi World Expo 2005 in Japan. In addition to operating her own consulting firm



Lisa Gable



Clara Lovett



Bill Post



Kimberly Wiehl

working with Fortune 500 companies, Ms. Gable is a Senior Fellow at the Council on

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## Thunderbird Prepares to Develop Glendale Property

Land that once was used as a landing strip and taxiway prior to the founding of Thunderbird may, in not too distant future, be sold and developed for residential housing and retail space. Thunderbird has designed a preliminary master plan for the development of its property in Glendale that ultimately could create an "urban village" community around its core campus.

Thunderbird has been working closely with the City of Glendale to identify potential uses that, if approved by the city, could complement the existing campus and provide a uniquely configured mix of residential, retail and commercial development that would benefit the neighboring community and the City of Glendale.

In an application filed on June 30, the school requested an amendment to the city's general plan that would change its existing "education" and "business park" designations to one designation of "corporate commerce center" for the entire property. That designation allows for Thunderbird's traditional educational operations to be complemented with retail,

residential and commercial facilities. The school hoped to file a detailed Planned Area Development amendment with the city by the end of July.

By developing the areas around the main campus with a mix of housing, retail, offices, and hotel/conference facilities, the school can focus on its core competency in global management education while utilizing business partners for many of the other services provided on and around the campus.

Thunderbird announced earlier this year that as part of its new strategic business plan, "Thunderbird 2010," it would seek to develop and sell portions of its property at Greenway Road and 59th Avenue. About 40 percent of the existing 150-acre site is vacant and never has been developed since the school's inception in 1946.

The master plan envisions a 40-plus-acre core campus at the center of development, with the surrounding property intended to be developed through an integrated design that will unify and connect those areas with both the core campus and the neighboring community.

While the initial focus will be on developing and selling most of the vacant property, obtaining the correct general plan and zoning amendments on the full property now will give the school maximum flexibility to develop its core campus and surrounding property in phases over time.

Pending approval of the plan, the school intends to partner with developers to help implement the master plan, the first stages of which could be initiated as soon as mid-2007. Thunderbird Alumnus and Board of Trustees member, Francis Najafi, chief executive of Pivotal Group, is overseeing this project and has assembled a team of Valley land planners, zoning attorneys, land brokers, architects, and civil engineers to help design and implement the plan. Those include the firms of Berry & Damore LLC; LVA Urban Design Studio, LLC; Nathan & Associates Inc.; Deutsch Associates; and David Evans and Associates Inc. •

## Six Sigma Champion Comes to Thunderbird



By James Sayno  
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"Methodologies do not fail, they are misapplied," said Al Filardo, Six Sigma Champion and Executive Director of Organizational Performance at the Office of Human Resources, Arizona State University. Sponsored by the Thunderbird Consulting Club, Mr. Filardo came to Thunderbird on Friday, July 28th to conduct an informational seminar on what Six Sigma is, what are the main processes used to achieve Six Sigma, and how Thunderbird students can attain a green belt ranking before they graduate.

Some of the more intriguing anecdotes include a problem known as "hitting the Six Sigma Wall". This occurs when Six Sigma has been deployed in a division and the low hanging fruit, or easy-to-improve quality initiatives, are completed. The "Wall" defines the point of diminishing returns when all the easy initiatives are taken care of and only the large projects remain.

Another great concept was the Deterministic Reasoning Process that underlies Six Sigma thinking. As an equation is written as  $Y=f(x)$

or in laymen's terms "Y is a function of x". The "Y" denotes the output or a symptom, something seen that is evidence of a problem. The "f" is the process and the "x" is the input or problem. Most of the time when people in a room are talking about a problem, they are really talking about the symptoms that they can see. In these instances, a simple question to ask yourself is "are we talking about x or Y?" Clarifying your thought process will help you separate yourself from the crowd. Mr. Filardo also noted that organizations who focus on improving symptoms and not problems can at best only achieve Four Sigma.

Perhaps the best item of information Mr. Filardo gave to the audience was how we can become Six Sigma Green Belts in the next several months at a discounted rate. It includes a White Belt seminar held over three days and an online course and project administered by an instructor at ASU. In order to get this arranged, we need a minimum of 15 participants from Thunderbird. If you would like to sign up, please contact any of the Consulting Club leaders or e-mail me directly at jsayno@global.t-bird.edu for more details and so we can set a date for the first seminar.

Oh yeah, Six Sigma means 3.4 defects per million opportunities. •

## Thunderbird Board of Trustees

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"Each of these four distinguished individuals brings a wealth of experience and valuable global perspective to our governing body,"

—Dr. Angel Cabrera,  
Thunderbird President.

Competitiveness and is Chairman Emeritus of the Pacific Research Institute. She has held key positions with Intel Corporation, the U.S. Department of Defense and the White House. She holds a B.A. degree from the University of Virginia and an M.A. from Georgetown University.

"Throughout my career as a technology executive and public official, I have admired Thunderbird's global perspective and position in the world of international commerce," said Ambassador Gable. "I join the Thunderbird board because I see it as an opportunity to continue to work with EXPO's 120 participating countries to further our mutual goals of public

diplomacy and global competitiveness. I can think of no greater legacy to the aspirations of EXPO and our nation's public diplomacy efforts than to have aspiring young leaders from these participating nations attend one of Thunderbird's outstanding programs."

Clara Lovett is the former president of Northern Arizona University and has worked in higher education for 35 years. She formerly served as Dean of Arts & Sciences at George Washington University and was Provost/Chief Academic Officer at George Mason University. Currently, Lovett is a founding trustee of Western Governors University and is a member of the Board of Directors of the National Council on Teacher Quality. She received her undergraduate education in Italy and the U.K.; and has graduate degrees from the University of Texas.

"As a citizen of the world by background and an Arizonan by choice, I feel very privileged to serve on the Thunderbird Board of Trustees. With its global reach

and sterling reputation for preparing managers to meet the challenges of the 21st century, Thunderbird is already a tremendous asset to our community," said Dr. Lovett. "At a time when Arizona aspires to join the ranks of world-class centers of economic activity, research and culture, Thunderbird is perfectly positioned to make our common aspirations become reality."

Bill Post is Chairman of the Board and Chief Executive Officer of Pinnacle West Capital Corp., as well as Chairman of the Board of Arizona Public Service Co. He is a director of the Institute of Nuclear Power Operations, the Nuclear Energy Institute, Blue Cross Blue Shield, Phelps Dodge Corporation, and the ASU Foundation. He earned a B.S. in Quantitative Systems from Arizona State University.

"Through my experience in the Arizona business community, I have seen the tangible impact, both present and future, that our state can have on the global economy," said Post. "We have yet to scratch the surface of our potential worldwide, and I hope

to help Thunderbird make Arizona an even greater force in the international business community.

"For decades, Thunderbird has attracted the brightest business minds from all over the world," Post continued. "Thunderbird graduates not only receive a business education among the best available anywhere, they maintain an international network of contacts, roots and experiences made in Arizona. This ultimately broadens Arizona's scope and influence throughout the world."

Thunderbird alumna Kimberly Wiehl, '80, is Secretary-General of the Berne Union, an international trade association of government export credit agencies, private insurers and multilateral agencies from 43 countries. Prior to being appointed to The Berne Union, Kim was a managing director with JP Morgan, Central and Eastern Europe, Middle East and Africa region. Kim has served as president of Thunderbird's Europe/Middle East/Africa Regional Alumni Council since 2002. Wiehl also earned an A.B.

from Middlebury College in French and Economics.

"As an alumna involved in international finance and insurance, particularly in developing markets, I have found that my Thunderbird education has been a vital element in being able to adapt to rapidly changing political and economic environments and to look for new approaches with a creative and culturally sensitive perspective," Wiehl said. "In joining the board, I look forward to contributing these perspectives to the overall strategic positioning of the school internationally." •



## Returning to Our Root

>> *Continued from page 1*

worlds: the flexibility to offer what the students want without the high overhead of constantly having to offer all levels of all languages. "If, all of a sudden, there is a large number of students who want to take Arabic, we'll come up with Arabic classes. [And] if Professor Mathis [Dean of Faculty] can secure a faculty member to teach three students, and not lose money on it, we will do that. We do not want to drop languages completely; we know that is our unique advantage," she said.

Spanish professor, Carmen Vega-Carney, however, gave a slightly different account of how Thunderbird will offer language instruction in the coming trimesters. She confirmed that Chinese and Spanish are the only languages offered without minimum enrollment requirement during the intensive eight-week program (offered twice a year, in June and in October for the pre-MBA students). During this intensive program, any other languages will be offered provided there is a sufficient enrollment of five students. However, according to Professor Vega-Carney, during the regular trimester, all nine languages—Arabic, Chinese, French, German, Italian, Japanese, Portuguese (for Spanish speakers), Russian, and Spanish—will be offered at the elementary levels (4015 and 4020 levels), even if there is only one student in the class. Higher-level courses will be offered if there is a sufficient enrollment, except for Spanish and French (because of the requirement of the exchange program) and Chinese, which will be offered regardless of the number of enrollment.

A written explanation from Professor Mansour Javidan, the Director of the Garvin Center for Cultures and Languages of International Management confirmed Professor Vega-Carney's description. It did not, however, include Arabic on the list of languages, and it only mentioned Spanish and French as the high-level courses that will be offered regardless of the enrollment number, instead of the three languages (Spanish, French, Chinese) that Professor Vega-Carney mentioned.

In addition to the foreign language issue, Professor Chao saw similar deficiency in the international studies component of the Thunderbird program. "We used to offer advanced international studies courses such as 'Modern China' and 'Modern Japan'. So after taking the required IPE and RBE, students will have the opportunity to pursue in-depth study of their chosen regional interest," she explained. "For example, I had five international studies classes as the international studies component of my Thunderbird degree," she said. Professor Chao is particularly concerned at the absence of any China-related programs in the full-

time MBA-IM program given the fact that China is such a big player in the international arena right now.

"It is regrettable that that we no longer have the China summer exchange program," she said. "We were among the first business schools to start an exchange program after China opened its door in 1978," she said. "Many of my former students have developed a brilliant career in China-related businesses. Many of them had spearheaded the Chinese operation of the world's biggest multinationals in the 1980s and 90s," she continued. Unless students have had prior experience in China or Asia, Professor Chao believed that

**"(Thunderbird) is still the best game in town for truly committed internationalists."**

—Professor Martin Sours

Thunderbird current degree requirements do not adequately prepare students who are contemplating a career in China.

Professor Martin Sours, who is teaching RBE Asia this summer, agreed that international managers still need some in-depth training; however, he did not see the problem as a Thunderbird-specific problem. "The difficulty is that some companies now believe in this totally globalized man who can go anywhere, do anything, and that the norms of the system worldwide are becoming the same and therefore you don't need that kind of in-depth experience," Professor Sours said. He continued, "I am not entirely convinced that's true because when I talk to people, particularly about China situation, there are a lot of specifics that have to do with China that would be frustrating and would be difficult for somebody without some actual grounding. The core issue is the tension between the notion that a company will hire locally just to solve a local problem, but will lose the more international, more comprehensive linkage. Under the present circumstance I don't think there is any way people can add more intellectual depth."

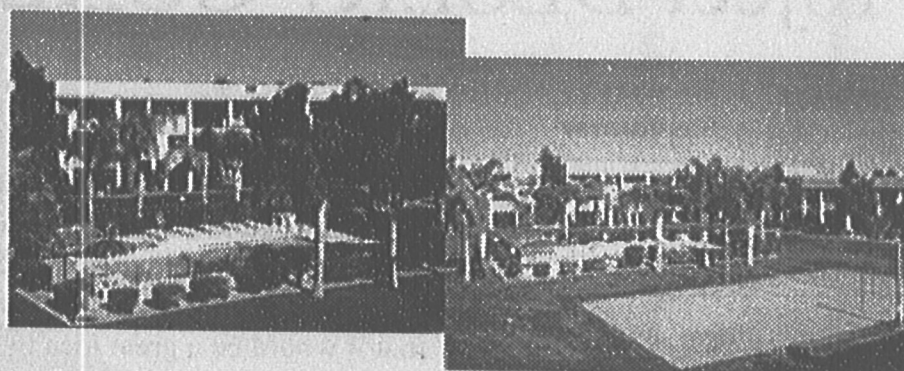
According to Professor Sours, ideally at some point there should be a single focal-point for students to "go to an institute somewhere and get the in-depth training." He believed, for example, that for various reasons (strategic issues, terrorism issues, as well as resources and race issues), Malay/Indonesian will become really important. "[If] somebody has taken RBE Asia and learned about the Malay world, and decided that's something [he] wants to do, there is no way for [him] to do that at the present time. So, ideally, once we get the MBA aspect rooted

here, then the linkages to institutes should be tied directly to language issues."

Both Professor Sours and Dr. Keck mentioned the Thunderbird Global Experience program in the new curriculum as a creative way to provide more depth in the international studies component. These two-to-three week intensive courses will "expose [students] to the real-world processes of global team building, government-industry partnering in technology development, consumer marketing, advertising, risk management and global business ethics" by focusing on the "fusion of culture, business and global citizenship." And specifically about China, Dr. Keck mentioned that Thunderbird is in the process of identifying potential partners for a module abroad in China, while in the On-Demand program, a one-week intensive course is currently being planned. What effects all this would have on the international studies component of Thunderbird program remains to be seen. "I would love to see us be able to offer more depth in the international studies courses. I would love to get to the point where we could do it again, but I don't know if that would happen or not," Dr. Keck said.

Despite the smaller foreign language program and the lack of in-depth international studies courses, Dr. Keck and Professor Sours believed Thunderbird is still the best place to learn about international business. "It is still the best game in town for truly committed internationalists," Professor Sours said. "I have yet to see other institutions seriously committed to international," he added. Much of this is clearly the result of the diverse student body. Professor Vega-Carney characterized the student who came or wants to come to Thunderbird as someone who is interested in learning "not just technical expertise, but also how to be instinctive, to read the situation, to read details, to read 'others', to perceive the surrounding." "You can't just impose yourself because of how much you know," she said. She believed it is important for Thunderbird's future to be able to continue to attract these types of students.

For Professor Akutsu, however, the future lies somewhere else. His wife, Professor Jane Kuo, who, until last trimester, was also a Thunderbird professor, will direct the Chinese program at the University of California in San Diego this fall. "She'll have 500 students studying Chinese," he said proudly. Asked if he will continue teaching Japanese in the new place, Professor Akutsu sighed and reluctantly said, "I have been teaching for almost forty years. In fact, I officially retired from Thunderbird two years ago; I think I should retire completely now." ●



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## Global MBA Program

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program from nine sites in Mexico, as well as sites in Bolivia, El Salvador, Peru and the U.S." The graduation ceremony was broadcast via satellite back to those sites "so the families and friends of students can share in the event," Mr. Valencia added. "We congratulate our [...] graduates for this major accomplishment."

The convocation was held on July 21 at the Scottsdale Plaza Resort in Scottsdale, Arizona. Joining the celebration were Thunderbird President, Dr. Angel Cabrera, and Tecnológico de Monterrey Chancellor, Dr. Rafael Rangel Sostmann. Hector Medina, executive vice president of planning and finance for CEMEX USA, served as the convocation speaker. ●



Photographs by Anabell Iglesias.

## Project DESERT GOALS



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One does not have to travel very far from Glendale to experience "Thunder-Sensitivity." Take our very own MTB. These discussion boards are fervently active with student's reactions on issues ranging from lack of Indian food on regional nights to local opinions on the Middle East crisis. In fact, T-birds are known for their active voice and passion when it comes to such issues. What happens when this passion is used constructively?

Project DESERT GOALS is one such example of T-bird passion. In April of this year, Walker Lutringer, a second tri student, watched a story on CBS Evening News about an Iraqi under-14 soccer team that traveled to Dallas, Texas to take part in an International Soccer Tournament. CBS picked up this

story from a local reporter in Dallas, Gary Jacobson. The report showed the team, after they returned to Baghdad playing soccer on a dirt field with no nets.

Walker decided at that time that it would be a great idea to do something for this team. Through some investigation with the reporters that did both stories, Gary Jacobson (Dallas Morning News) and Allen Pizzey (CBS News), he tracked down the contact in Baghdad and set up local means to send this team soccer supplies, namely nets. At this point he brought the issue to Zach Wyer and the Thunderbird Soccer Club. The club then proceeded to harness World Cup fever on campus to put together a fund raising effort for soccer nets. This event was held at the World Cup Final Party hosted by a collaboration of the German club (Megan Hundley) Beer club (Michael Reiman) and TSG and it raised \$210. Walker then contacted Deutsche Post and negotiated delivery of these nets

to Baghdad.

So the moral of the story is, people may gather from all over the world in Glendale, AZ to pursue international business. But what makes T-birds unique is that our passion knows no borders and given the right challenge there is no telling what difference we can make anywhere in the world. •

### MORE STORIES:

"Soccer: More Than A Game In Iraq." CBS Evening News.  
(<http://www.cbsnews.com>)

"Iraq's under-14 team wins Dallas Cup opener." WFAA.com  
(<http://www.wfaa.com>)

"Iraq's youth soccer journey part of well-oiled machine." Dallas Morning News  
(<http://www.dallasnews.com>)

## Going Global with the Global MBA Program



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The simple fact that there is a program specifically targeted for Latin American managers proves once more that this region is a world on its own: life is a fiesta even though hardships may arise, family and friends are celebrated, and a challenge is welcomed with dexterity and a raised eyebrow.

A program offered jointly by Thunderbird and the Instituto Tecnológico y de Estudios Superiores de Monterrey (Tec de Monterrey), the Global MBA (GMBA) is truly a challenge. Combining distance learning and a few weeks on location to create a unique learning environment, it uses resources from both schools--faculty, technology, and information--in a carefully tailored 21-month curriculum. Classes in English are beamed live through satellite every two weeks while students spread across Latin America and Miami attend classes at local campuses. Through Thunderbird's MTB and Tec de Monterrey's Blackboard platform, peers and teachers from both schools alike interact in a virtual classroom that truly honors its name. Questions are taken "live"

during broadcasts, and discussions extend to individual course boards. The network built by students during the first residential week at Thunderbird grows larger and stronger as multi-campus teams work in projects and collaborate throughout the program. Intense and challenging, anyone who thinks this is a "TV-degree" is in for a surprise.

The enthusiastic group of GMBA students seen on Thunderbird's Glendale campus in mid July is the latest graduating class for the program. Two years ago, this group of students came to Thunderbird, full of questions, and eager to begin this adventure. Today it can thank Prof. Sundaram for the true meaning of "Cash is king" and "Use the equity beta," and fondly remembers Prof. Nunez' "the fish is the last to know it is in water." It understands Mundell's trilemma and can predict if market oriented reforms can be carried out by using the Packenham model. It is able to carry out a principled negotiation, give presentations with simplicity and elegance, and discuss P&G's experience in Japan as if they were there themselves. Today, the students in that group can say they have become standard GMBA graduates; culturally savvy, they can deftly combine economic and business theories with a global

mindset, having deeper criteria that set them apart. As a member of this group, I can confidently say that we are definitely a new breed of Latin Americans, living in our region but truly striving to be "citizens of the world."

Building on the "One Thunderbird" vision, I would like to encourage on-campus students to reach out and extend your network to include GMBAs, and for GMBAs to see themselves as being part of the Thunderbird community. The diversity, not only culturally but also from the different programs, is what makes our school strong. Thunderbird stands out from others precisely because of its creative take on normal situations, including building networks. Writing these lines from Tokyo, I can say from experience that the Thunderbird network is alive, well, and welcoming to anyone who wishes to partake in it. Taking Prof. Ram's advice to "travel to a country different from your own each year," I booked my flight to a Nippon adventure and found tremendous support for all questions from T-birds. From places to stay to questions on the Metro, the answers were there. The GMBA may have been the beginning, but going global--that is the project of a lifetime. •

## You Do Not Have to Be a Hippy to Be Eco-Groovy



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Beginning on Aug. 1, 2006, Thunderbird began a contract with the City of Glendale to expand recycling collection on campus. Below is a list of materials that can now be recycled using the blue bins in the classrooms and outside.

**Paper:** Newspaper and mixed paper, including advertising inserts, magazines, junk mail, catalogs, brown paper bags and telephone directories.

**Cans:** Aluminum and steel/tin. This includes: beverage cans, clean foil and foil baking pans, soup or vegetable cans.

**Plastic Containers:** PET or #1 plastic containers and HDPE or #2 plastic containers, such as water bottles, soda bottles, milk jugs, detergent and fabric softener bottles. NO plastic bags.

**Boxes:** Cardboard and chipboard, empty of all packing materials and broken down. For example, corrugated boxes, cereal, cracker and cake mix boxes (without inserts).

In the last few weeks, several people have asked why recycling is important. Below are some economic and environmental benefits from recycling as identified by the National Recycling Coalition.

### Economic Benefits:

According to the National Recycling Coalition, recycling provides economic benefits at the local, state, and national levels and recycling is important to the overall domestic economy.

Consider these facts:

- Recycling creates 1.1 million U.S. jobs, \$236 billion in gross annual sales and \$37 billion in annual payrolls.
- Public sector investment in local recycling programs pays great dividends by creating private sector jobs. For every job collecting recyclables, there are 26 jobs in processing the materials and manufacturing them into new products.
- Recycling creates four jobs for every one job created in the waste management and disposal industries. Thousands of U.S. companies have saved millions of dollars through their voluntary recycling programs. They wouldn't recycle if it didn't make economic sense.

### Environmental Benefits:

In addition to the economic benefits of recycling, there are environmental benefits as well. The National Recycling Coalition, states that recycling is one of the "best environmental success stories of the late 20th century".

Consider these facts:

- Recycling and composting diverted nearly 70 million tons of material away from landfills and incinerators in 2000, up from 34 million tons in 1990 – doubling in just 10 years.
- Recycling results in a net reduction in ten major categories of air pollutants and eight major categories of water pollutants.
- It takes 95% less energy to recycle aluminum than it does to make it from raw materials. Making recycled steel saves 60%; recycled newspaper, 40%; recycled plastics, 70%; and recycled glass, 40%. These saving far outweigh the energy created as by-products of incineration and land filling.
- Every bit of recycling makes a difference. For example, one year of recycling on just one college campus, Stanford University, saved the equivalent of 33,913 trees and the need for 636 tons of iron ore, coal, and limestone.
- Every ton of newsprint or mixed paper recycled is the equivalent of 12 trees. Every ton of office paper recycled is the equivalent of 24 trees.
- When one ton of steel is recycled, 2,500 pounds of iron ore, 1,400 pounds of coal and 120 pounds of limestone are conserved.

In addition to participating in the new recycling program, there are many ways to be "more earth friendly" on campus.

- In late August, Net Impact and Chartwells will have a to-go traveler mug available for fountain beverages. If you use this mug to purchase fountain beverages, you will receive a discount on your beverages in the Commons. Additionally, this mug is IBIC approved.
- Reuse one-sided paper. One sided paper has many uses. Flip the paper over and you can take notes on the other side. You can also collect this paper and print on the other side of the paper.
- When printing on campus, use the 470 printer/copier in the Xerox office. This printer allows you to double side your copies and papers. (After you select the 470 copier, click on the properties tab and select double sided copies.) In addition to making your notebooks lighter, using double sided copies will reduce your paper use.
- Many people say that recycling is too much trouble and it is not worth all of the hassle. Like all change, learning to "be green" takes time and energy. I challenge you to pick one new habit from the list above and try it for one month. Maybe after one month, you might be well on your way to being "eco-groovy". •



## How to Win a Satellite Radio and a Rewarding Career



By **Atif Khan**  
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global.t-bird.edu

The Thunderbird Alumni network is one of the most geographically dispersed professional communities around the globe. Add to that the fact that all of the members are absolutely great people who went through the Thunderbird experience and had their lives changed for the better. These alumni feel a great sense of association with their alma mater and are willing to help out their fellow Thunderbird students. This means there is a great opportunity to learn from these individuals by networking with them.

The essential knack is to network in a professional manner that builds, not depreciates, personal and institutional repute.

It is sad that a small number of current students have not followed the professional networking rules given below and have created a really bad impression for the school, to the point that alumni have repeatedly complained about the student leaving them and the school in an embarrassing position.

The Phoenix Chapter is holding its First Tuesday event (a monthly meeting of alums, students and prospective students held most

alumni chapters) at the pub on the 5th of September. Alums from a number of industries and professions will be attending.

This will be a tremendous opportunity for current students to get to know the alumni network, meet interesting people, network with them professionally and learn years worth of real life wisdom in a night! During the event each alum will secretly vote for the current student who displays the best professional networking skills. Votes will be counted and at the end of the night a Sirius satellite radio will be awarded. Even those who do not win the radio will come out with a Rolodex of contacts, a wealth of shared experiences and a night to remember.

So don't miss this opportunity to take the right step ahead in your professional career. Don't reinvent the wheel. Learn from those who went through what you are going through and make the most of their advice, mistakes and successes. Follow and practice the below golden rules of networking with Thunderbird alumni, courtesy of Thunderbird Alumni Relations.

### DO:

1. Research alumni in your target industry or company on MTB.
2. Personalize your first contact – whether by telephone, email or mail.
3. Be specific in describing the information or advice you are seeking: "I'm interested in a product marketing position in the high-tech

industry, and would like to know some of the daily challenges that your product managers face."

4. Ask permission: "Would you be willing to discuss this with me?"

5. Be considerate of the other person's time. If you're seeking a telephone or in-person appointment, request a brief meeting – 15-20 minutes on the phone or 30 minutes face-to-face. During the appointment, when you've used up your allotted time, acknowledge it: "My 20 minutes are up. Thank you for your time and advice." If they are willing to extend the appointment, they'll tell you so.

6. Remember to say, "thank you." An email thank you is fine, but a written snail-mail thank you is personal, unexpected, and thus more memorable.

7. Ask each person you meet or talk with, "Is there anyone else you would recommend that I meet with?" This is how your network expands.

8. Be flexible. Some people prefer email contact while some prefer phone calls. If you email an alumnus and get no reply, try a phone call. If you telephone with no response, try email. If neither method works, try a letter.

9. Follow up. Let your contacts know what happens with referrals they give you, job openings, or other assistance. T-birds love hearing about positive results – especially when their help leads to a job for a fellow Thunderbird.

*continued on page 14*

## Please Save the Date for Thunderbird Cares Day!



By **Aida Walali**  
Morocco/U.S.A.,  
Fall '06  
TSG Community  
Outreach Chair  
awalali@  
global.t-bird.edu

The 4th Thunderbird Cares Day will be held on Saturday, Sept. 9 from 8 am to 1 pm. The goal of Thunderbird Cares Day is to help serve and improve the community by recruiting students, faculty, staff, and spouses to volunteer at participating sites. It is also a great opportunity to introduce the Thunderbird community to local organizations and give them a head start on how to get involved on an individual basis.

Tentative community projects for that day may include, but are not restricted to:

1. Doing Arts and Crafts activities for Desert Botanical Garden's Kids Corner Program
2. Working on a construction project with Habitat for Humanity
3. Helping with food preparation at St. Vincent Paul's Phoenix Central Kitchen
4. Talking about career opportunities to Youths from Africa and Afghanistan at Arizona Refugee Community Center
5. Helping glean fruit off the trees at Historic Sahuaro Ranch Park, which will be donated to local food bank (coordinated with the City of Glendale)

If you have additional community project ideas or are currently working with a charity, please feel free to contact Aida Walali by email. Thank you in advance for your support! ●

**Thunderbird Cares Day**  
Sunday, Sept. 9 • 8 am - 1 pm



*Sponsored jointly by Net Impact, Das Tor, and several campus departments.*

## The moment you have been waiting for is here!

**You can now put the following items in the blue recycle bins around campus:**

**Paper:** Newspaper and mixed paper, including advertising inserts, magazines, junk mail, catalogs, brown paper bags and telephone directories.

**Cans:** Aluminum and steel/tin, for example beverage cans, clean foil and foil baking pans, soup or vegetable cans.

**Plastic Containers:** PET or #1 plastic containers and HDPE or #2 plastic containers, such as water bottles, soda bottles, milk jugs, detergent and fabric softener bottles. NO plastic bags.

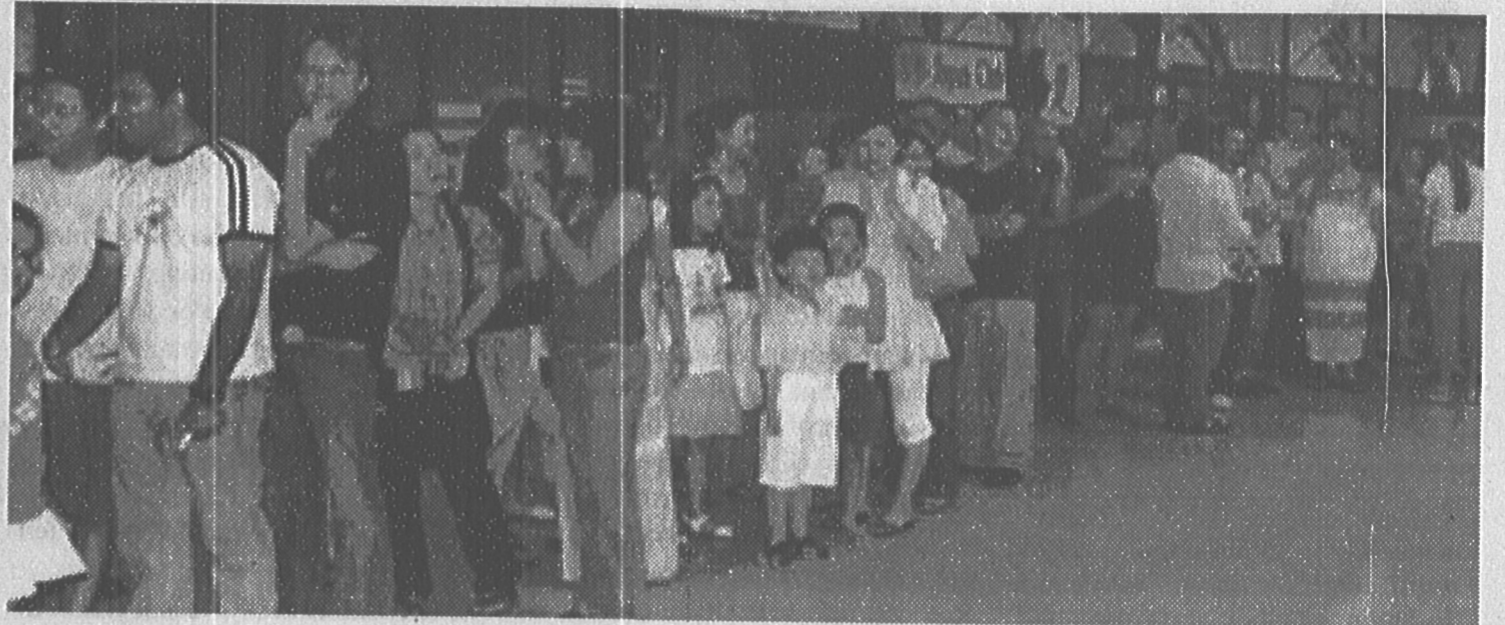
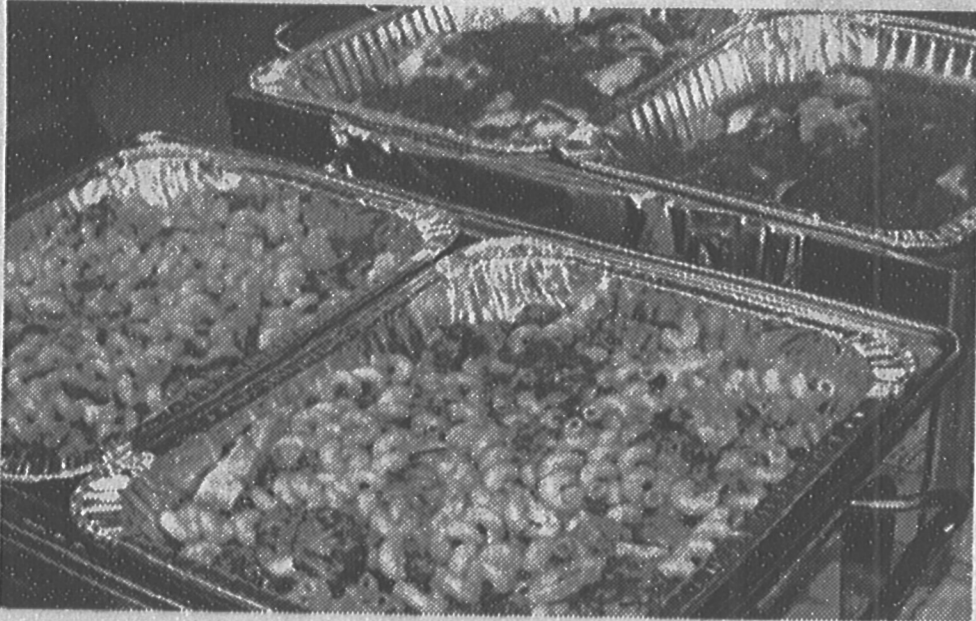
**Boxes:** Cardboard and chipboard, empty of all packing materials and broken down; for example, corrugated boxes, cereal, cracker and cake mix boxes (without inserts).

Please remember that when you throw trash or other non-recyclable items in the blue bins, the bins are considered contaminated and the contents of the bin must be thrown away. Please only place items listed above in the blue bins.

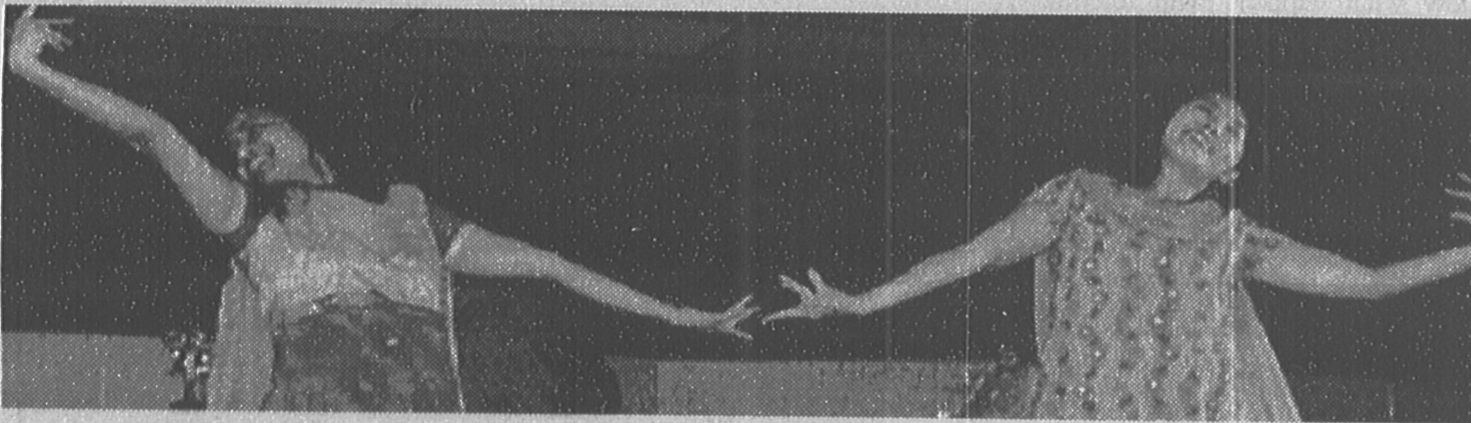
# CAMPUS

## World Night Summer 2006

— All photographs by Tak Yamada —



*Thank you to all individuals who helped make World Night a success.*



# MR. MANNERS

Due to increasing concerns among students about the conduct and behavior of their fellow T-birds, the Thunderbird Student Government (TSG) has hired a "consultant," a certain Mr. Manners, to address students' concerns and to answer questions about Thunderbird Code of Conduct as well as general etiquette issues.

Dear Mr. Manners,  
Is it OK to leave a classroom in the middle of class?  
Respectfully,  
Bathroom Break

Dear Bathroom Break,  
Yes, it is OK to leave a classroom in the middle of class, especially for a quick trip to the restroom. However, it is the manner in which you depart that is most critical. Kindly take care to not become a distraction to your fellow students. Under any circumstances, you should NOT let the door slam. In fact, if your fellow students can't even hear the door opening and closing, your bathroom break will be considered a success.

Please help me, Mr. Manners!  
In my country, it is common to arrive late...to everything. I so enjoy showing up fashionably late,

even to class. Why can't this work at Thunderbird, the number one international business school in the world?  
Less Than Punctual

Dear Less Than Punctual,  
At the risk of being culturally insensitive, you should NEVER arrive to class late. In fact, there is an old military saying that goes as follows: "If you're early, you are on time. If you're on time, you are late. If you're late, you are screwed." Ah, words to live by! Bottom line, GET TO CLASS EARLY!

Dear Mr. Manners,  
I love my laptop; it is sooooo much fun! In fact, I can't stand to be away from it for more than five minutes. I love its portability; I take it with me everywhere! I even take it to class, where I studiously type

every single word that the professor says. I can also make neat presentations during class that have absolutely nothing to do with the topic we are discussing. When I look around the room, I realize no one else brings their cool computers with them, why is this?  
Signed,  
I Hate Pens

Dear I Hate Pens,  
You are correct; laptops are great. However, just like the stuffed animals we all had as children, you must learn to let go. Not only are you annoying your fellow students with your loud typing (despite your best efforts at being sly), are you actually listening to the professors as they speak? My money says no. So, how about letting go of your laptop and listening for an hour and a half, you'll be surprised at what you're missing.

Dear Mr. Manners,  
Recently some students got drunk and threw the pool patio furniture into the swimming pool (the Fish). What can be done to ensure that

this never happens again? Who can be approached with complaints of this kind?  
Helpless Bystander

Dear Helpless Bystander,  
We all like to get rowdy from time to time. In fact, Mrs. Manners and I got liquored up just last night and, well, never mind. In your case, kindly report the offenders to the Security Office, as they are vandalizing school property, property that YOU pay partly with your tuition!

Mr. Manners,  
Sometimes I get so hungry in class I just can't help myself to not dive into my lunch. Is this acceptable?  
Starving Student

Dear Starving Student,  
Calling yourself "starving" is a bold statement to make in light of the world food shortages. If you think you won't be able to live without some nourishment in class, please pack a power or snack bar. Water or coffee to drink is fine as well. However, anything that

makes noise will be disrespectful to your neighbors, and the smell from some of your meals can fill the entire lecture hall. So it isn't a good idea to open a can of soda, eat a bag of chips, or start on that awesome salad you just got from the Commons. Please keep the in-class dining to light fare to tide you over until you can really gorge yourself during a break.●

## Have a question for Mr. Manners?

Please send an email to [dastor@t-bird.edu](mailto:dastor@t-bird.edu). Please include "Mr. Manners" in the subject line.

## T-BIRDS IN ACTION

### Working 9 to 5



By Tomas Denmark  
U.S.A., Summer '08  
[tomasdenmark@global.t-bird.edu](mailto:tomasdenmark@global.t-bird.edu)

Following a winter of study at Thunderbird's campus in the Czech Republic, I've taken an internship at DHL's European IT hub in the outskirts of Prague. It's a big operation with lots of great opportunities to apply some top-notch MBA studies from everyone's favorite 'truly global' institution.

Please don't ask me what D.H.L. actually stands for because I don't know and very few people do. One surprisingly resourceful guy informed me that it has to do with the names of the original owners that thought delivering mail/packages would be a great way to make a few extra bucks during their down time in Frisco, CA in the late 60's. You can imagine the work environment. Little did they realize that their company would one day be part of a mega corporation - DPWN (Deutsche Post World Net), which now employs over 500,000 people worldwide. It's a somewhat strange relationship between all the entities involved, but they seem to have made it work thus far - they had an EBIT of 1.445 Billion Euro in 2005.

What I didn't know and am quite interested in finding out is

just how different a European company can be from a US company. What are the major cultural and professional differences? Are working weeks similar to the American standard or is the 35-hour myth acceptable? Higher taxes - a burden or a blessing? Of course, I'm not going to answer all those questions over one summer, but something will surely be clearer by August.

While these differences are things that many of us have heard, read, or believe about European lifestyle and the European work ethic, there are very few Americans who actually know the reality. And that is why I'm writing this story about my internship in the Czech Republic at DHL, the transport/logistic/courier company based in Bonn, Germany and operating in over 220 countries.

#### Starting out

First, I'd like to encourage all of you to take advantage of the Thunderbird network, especially when looking for work overseas. The network is definitely no myth: it leads to activity. I used a number of resources to contact and set up interviews with Thunderbird alumni, or colleagues of alumni in the region, to learn about opportunities for summer work. This proved a successful approach and has probably worked for many others entering

into a new environment where we go blindly, or at best, with very few rolodex contacts. It is indeed a huge resource, and I'd suggest using it wisely and often.  
**Language**

Officially at least, DHL speaks American English. You'll hear Czech, Slovak, German, Asian, and African languages, but English is king. Those of you in Asia can contradict me, but from my perspective, English seems to be the language of the global professional. What luck for those of us with no Mandarin under our belts.

#### Culture

I've found working with Czechs to be interesting. As much as in the Czech Republic as a whole, you find all sorts at DHL. There are those that are eager to learn, forward-looking, and capable of open communication. And then you have the other end of the spectrum: introverted, grumpy, status-quo contented folks that keep their head down and plug away on their desktops. Of course there are reasons for this difference: age, background, and role distinctions all have a major impact, but perhaps most of all is the Czech psyche itself. To this end, DHL is trying hard to get everyone on the same page by aggressively pursuing a "values" campaign that challenges some aspects of Czech culture, and strives to create a corporate culture across the global organization.

#### Pay and taxes

There are definitely differences between the "local" package and

the "expat" package. Not sure of the numbers, but this is something that has in the past, and will continue to be in the future, a point a discussion. The reality is simple: DHL needs top management experienced in western European/American style corporate roles, and there are very few Czechs with these experiences. The ones that do have it, or are developing it, are getting paid at competitive levels, and are being recruited. It's very much a Czech-market right now. With a little time, folks will develop these skills either on the job or through Thunderbird's very successful eMBA program in the Czech Republic, and the payroll will level out.

Taxes aren't bad, and don't seem to be a point of tension. Czechs continue to be become more aware of their tax levels and where they go, but gentle grumbling is not akin to the resentment that exists in the states.

#### Work week and environment

The work ethic is strong in the Czech Republic, but there are very apparent distinctions between the office in Prague and a similar outfit in the U.S. Friday 5:30 - the place is empty. A few poor souls are working on some deadline, but that is rare. Additionally, national holidays are aplenty, and all full-time employees start with five weeks of vacation. Now that's what I'm talking about!

The work environment is fairly collaborative rather than competitive. This goes back to the Czech culture to some extent, and maybe it's even a European trend.

Competitive environments start early in the United States: sports, spelling bees, debate teams, school rankings, and your university GPA to name a few. Many of these forms of distinction are toned down or non-present in the European model. This is both a positive and negative, but as people understand that they will be rewarded for stand-out performance and ability, especially in management, this will begin to change. I believe competition is healthy and pushes people to achieve great things, but if taken too seriously, it can be detrimental. It's definitely a delicate balance.

#### Management

Most managers are expats (mostly British) with a few Czechs and other nationalities starting to leak into these positions. DHL has committed to promoting from within so this situation should change in the next couple of years. But again, it really depends on the Czechs to step up and demonstrate an ability to lead, differentiate, and make tough decisions. Those that have international experience are more likely to have this capability than those that have been in the same company, same place during their careers.

#### Quality of life

Perhaps the most important aspect for me has always been considering the quality of life. This mixes lots of criteria together including issues traditionally outside the organization's reach. Things such as geographic location, weather, transportation, safety,

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## What Do You Do in International Development?



By **Jocelyn Wyatt**  
U.S.A., Summer '06  
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global.t-bird.edu

Like many Thunderbird students, I came to Thunderbird interested in learning how to effectively use business to address poverty alleviation. Before I started at Thunderbird in Fall 2004, I had worked at Chemonics International for five years. My view of "development" was fairly narrow and the players I knew were contractors for the U.S. Agency for International Development. Over the past two years, I have engaged in lengthy discussions and debates with friends and professors, read many articles and books, and surfed the web in order to learn about the world outside government-sponsored international development.

I came to learn about social entrepreneurship, social enterprise, micro-franchising, and venture philanthropy through fellow students. The more I learned, the more interested I became in it. Still, I wasn't sure what kind of job I might be able to find in this field and worried that I might get stuck and return

to the same type of work I had done before studying for my MBA.

Fortunately, I found a job (well, actually a fellowship), that was a perfect match for my interests and experience. I will spend a year working in New York and Kenya for Acumen Fund, a venture philanthropy organization. Acumen has a \$20 million fund which it invests in non-profit and for-profit social enterprises in Africa and South Asia. For example, Acumen has taken an equity stake in a Tanzanian company that manufactures bednets to prevent malaria. They have also made a sizeable loan to Aravind Eye Hospital in India to allow them to develop a telemedicine network. Essentially, Acumen is working as a private equity or venture capital firm.

Acumen recently selected its first class of fellows (seven of us from the U.S., Europe, and Asia) to spend the next year working with them. In September, we will report to New York where we have two months of training with people such as Tim Brown, CEO of IDEO, Jan Piercy, CEO of ShoreBank, Bill Drayton, Founder of Ashoka, Carol Bellamy, Former President of UNICEF, and Anthony Romero, President of the ACLU.

Additionally, the training will focus on effective business models for the poor, leadership development, financial analysis, valuation of for-profits and non-profits, and structuring debt and equity investments.

In mid-November we will all go abroad, each to work with an Acumen investee. I will go to Nairobi, Kenya and will spend eight months working with HealthStore Foundation, a non-profit organization that manages a chain of for-profit, franchised rural pharmacies. My work will focus on developing a franchise model and an expansion strategy, as well as helping them figure out how to recover 100 percent of their expenses through the sale of medicine, first aid supplies, and health and beauty products.

Upon completion of the field assignment, we will all return to New York for a three-week debriefing period. If we don't already have them, Acumen will work with us to find jobs in the field of venture philanthropy or social entrepreneurship. So, even though I will be paid very little in the next year, I will finish the program with valuable training, substantial field experience, influential contacts, and a full-time, well-paid job in the field of international development. •

## Finance Makes the World Go Round



By **Matthew Skelly**  
U.S.A., Fall '06  
TFA President  
(Fall '06)  
matthewskelly@  
global.t-bird.edu

When I was approached by Das Tor to write an article addressing the possible career paths and choices in the world of finance, the first thought that came to my mind was: "Where the heck should I begin?" Finance has such a large scope and such a vast history, it would be impossible to cover every aspect in one article. It is my hope that this article does shed some light on what choices and paths are available to budding T-birds on hiatus from the "real world."

As you read this article, stop at this sentence and look around, wherever you are. Look at the buildings and landscape if you are outdoors, look at the furniture, clothes on your body, what's on TV, or on the devices you may have on you (cell phone, PDA, a pen, cigarettes, etc.). None of this would exist without finance. Goods and services would be deemed appropriate if the makers didn't think they could add value to the end user, and thus, be sold. So it is true, that for thousands of years, finance has made the world go round. It affects everything you do and dictates business and policies and budgets that affect our world. So if you are considering a job after Thunderbird (and hopefully, someone is considering you), which finance paths are out there? First, you must decide the almighty basic question: Bank or no bank?

If you decide not to work for a bank or other financial service firm, you will most likely work for a company that produces something. Corporate finance jobs are integral within a company. The phrase "the buck stops here" is very applicable. Within the realm of "CorpFin," finance jobs include purchasing, capital budgeting, and accounts receivable & payable (credit department). Additionally, as FORAD pounded into my head this summer, larger global firms have very involved tax and risk units that manage exposure to ever changing interest rates, tax codes, and currency movements. These risks can all seriously affect the preservation of companies' hard-earned profits. So, if you don't want to be a stuffy banker, a corporate finance job may be for you and as stated above, there are many avenues to pursue on your way to become a CFO.

Conversely, if you don't feel like working for Widgets-R-Us, you may want to don the pinstripe suit and power tie or blouse and work in financial services. Financial services has evolved so much in the past thirty years there are literally hundreds of choices: stocks, bonds, currency trading, commodity trading, mutual funds, hedge funds, private equity, investment banking, mergers & acquisitions (M&A), insurance, and on and on. The easiest way to organize this for easy understanding is to group these functions into larger categories such as Research & Sales/Trading (equity, fixed income, commodities, currencies), Asset Management (private banking, mutual funds, hedge funds, Investment Banking (underwriting, M&A, restructuring, private equity/VC), and Insurance (property, casualty, etc). Regardless of what you decide, expect to enter as an associate, learn the ropes (and enjoy some grunt work) on your way to become a Vice President and then a Managing Director or Partner.

This brief summary is just that, a brief summary. If this still leaves you undecided or (gasp!) even clueless, don't fret! Speak with a finance professor in his or her office; they are very accessible. Also consider contacting the TFA, who should be able to put you in touch with someone in the field in which you have an interest. As incoming President of the TFA, I will be coordinating with finance professors to schedule roundtable lunches that cover the different types of finance, and I encourage all interested students to take advantage of their unbelievable knowledge and valuable time.

Finally, consider a posting on an MTB message board—your fellow T-birds are here to help! •

## Working 9 to 5

>> Continued from page 7

cultural life, and opportunities for personal growth aren't exactly directly related to my job, but nevertheless make a big impact on my life and make me a happy employee. In this regard, Prague is an absolute gem. Beautiful Slavic faces grace the streets of this outdoor museum of a city where the winters are hard, but the spring is glorious and by summer the short days and cold nights are a distant memory.

Aside from the look of the place, the Czechs are passionate about theatre, literature, music, travel, and everything else good in life such as bike riding, drinking good beer, and eating hearty, satisfying food. What can I say? It's been a good summer! Corporate Responsibility

Nevertheless, some quality of life issues are not absolutely separate from DHL or any global company that is competing for the most talented, brilliant T-birds on the market. Supporting community activity and development, fostering goodwill, providing resources that improve

infrastructure, safety, and living quality — these are all possible points of distinction for a corporation, and in fact, are in many ways responsibilities of the company. DHL seems to meet their social obligations to some extent, and is working to improve further. I had planned on visiting the "social responsibility" office soon; unfortunately I believe it's located in Bonn.

To conclude

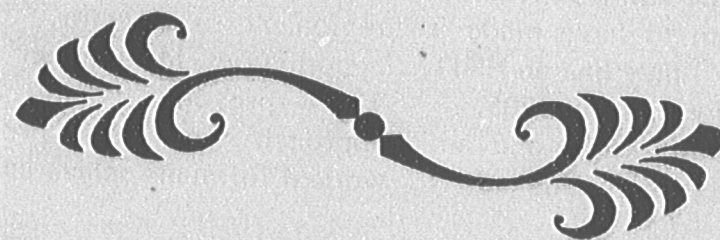
Through this internship, I've learned a lot about what it means to be a T-bird outside of Glendale. Occasions such as First Tuesday, company visits, and meeting the EMBA class in Celakovice have all been great ways to engage the Thunderbird network. It goes both ways, and you only get back what you put in.

On a side note: there's been some discussion of late about the Thunderbird brand at companies where my peers are interning this summer. I'm happy to report that at DHL, Thunderbird is recognized as an

excellent institution, putting out top-notch candidates with strong international management skills and a dynamic approach to business in these innovative times.

In many ways, working in Europe has not been the eye-opening experience that many in the U.S. would lead us to believe. People look for similar things in candidates; professionals expect to be treated as such no matter the environment, language, or culture; and because the economy is doing well, there are lots of opportunities for Czechs, and other nationalities alike, to move into management holes that exist at many European companies.

Finally, quality of life issues at DHL in Prague compete effectively against other considerations such higher taxes, relatively lower pay, and relocation offers as a means of keeping and attracting the best people in the Czech Republic. •



## Recently Added To IBIC...

By Joelle Barton  
Reference Librarian

Summer is a great time to catch up with some reading. Why not look through this list of IBIC books received over the last month or two, to see if you can find something which looks particularly appealing?

**E183.8.S25 B76 2006**

Bronson, Rachel.

**Thicker Than Oil: America's uneasy partnership with Saudi Arabia.**

Bronson, a scholar at the Council on Foreign Relations, attempts to paint a full picture of the partnership between the two countries - not the typical "cartoonish interpretation of Saudi Arabi as self-satisfied gas station and US as a self-satisfied Humvee nation". Bronson reveals why the partnership became so intimate and how the countries' shared interests planted the seeds of today's most pressing problem - Islamic radicalism. Bronson sees her book as a "balanced counterweight" to some books recently published which feed on public outrage - such as recent books from Robert Baer and Craig Unger.

**HB601.S56 2006**

Simon, Hermann and Frank Bilstein and Frank Luby.

**Manage for Profit, Not for Market Share.**

In this Harvard Business School book, the authors argue that in mature markets (where further cost-cutting savings and breakthrough innovations are no longer expected) the best strategy is to pursue a profit objective (not market share objective). Based on extensive consulting work, they lay out a practical, proven program for making up to 3% more money by reconfiguring the marketing mix to sell existing products and services in different ways.

**HC415.T4 P67 2005**

Posadas, Dennis

**Rice Bowl & Chips: How Asian Countries are Using the Silicon Valley to Develop Technology Startups.**

The author elucidates similarities and differences between Silicon Valley and countries such as China, Taiwan, Singapore and Korea. He discusses concepts such as proximity and creative destruction, intellectual property, the importance of universities, publications and patents, and the

role of stock markets in encouraging venture capital. **Rice Bowl & Chips** addresses research capabilities and venture capital infrastructure of the broader Asian region.

**HD30.29.M684 2006**

Mourdoukoutas, Panos.

**Business Strategy in a Semiglobal Economy.**

Unlike the transnational model, a semiglobal company organizes its operations according to the global/local content of its value propositions rather than according to geographical regions, products, or contribution to the parent company's performance. As an example of a semiglobal corporation, the Honda Motor Company has a global vision when it comes to highly global bundles like car engines, and a local vision when it comes to highly localized car financing and servicing. Designed as a supplementary text for courses in international business, development economics, marketing, and strategic planning, **Business Strategy in a Semiglobal Economy** raises important challenges to the conventional models of business organization and the competitive strategies that proceed from them.

**HD58.6.V648 2006**

Volkema, Roger J.

**Leverage: How To Get It and How To Keep It In Any Negotiation.**

Leverage - the perceived advantage that one party has over another - is based on perceptions, so this subtle factor can change quickly and frequently during deliberations. Knowing how to identify, gain, and sustain leverage is what sets great negotiators apart from the rest of the pack. Written in an engaging, down-to-earth style and packed with self-assessments and sample negotiations, the book is filled with insightful advice and suggestions designed to increase your mastery of this indispensable component of all negotiations.

**HD62.47.O885 2006**

Ott, Ursula.

**International Joint Ventures: An Interplay of Cooperative and Noncooperative Games Under Incomplete Information.**

International joint ventures leverage the resources of local and foreign firms to avoid cross-border risks and to expand market reach. Despite this, IJV's have high failure rates. This book examines the theoretical lifecycle of such a joint venture - and applies game theory to improve the odds (theoretical tools such as bargaining,

contract/incentive theory and repeated games).

**HD62.7.F855 2006**

Fullen, Sharon.

**How To Write a Great Business Plan For Your Small Business in 60 Minutes or Less.**

This book provides the concepts and tools for writing a business plan from scratch. It answers the important questions - what does a business plan do, and who will read your business plan? Chapter 13 is an actual business plan, complete with financials. The accompanying CD contains a sample business plan in Word and financial spreadsheets in Excel to allow the reader to quickly construct a current and pro-forma balance sheet, an income statement and a cash flow analysis.

**HD2341.C355 2006**

Cantando, Mary.

**The Woman's Advantage: 20 Women Entrepreneurs Show You What It Takes To Grow Your Business.**

Author and leading women's business expert Mary Cantando shows the reader (through the example of some leading women entrepreneurs) how to harness often-overlooked resources such as certification, referrals, and mentorship. The women featured, all owners of multimillion-dollar

*continued on page 10*

## New DVDs in the IBIC July 2006



By Carol Hammond  
IBIC Director

**Thunder Birds.** A classic filmed in 1942 on our own campus, this is a story about pilots training here for war duty and the local girl for whom they both fall. With its historical interest for the campus, IBIC has always had a copy of this movie on video, which has just been released on DVD. If you haven't seen this golden oldie it's a must see! Stars Gene Tierney, Preston Foster, John Sutton, and the Thunderbird campus as it appeared in 1942! VIDEO En 1043

**Daughter of Keltoum.** This is another film sponsored by the Global Lens Film Series. It tells the story of a 19 year old Swiss woman who travels to Algeria, where she was born, to find her mother who she has never met. Her birthplace is a Berber settlement that is remote in all ways, and almost completely untouched by the modern world. In Arabic with French and English subtitles. VIDEO Ar 22.

**En Route to Baghdad.** This is an award winning documentary about the very accomplished Brazilian born UN diplomat Sergio

Viera de Mello, who became Kofi Anan's envoy to Baghdad following the invasion of Iraq. A bomb exploded outside of UN headquarters in Baghdad in 2003 killing 22 people including Viera de Mello. "One of the most tireless and effective advocates for peace and stability the world has ever known, (he) traversed the globe using his uncommon diplomatic skills to accomplish the impossible." Includes an interview with Kofi Annan. VIDEO En 1050.

**Topaz.** An Alfred Hitchcock masterpiece from 1969, digitally re-mastered and re-released. An American CIA agent hires a French operative to go to Cuba to investigate rumors about Russian missiles being installed, and to find Topaz, a NATO spy. Espionage, suspense, danger, betrayal, and murder all follow. In English with Spanish and French subtitles. VIDEO En 1049.

**Hollow City.** This is one of the few recent films to be made in Angola. Set in the capital city of Luanda, it is about a little boy who is an orphan and who eludes his caretakers to find his way through the dangerous city on his way back to his village. In Portuguese with English subtitles. VIDEO Po 70.

**The Straight Story.** Stars

Richard Farnsworth and Sissy Spacek. Based on the true story of Alvin Straight and described as "gentle, poignant, and inspiring." Alvin is old with poor eyesight, very little money and problems walking when his brother in Wisconsin suffers a stroke. He rides his John Deere lawnmower 260 miles from Iowa to make amends and re-establish their relationship before it is too late. Video En 1048.

**Clara et Moi.** A French movie about Antoine, a thirty-something single man who wants a relationship but not a commitment, until he meets Clara and falls in love. Everything seems perfect with their romance when life deals them an unexpected blow. Called "bittersweet and breezy" and "a film whose heart beats to the rhythm of our times." In French with English subtitles. VIDEO Fr 338.

**Sequins.** An award winner at the Cannes Film Festival in 2004, this is about two women of different ages who are both dealing with problems. One has an unwanted pregnancy and the other mourns the untimely death of her son. The two work on embroidery and become friends who help one another overcome their situations. "A tale of female friendship." French with English subtitles. VIDEO Fr 339.

## NEW AUDIO BOOKS:

Find these on our audio book display by the circulation desk.

**Anderson Cooper: Dispatches from the Edge.** A Memoir of War, Disasters and Survival. 6 hours on 5 CDs. A CNN's star reporter talks about his experiences at some of the world's bleakest moments, and how they overwhelmed him. He anchors his own program "Anderson Cooper 360" and works for the network that pioneered live television coverage of war.

**The Kite Runner.** Khaled Hosseini's bestseller about two boys who grow up together in Kabul, Afghanistan. They are from different ethnic groups but live in the same household. A beautifully told story against the backdrop of the sad fate of a country, read by the author. Audio Book PS 3608 .O525 K582 2004.

**Memoirs of a Geisha.** Now a major motion picture, this is the fictional life story of a young girl who becomes one of Tokyo's most sought after Geishas. Audio Book PS 3557 .O35926 M45 1997.

**Work Like DaVinci: Gaining Creative Advantage in your Business and Career.** A self-help book by an innovator in creative thinking and leadership development whose clients include Microsoft, Nike, Merck and Dupont. Audio Book HF 5386 .G45 2006

**The No. 1 Ladies Detective Agency** by Alexander McCall Smith. A bestseller set in Africa and the first of a runaway best selling series on the same theme. About a female detective who solves crimes in Botswana. Called fresh, charming and witty by reviewers. IBIC has several of his books in print format. Audio Book PR 6063 .C326 N62 2003.

**The Richest Man in Babylon.** "With over two million copies sold, this classic guide to accumulating wealth has profoundly affected the world." Audio Book HG 179 .C63 2005.

*continued on page 10*

## Recently Added

>> *Continued from page 9*

(and billion-dollar) companies, each started out small and grew their businesses through smart choices and by connecting with the right networks.

**HD2365.P96 2006**

Pyndt, Jacob.

**Managing Global Offshoring Strategies: A Case Approach.**

Pyndt makes clear that success in globalization is as much the result of the ability to organize and manage as the ability to strategize. Eight in-depth cases are presented in this book - each focused on a particular management problem. Together they shed considerable light on the challenges inherent in managing a global value chain.

**HD7293.T36 2006**

Talbott, John.

**Sell Now!: The End of the Housing Bubble.**

Talbott is one of the most vocal proponents of the Chicken Little philosophy of real estate. His earlier predictions for downturns in real estate values never transpired. The question is - was he just too early with these predictions? In this book Talbott discusses the historical reasons that have led to overvalued home prices - including overly aggressive credit markets - and forecasts that house values will plummet by as much as 50% over the next five to seven years.

**HF1359.C64813 2006**

Cohen, Daniel.

**Globalization and its enemies.**

Professor of Economics at the Ecole Normale Supérieure and the Université de Paris-I, Cohen argues that we cannot accept globalization as an accomplished fact. Globalization offers an attractive but elusive mirage of material prosperity to poor countries. It is because of what has yet to happen - the unfulfilled promises of prosperity in various parts of the world - that globalization has so many enemies in the contemporary world. For the poorest countries of the world, the problem is not so much that they are exploited by globalization as that they are forgotten and excluded.

**HF5386.S55 2006**

Sindell, Milo and Thuy Sindell.

**Sink or Swim: New Job, New Boss, 12 Weeks To Get It Right.**

Based on their experience as consultants, the authors conclude there are five "sink or swim" skills that lead to professional and career success: 1) goal setting 2) time management 3) knowledge management 4) team player 5) professional image. Using a conversational tone, the authors talk to new college graduates in this book about things that really matter.

**HF5548.M3776**

McCue, Sarah.

**Farce To Force: Building Profitable E-Commerce Strategies.**

Written by someone well versed in the dynamics of the e-economy, this book takes the reader step-by-step through the process of choosing the right elements of an e-commerce strategy. The book is packed with templates and ideas to raise your EQ and help you find commerce success - including the 5C's of successful websites: clarity, content, convenience, commerce, and customer commitment.

**HF6146.I58.D38 2006**

Davis, Harold

**Google Advertising Tools.**

This comprehensive guide is aimed at those who are unfamiliar with search marketing and how advertising on the web really works. The first part of the book discusses necessary ingredients for online success. It explains the basics of creating a profitable web site and the various options for driving traffic to the site - with topics such as basic search optimization techniques, affiliate programs, and banner advertising. In the second part, Davis discusses the specifics of Google's advertising programs (AdSense and AdWords), and how they can make your website a money maker.

**HG925.Y42 2006**

Rishman, Robert M. & Anthony M. Messina, editors.

**The Year of the Euro: The Cultural, Social, and Political Import of Europe's Common Currency.**

The contributing authors to this highly readable and interdisciplinary work offer a variety of perspectives on the wide-ranging importance of Europe's new single currency beyond its impact on financial markets and the economy itself. Various essays from leading scholars of European affairs—from the fields of history, political science, sociology, and law—offer assessments whether the new common currency will reshape the continent's cultures, societies and political systems (and, if so, in what ways).

**HG4529.E46 2006**

Elder, Alexander.

**Entries & Exits: Visits To Sixteen Trading Rooms.**

Dr. Alexander Elder takes the reader "behind closed doors to see real trades made by real traders." In this book, sixteen traders open up their diaries and describe their experiences trading stocks, futures, and options using a variety of different methods to help the reader understand the key themes of trading - psychology, tactics, risk control, record keeping, and decision making. Each chapter illustrates an entry and an exit for two trades, with comments by Dr. Elder.

**HG4530.A526 2006**

Altucher, James.

**SuperCash: The New Hedge Fund Capitalism.**

As hedge funds have become more mainstream, some of their strategies are less capable of producing extraordinary returns. In response, hedge fund managers and other sophisticated investors have found new ways to turn cash into supercash. In this book Altucher describes in easy-to-understand terms the strategies used by the smartest managers in the world (who are running the hottest hedge funds).

**HM851.G65 2006**

Goldsmith and Tim Wu.

**Who Controls The Internet: Illusions of a Borderless World.**

These authors, both law professors, contend that nationalities will continue to maintain their sovereignty in the age of the internet - that national boundaries will not crumble under internet traffic. As they point out, even e-business giants such as Yahoo, Google and eBay need governmental support in order to function. So Goldsmith and Wu argue that existing international law has the power to control the Internet - a conclusion web pundits, cyberlaw specialists and courts across the globe will inevitably challenge. ●

## New DVDs

>> *Continued from page 9*

**Circle of Deceit.** A German film about the previous war in Beirut, with unfortunate timely relevance. Shot on location in 1981 it is about a German journalist who is there to cover the Lebanese war. He joins a group of fellow international journalists who all take dangerous risks in a war zone to cover the story. He left behind a crumbling marriage and becomes involved with a German ex-pat while he is in Lebanon. This film shows the urban warfare and moral conflicts of Arab-Israeli political situation and that of the whole Middle East; called "a superior film in every respect." In German with optional English subtitles. VIDEO Gr 107.

**Tsotsi.** The 2005 Academy Award Winner for Best Foreign Language Film, this film from South Africa also won additional awards at several international film festivals including Toronto and Edinburgh. Tsotsi lives on the edge of Johannesburg and while he is just a boy he survives by various criminal acts. One night he steals a car and finds a shocking discovery in the backseat that changes his life. The original language track is Tsotsi-Taal; English or Spanish subtitles available. VIDEO Za 154.

**Let Joy Reign Supreme.** Set in 1720 when Philippe d'Orleans rules France as regent for the young heir of Louis XIV. France collects significant wealth at this time from its American colonies but its upper class is hedonistic and occupied with debauchery. It provides a look at the French monarchy and diplomacy at that time, along with its moral degeneration. The New Republic called this film "sumptuously beautiful, delightfully intelligent, genuinely wicked and witty." From director Bertrand Tavernier. VIDEO Fr 340.

**Amen.** A Film by Costa Gavras about how religious leaders in Germany and the Vatican ignored the plight of Europe's Jews during WWII. A Nazi SS Officer and a young priest become unlikely allies in trying to document and stop the atrocities of the genocide. It explores the boundaries of conscience and treason, humanity and heresy, and the historical actions of the Catholic Church during the Holocaust. VIDEO En 1051.

**Shadow Kill.** An award winning film by Adoor Gopalakrishnan. A hangman in southern India in 1940 carries out many executions, which troubles his son who is a follower of Gandhi. A traveler's story changes their lives. Another international film from the Global Lens Film Series, which promotes films from developing countries. VIDEO Za 155. ●

### Academic and International Services Announcements and Deadlines

#### **OPT Application Deadline for Summer, 2006 Graduates:**

**August 11, 2006.**

Open to all students with a 3.0 GPA. Students must sign a statement that currently registered classes will not change, including dropping classes in the second module in order to delay graduation. Students must already have petitioned to graduate and must be very certain that they will complete their program. *Applications are located in our office and on our International Student Information MTB Page.*

#### **OPT Application Deadlines for Fall, 2006 Graduates:**

**First Half Graduates:** July 3 - October 13, 2006

**Express:** August 21 - September 1, 2006

**Early:** September 4 - 15, 2006

**Regular:** September 18 - December 1, 2006

Applications for OPT must be received at the California Service Center (CSC) by the date you complete your program of study. Applications received after your program completion date will not be considered for work permission in the U.S. *Applications are located in our office and on our International Student Information MTB Page.*

#### **Fall 2006 Early Registration: July 24th -30th**

Students planning on registering for Fall Classes are highly encouraged to come see your academic advisor BEFORE registration week. Your advisor can help you in your course selections for the upcoming trimester.

Academic and International Services  
Administration Building  
Phone: 978-7177 - Email: [ais@t-bird.edu](mailto:ais@t-bird.edu)

## The Treasurer's Office – Political Pitfalls and Operational Blues



By **Abhishek Agarwal**  
India, Fall '06  
Treasurer - TSG  
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global.t-bird.edu

With the attention that the TSG budget appeared to have received over the last few weeks, this seems to be a good opportunity for an official statement from the Treasurer's office.

The TSG Treasurer's job entails creating and administering the budget for the Glendale campus as well as the overall funding for the Prague and Monterrey campuses. This means long hours at fairly average pay (about \$270 a month, after tax). Of course, deadlines take on a whole new meaning with the continuous pressures of executing timely budget allocation, interim reports, reallocation and finally closing the books. For those who wish to take the effort, budget documents are regularly posted on the Treasurer's webpage:

**Site Map – Thunderbird Student Government (TSG) – Treasurer**

Regular budget updates on all major discussion boards and the Club Presidents Board result in streamlined communication between the Treasurer's office and the student community. We have successfully put in place new and more organized best practices and improved transparency. Some of the new systems incorporated by us include:

- Introduction of bookkeeping by the Das Tor (funded by the TSG) and funding based on budget requests instead of the traditional flat amount of \$4,000. This trimester the Das Tor funding was successfully reduced to \$1,500 as a result.
- Introduction of weighted average funding based on the number of students and costs per head for our offshore campuses at Prague and Monterrey. This is opposed to a traditional system of a flat 90% allocation. This resulted in reduction of funding to a more rationalized 75%. In addition, we now have a detailed funding proposal and bookkeeping process in place for TSG Prague and TSG Monterrey including a newly established overseas account,

which will allow us to disburse future funds using a debit card approach.

- Introduction of a new TSG Quarterly Budget Report along the lines of a quarterly corporate business report.
- Introduction of a new TSG Student Survey for allocation of 5% of the budget as per the consensus distilled from student opinion.
- Reimbursement turnaround time has been reduced to an average of 12 hrs for a reimbursement request.

As the Treasurer, I realize that this is the Student Government for a business school and not the Federal Bank/Treasury of the United States. Still we have made concerted efforts to improve the processes in place by questioning everything. We are all elected/appointed from amongst the student community and we thank you for your appreciation of our work and for your criticism of our failings. We continue to strive for transparency and welcome your participation in future endeavors. •

## New TSG Officers



**Sandra Medina, Vice President of Monterrey Program**

I was born in Mexico City and came to Mesa, Arizona when I was eight years old. Since then, the direction of my studies and experiences has been leading towards working with an organization that directly impacts the empowerment of the youth and of women in the developing world. I have a Bachelor of Arts degree in Sociology with Minors in International Relations and Mathematics as well as a Master of Arts in Peace and Justice Studies from the University of San Diego. Most recently, I served as a Peace Corps Volunteer where I taught math at a secondary school in the village of Timbo, Guinea, West Africa. At Thunderbird I am specializing in international development and finance, and I will graduate in Jan. 2007.



**Whitney Lennon, Treasurer of Monterrey Program**

I was raised in a Forest Service family so practically every family vacation was either to see Grandma or involved a tent. The outdoor lifestyle stuck with me. Now I plan to pursue a career in eco-tourism development in environmentally threatened, economically developing communities. I have ten years of experience in the ski-related tourism industry. I will graduate in Spring 2007 with a specialization in International Development, which compliments my undergraduate degree in Commercial Recreation and Tourism specialization.

## World Night Recap



By **Bettina Gardner**  
U.S.A., Fall '06  
bgardner@  
global.t-bird.edu

Apparently there was some "drama" surrounding World Night, which was held on Friday, July 21st. Among the most pressing issues: lack of volunteers, smallest budget for World Night (regional night) in the past two years, the TAC is hot in July, no ideas about talent performers, there was no beer to order from Chartwell's.

Fortunately, with the help of the other TSG members, various clubs, and individuals on campus, it seems all this drama was resolved. The International Women's Club definitely came through with volunteers to cook, perform a dance, and walk in the fashion show. All of the clubs and individuals who cooked provided an outstanding assortment of foods from around the world: Korean fruit cocktail, Japanese spicy Somen noodles, Southern US shrimp creole, Moroccan chicken, Russian salad, Greek spanakopita, curries, jalapeno

poppers, burritos . . . the list went on and on!

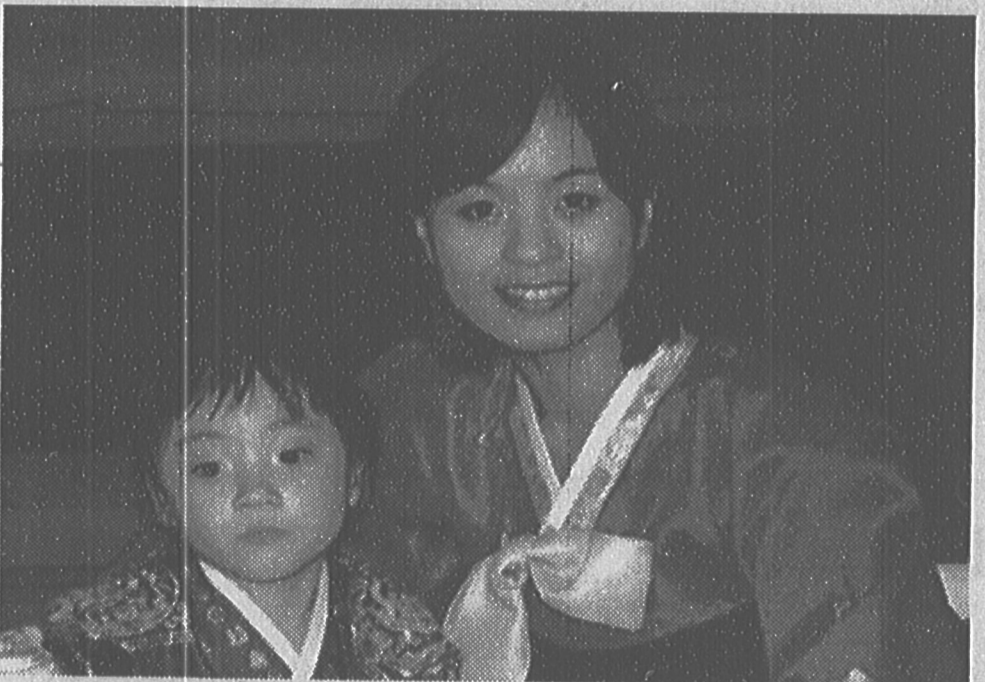
The variety of talent was phenomenal; I am personally proud to see so many talented and creative people in the T-bird family. The volunteers for the fashion show walked like naturals on the catwalk, even the littlest ones. The martial arts presentation was a new and exciting addition to the agenda – something I know I had never seen before, and I hope it was an interesting experience for all the attendees. I give "Kudos!" to all the dance performers, because it isn't easy to get on a stage and remember your steps in front of so many people! The Jam session at the end of the night had people clapping, snapping, and cheering, which is a perfect way to wind down the night. And for those Thunderbird students who have to party hard 'til the place is shut down: karaoke kept playing until the very end. I give special thanks to Abhishek Agarwal, the TSG treasurer, who increased our budget by 50% just before the event. Although I didn't get to see all of the night's activities or taste all the food, I did get a chance to play some games with fellow T-birds. I also observed others socializing and playing the

various games provided for further entertainment. The best part of World Night for me was the high stress, high activity planning right up to the minute to ensure that the event was up to the quality standards that T-Birds demand.

So I'd just like to thank all the people, clubs and individuals who helped. Thanks to the Korea Club, Japan Club, Indian Sub-Continent Club, German Club, Latin Business & Culture Club, Russian Club, Taiwan Club, International Women's Club, and Middle East-Club. As well as the T-Birds who volunteered to setup and clean-up, all of the various servers on the food line, the TSG members who were so supportive and directed the server line, setup operations, cleanup crew, and in many other ways. Thanks to all the students, families, and friends of Thunderbird who came to participate and enjoy the camaraderie at Thunderbird!

And last but not least, Thanks to the Beer Club, who helped in an innovative way, by providing us with the much appreciated keg of German beer! •

**World Night.** Photographs by Tak Yamada.



## TECHTALK

## Ten Reasons to Switch to an Apple Macintosh Notebook



By **Dustin Overbeck**  
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I was a long time Windows/PC user and finally in 2002, decided to give Macintosh a try. I bought my first Macintosh notebook—used—on eBay and was instantly hooked. It took me a bit of time getting used to the new menus, different programs, and how to find my way around the new operating system, but it was not too great a challenge—especially for a Thunderbird student. Most T-birds are used to working in a new and unfamiliar environment; therefore all of you non-Mac users should be willing to accept this new challenge. Below are 10 reasons to help convince you to switch to Macintosh.

**Reason #1: Design**

The outer appearance of a Macintosh computer is very stylish and has a professional look. Unlike many PC counterparts, there are no stickers blatantly posted all over it. Whether you look at the black or white MacBooks or the aluminum casing on the MacBook Pros, there is no mistaking its level of professionalism. The computer itself is very presentable: sleek, stylish, and the outward appearance is part of the reason why a device such as a notebook can reach cult status with its users. Image is important—think

about it, how many six-figure MBA grads drive a Buick?

**Reason #2: No Viruses**

According to Apple's website, there were 114,000 known viruses for PCs in 2005 and another 850 new threats in the first quarter of 2006. How many for Mac? Zilch, nada, zero. We all have a friend or relative whose computer became so infected with spyware and unwanted pop-up advertising that it needed the operating system re-installed. The last thing you would want to do is have your computer rendered unusable right before a class deadline.

**Reason #3: Integration**

The new Macintosh notebooks all come with built-in wifi, Bluetooth, and a high-resolution web cam. The software that comes standard with the computer allows you to plug it in and turn it on to get going. Just connect a digital camera and you can immediately download and edit pictures. Forget about depending on clipart for your presentations if you can create your own visuals.

**Reason #4: Quiet**

One thing that is constant across all types of Macintosh notebooks is that they run quietly. They don't have the big fans that other computers do, and therefore it lends to a thinner computer, which runs with less noise.

**Reason #5: iMac**

The Mac OS X operating system has a folder on the computer called iDisk and with a .Mac subscription, you can easily



...sleek, stylish, and the outward appearance is part of the reason why a device such as a notebook can reach cult status with its users.

drag and drop files to the iDisk and make it available to others on the internet. This is extremely helpful because many email programs limit attachments that are bigger than 5MB. By saving a file to your .Mac account, you can give people access to large files. Additionally the .Mac account makes it quite easy to create a webpage or blog.

**Reason #6: Stunning Presentations**

Nearly everybody is familiar with creating a presentation in PowerPoint and there is a version for Mac. However, if you really want to raise your presentations to the next level, use Apple's Keynote. It offers you a higher degree of flexibility and customization for creating graphs, charts, and tables, as well as seamless integration for adding in multimedia. Furthermore it

has effects and transitions to make your presentation appear cinema-quality.

**Reason #7: Write and Record Class Lectures**

Perhaps the best piece of Mac software to come out of the Microsoft campus is Word for Mac. Unlike the Windows version, the Mac version has a record function, which allows you to record a class lecture while you type. I personally have found this quite helpful when going over my notes and studying for an upcoming test. Simply clicking on the line of text in the notes starts the audio playback at that moment in time of the lecture.

**Reason #8: Graphing**

Nearly every class on campus requires some sort of graphing or charting, whether a Supply/Demand curve for International Economics or Break-Even point for Managerial Accounting. The software program I run in tandem with Word for Mac during class lectures is OmniGraffle Pro. The software is extremely easy to use for drawing any sort of graph or diagram, which can be copied and pasted into any other program. Its usefulness goes beyond the standard diagramming by also offering quick and easy ways to build mind maps and organizational charts.

**Reason #9: Professional Publications**

For those who wish to turn in class papers that stand out from the rest who use Word, give Pages a try. Pages is a program

that makes it extremely easy to create newsletters and reports. With a click of a button you can change the layout to double or triple columns. Unlike Word, it allows for the greatest level of flexibility in formatting when inserting a pictures or creating a graph. These elements can be moved and nudged in any direction and the text position will automatically adjust.

**Reason #10: Runs Windows!**

Perhaps the most compelling reason to buy a Mac is that it can now run Windows. You have two options in running Windows on a new Intel Mac: dual-boot or virtualization. Dual-boot allows you to select which operating system to run at startup. By installing BootCamp and Windows XP, you will have the ability to select either Mac OS X or Windows XP. In order to switch from one operating system to the other, you have to power-down and reboot. With virtualization you can run Mac OS X as the "host" and Windows XP "virtually". The only commercial software currently available to do virtualization is Parallels Desktop. This option allows you to work in both operating systems side-by-side without needing to reboot. The virtualization option does run applications slower than the dual-boot option, however it does not require a power-down and reboot. ●

## AROUND TOWN

## Phoenix: In and Around for an Outdoor Person



By **Sujana Patel**  
India, Fall '06  
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Phoenix and its sprawling suburbs have a lot to offer for an outdoor person. But for a student trying to balance study life and fun life, apart from running ever so often to Scottsdale, here is what I came up with as my best takes on outdoor fun for a Thunderbird MBA.

**Phoenix and Water Fun**

**Waterworld Safari:** If you are a water person, you need a tan, or you just like to have plain fun,

then go out to the Waterworld Safari, which is the nearest water to campus. It is located only seven miles from campus. The rides are not that scary (except one!) and the wave pool is just plain awesome. On a perfectly hot day, this is a good place to chill out. Personally I liked the Serengeti Surf Wave Pool and the Speed Slides at Waterworld Safari the best. I still have not been to the competing waterpark, Golfand Sunsplash, but from the looks of it, it seems awesome as well.

**Lake Pleasant:** Phoenix does have a lot to offer the water lover. Lake Pleasant is a good place to chill for a few hours. You can go jet skiing for about \$70 an hour, you can also go boating and

water skiing, or you can enjoy a nice swim. The water is a perfect temperature giving you good reason to be in it and not out here!

**Salt Water Tubing:** Located in Mesa, this is another perfect summer recreation activity. You have your choice of different trips, from two to about five hours, depending on the water flow.

**Around Phoenix: A Hiker's Dream**

**Sedona.** My first choice for out-of-Phoenix getaways is Sedona. I am sure I am not the only one to agree to that. I love the hikes, the red rock beauty, the spiritual vibes and the fact that it is so close to Phoenix. Sedona

has everything: spas, meditation centers, sprawling estates and bungalows.

**Flagstaff:** I could not believe I was in the middle of the Arizona desert when I entered Flagstaff. While Phoenix baked in the heat at about 116 degrees Fahrenheit, Flagstaff enjoyed cooler weather around 85 degrees. Places to see in Flagstaff include the sunset crater volcano, the Arizona snow bowl, Lake Mary, the Lowell Observatory (where Pluto was discovered), the meteor crater, and lots more.

**Prescott:** It also enjoys weather which is at least 20 degrees cooler than Phoenix. While on a retreat I stayed at a campsite in Prescott and it was great. If you are an art lover,

there is a roadside art exhibition in Prescott you could check out as well.

For anyone, who would not mind traveling more than 2-3 hours, there is the famous Grand Canyon in all its majestic beauty. I want to go white water rafting there, so if anyone has been, I would love to know your opinion on that one!

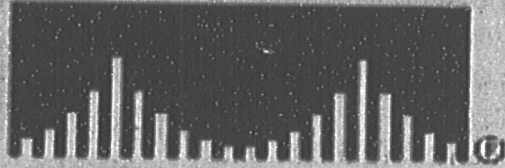
For the nearest beaches, try San Diego which is a five and a half hour drive from Phoenix. There is also Puerto Peñasco, aka Rocky Point, in Mexico, which is the nearest beach to Phoenix at a drive of under five hours. ●

# THUNDERBIRD CAREER FAIR FALL 2006

## OCTOBER 4 - 6

### Your Career Your Future

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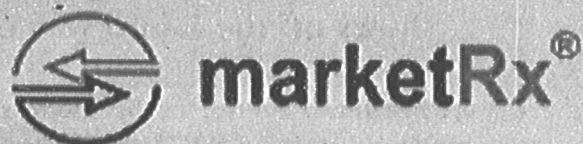
**Alico**  
American Life Insurance Company



**tyco**

select  comfort  
CREATOR OF THE SLEEP NUMBER BED

  
**EMERSON.**

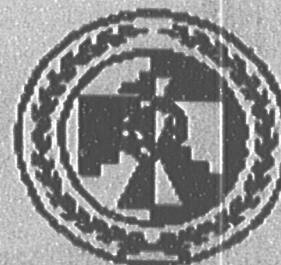


**stryker**



See the CMC homepage on myThunderbird  
for a complete list of participating companies.

Participants subject to change



**THUNDERBIRD**  
THE GARVIN SCHOOL OF  
INTERNATIONAL MANAGEMENT

CAREER MANAGEMENT CENTER

careers@t-bird.edu

*From the Founder*

"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

## You Can Go Home Again



By Agus  
Sutikno  
U.S.A./Indonesia,  
Spring '07  
Editor-in-Chief  
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In a few weeks, a new incoming class will start its Thunderbird education using a brand new curriculum. The students in this class will need, among others, to demonstrate a proficiency in a second language and to participate in one of Thunderbird Global Experience programs, two to three-week intensive courses designed to give students first-hand exposure to the interlink between business, international relation, and culture. All these changes and improvements sound very exciting; contrary to what Thomas Wolfe said, perhaps you can, indeed, go home again.

For many of us, part of the attraction of Thunderbird has always been its history of blending business training, international studies courses, and language instruction. We do not seek a traditional MBA program, nor do we necessarily compete for the same jobs that traditional MBA graduates

covet. It was therefore disheartening to see what a professor had characterized as "[our] moving away from our competitive advantage, from what made us unique in the first place." The language program has been restructured or dismantled, depending on whom you talk to. And what remains of the International Studies component are two very general and very broad survey of the international landscape: IPE and RBE.

Without ignoring the fact that world-class education—and in particular, language instruction, due to its smaller class size—is costly, we must remember that, in truly pioneering areas, idea comes before demand. Thunderbird's own history can attest to that. This unique community would not have existed if our founders had used "demand for a Thunderbird education" as a justification to start all this sixty years ago. Looking back, we can perhaps admit that the move to make second language proficiency optional was not the smartest move Thunderbird could have made. And we should applaud the school for realizing this quickly and rectifying it in the new

curriculum.

To borrow Professor Caren Siehl's competencies and consequences framework, it is important to identify what "counts" as the basis for our competitive advantage. Therefore it is encouraging to hear a general consensus among the faculty and the administration that the combination of the three areas—business, international studies, and language—still represents a unique and valuable proposition that Thunderbird can offer. Furthermore, there is also a uniform conviction that there is going to be continued need and demand for such a unique approach to international management education. The challenge is how to reconcile what we know and believe with the reality of the marketplace and to what extent we have to compromise those "counts" in our efforts to respond to the changes in the marketplace.

This challenge was brought to light again recently when a group of students had to pressure the school to offer a course they wanted to take and to assign a certain professor (or rehire her, since unofficial sources indicated that she had

been let go) to teach the class. One can't help asking if the school knows whether the course "counts" in developing the unique expertise of Thunderbird graduates. If the course does not "count," then letting students dictate what they want or do not want to learn may be a reasonable compromise. However, if the course does "count," then it raises the question: "Why does the school cancel it in the first place?" The second, more important, question has to do with the pressure to rehire the professor. If having the best, most-qualified faculty members "counts" as one of the factors that make Thunderbird what it is, then why does it take pressure from the students to keep those faculty members at Thunderbird?

Thunderbird's experience in dealing with the foreign language issue should remind us that some things perhaps should never be sacrificed in the compromises we make. We may be able to go home again, but a homecoming is only worthwhile if the people and spirit that have made "home" the place that we want to go back to is still there. ●

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## How to Win A Satellite Radio

>> Continued from page 5

## DON'T:

1. Confuse networking with job hunting. Networking is building and maintaining professional relationships. It's something you do throughout your life, not just when you're job hunting. Networking offers value for you and those with whom you

network. If you're not providing value to people in your network, you're not doing your share.

2. Send an impersonal mass email to a distribution list.

3. Think that being a T-bird allows you to make demands of fellow T-birds, or that just because you're a T-bird, you deserve their

time, attention or help.

4. Send your resume on first contact. If a T-bird alumnus wants your resume, he or she will request it.

5. Ask for a job from someone you don't know – T-bird or not.

6. Forget to proofread your email or letter. Look for spelling and grammatical errors. If your English (or whatever language you're writing in) isn't perfect, ask someone to review your

message for errors.

7. Be casual or informal (in language or attire) just because you're contacting a fellow Thunderbird. Every contact is a professional contact and should be treated as such.

8. Rely only on T-bird alumni for your network. The best network is broad and diverse – geographically, functionally, and in industry, age and professional representation. ●

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# OPINION



## Consequences of Becoming Fat, Dumb, and Happy



By **Rajesh Harpalani**  
India, Fall '06  
rajesh\_harpalani@hotmail.com

I am going to present some psychoanalysis of an important feeling that often grips businesses and individuals; a sentiment that grips you when you become Fat, Dumb and Happy. This is what gripped Intel, once a market leader in microprocessors — as a consequence we see AMD capturing the market. IBM had the same thing happen to them years ago — Microsoft took advantage of IBM's laissez faire attitude and captured the global operating system market, even though IBM came up with an operating system before Microsoft. This is what often grips you and me at times when we under-perform. This feeling is nothing but a sense of overconfidence.

What brings this on? Is it satisfaction or complacency? Is this what made Intel lose its battle against AMD? AMD was built by Intel; they were the ones who groomed AMD. The comprehensive cross license agreement between AMD and Intel (1982), allowed sharing of patents between the two, by which AMD could act as a second source manufacturer of the 8086 and 8088 microprocessors. They did so to go around the laws in US that do not allow monopoly. Intel

thought giving AMD the formula and not the ability to produce microprocessors would always keep them a notch below Intel in the market. But what happened? Knowledge is one powerful tool with which you can arbitrage any difference and you do not need to depend on a wise sage to gain knowledge. AMD defeated Intel in its own game just by being a better technocrat with its superior and powerful processors.

For years the names of Dell and Intel went together like peanut butter and jelly, but earlier this summer Dell announced that by end of this year, they would start selling AMD Opetron based servers. Though Dell is starting to get out of the axis of Intel-Microsoft-Dell, Microsoft is sticking its guns with Intel; but if you are not delivering you will be left forlorn. The mistake Intel made was that they ignored the potential of the competitor. Business Intelligence Professor Paul Kinsinger says that companies often fail to see outside of themselves and they just keep looking inwards. AMD released Turion (64 bit processor) and Intel still says it will release (64 bit processor for laptops/desktops) in the Autumn of 2006. Though it has released Intel Duo processor, dual 32 bit processors combined to serve 64 bit computing needs last week (July 27, 2006) for desktops and laptops. Tech-industry is and will always be an emerging and growing industry and winning the Tech-battle is crucial for all

tech-companies to have a larger market share.

No worries if you don't understand this tech-bit jargon, no Oscars for understanding it, but you certainly cannot win an Oscar if you can't understand what my friend taught me once: "Success has many fathers, Losers are orphans." We see Dell teaching this to Intel by forming an alliance with AMD. Intel behaved this way because it had become big and FAT, they did not look outside, hence they were DUMB and remained content and HAPPY — and that's what FDH is all about.

This is not a plague that just companies catch, individuals also fall prey to this. I myself have been victim of this. I am now aware of it and am careful not to let it happen to me again and I am sure it could happen to you at one point or another in your life.

Staying focused is the key when you start performing. Performance brings satisfaction that builds confidence. If you can't nurture confidence it turns into over confidence. That's the key folks, managing success and happiness is critical for being content in life. If you cannot manage success, happiness might flee away. So stay focused with whatever you do and wish to achieve.

But all this requires humility, and that's what Level 5 leadership is all about, remember CTP Guys!! Be on the earth, never levitate, you might fall ... however BIG you become. •

## What Does "Behave in a Professional Manner" Mean?



By **James Sayno**  
U.S.A., Spring '07  
TSG President  
jsayno@global.t-bird.edu

As I read the Thunderbird Code of Honor and Conduct, I am stricken by several thoughts. First, I am amazed at how succinct a Code this is. It documents the major beliefs that we share as T-birds and some tenets that underlie those beliefs.

One of the sub passages jumped out at me as I was reading it. Under Respect All Members of the Community, I found the following statement:

"Behave in a professional manner, both on and off Thunderbird campuses, in order to secure my personal reputation and enhance that of the Thunderbird community."

This statement seems to me to be especially vague. What does it mean to "behave in a professional manner"? What is the definition of the word "professional"? As a multicultural institution, we should by now be acutely aware of the trouble that ambiguity of language can bring. One person's professional manner means not wearing tattered clothing to class while another's is making sure one does their research before asking questions of our recruiters. Without specific details, how are we to know what any of this means?

A saying popularized by Gustave Flaubert reads "le bon Dieu est dans le detail" or "God is in the details". I am proposing that we imbue our noble Code with more details on how to conduct ourselves in a professional manner and what this actually means as a guideline for our daily academic lives. In doing so, we will resolve the ambiguity and set a foundation for our daily behaviors.

Therefore, I am making a push to develop a more thorough Thunderbird Code of Professional Conduct. This will require a participation of all of the key stakeholders in the Thunderbird community. If anyone is interested in participating in this effort or providing input, please contact me directly at jsayno@global.t-bird.edu. Thank you in advance for your effort in improving the image of the Thunderbird community. •

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# DR. LOVE

Dear Dr. Love,

This is the first time I've been faced with a situation where I didn't know who to turn to, but I thought you might be able to help. I'm writing to you because I have a financial situation on my hands; I need more money to pay for tuition.

I don't have a 4.0 GPA or an 800 score on my GMAT; therefore I am ineligible for the continuing student scholarships. I also am not fortunate enough to be sponsored by a company or to have rich parents to pay for my education. I'm trying to do it on my own but even financial aid doesn't cover all my tuition expenses. I applied for several of the other scholarships on campus, but recently received rejection letters from \*all\* of them.

As a resourceful person and a budding entrepreneur who is faced with a financial dilemma, I have a decision to make: Should I whore myself out to women in Phoenix and on the Thunderbird campus to earn extra money to pay for school? Or should I think bigger and be a pimp and start my own franchise? Which has the greatest ROI and least amount of risk for my investment? Also, do you have any helpful advice on how to get started?

Thanks in advance!  
- Financially Strapped

Dear Financially Strapped,

Before I delve deeply into solving yet another difficult issue of sex, murder, and betrayal, I will provide a public service announcement to the school community. I will address your utter inability to receive fundage from the school. You stated that you are not a 4.0/800 student and thus are ineligible for continuing student grants. News flash: look around, the closest thing to an 800 most students have is their meal card balance and 4.0s refer to the white-trash V6 mustangs that circle the school like a school of mulleted sharks. Hell, the

fact that you know a GMAT score has 800 points puts you at the head of the curve. What I'm saying is that numbers are not important at T-bird and you don't need to become a wonk to get cash. There are a couple of ways you can get the school to pay for your 4:20 indulgences. (OK, maybe a couple of numbers are important on campus.) All you have to do is: 1) be active; 2) be visible. There are a number of venues to being active. You could join the TSG... Hahaha, just kidding! That actually involves WORK. Those kooky, power hungry, baby-kissers invest a great deal of time and get paid the equivalent of a McDonald's worker... in Honduras.

A better option is to weasel your way onto the scholarship committee. Once in the lion's den you will be able to easily switch papers, sabotage essays, forge recommendations, and generally funnel a small fortune your way. And embezzlement is a white collar crime, so if you get caught, you'll just end up playing golf with a bunch of executives, giving you ample time to network! Win-win.

If reading stuff is not your cup of tea, you can volunteer in the local community. I know, I know, old people smell funny and homeless people, well, smell funny. As a volunteer you can be creative. For instance, did you know that women should inspect their breast for cancer on a monthly basis? Straight from <http://www.breastcancer.org/>:

*Examining your breasts is an important way to find a breast cancer early, when it's most likely to be cured. Not every cancer can be found this way, but it is a critical step you can and should take for yourself. No woman wants to do a breast self exam (or "BSE"), and for many the experience is frustrating—you may feel things but not know what they mean.*

*However, the more you examine your breasts, the more you will learn about them and the easier it will become for you to tell if something unusual has occurred.*

You could use this to your advantage to offer free breast exams to women! You will be providing an important service, having fun, and getting brownie points for scholarships! Win-win.

The final, and perhaps easiest and most enjoyable, way to get money from the school is to take a leadership position in a school club. Now you might be thinking to yourself that I have gone insane. Club leadership involves work and transparency. Not to mention that it's freaking boring: email here, press release there, speaker here, begging for TSG funds there, blah, blah, blah. Once again you have underestimated my wisdom.

You have to get creative: make your own position! For instance, I am quite sure that the rugby club and the beer drinkers consortium could use a liaison between them; you would hold a leadership position in two clubs. If that is too much effort, you could be a CBO: Chief Brat Officer for the rugby club. You get to play with fire and have a catchy three letter title. Win-win.

What if you cannot get one of these positions? Create your own club! Thunderbird breeds more clubs every trimester than STDs at Tony's (and that's a lot, trust me). Beer club, wine club, tequila club, chess club, motorcycle club, cricket club... Good god, I actually think there are more clubs than students! So jump on the bandwagon and make a club that caters to you directly. If TSG falls for the "Barwinkle's Social Club" and "Go-Kart Club" then you are a shoo-in for the "A-Team Aficionado Club" or the "Pom on the Net Club" or the "Let's Get Plastered at the Pub on Thursday and Make a Fool of Ourselves Club" or even the "Sleep Club." As you can see, the options are endless! All you need are about a dozen suckers to sign up, and we all know that the nobs will sign anything because they are so eager to get involved and build that famous T-bird MBA network. This method not only gives you a leadership position, but

you could get speaker money, and then go in there, and just BS for an hour... Cha-Ching! Win-win.

So as you can see, it is quite easy to get money from the school; you just have to be a bit creative! But I deviated from the main topic: whoring yourself.

Let's take a look at your options: whore or pimp. Hmm...that is truly a tough one. It is a disparate comparison, like bondage and cross-dressing: both fun, but require different equipment and skills. Starting with whoring, I have to say that the initial investment is minimal: condoms, lube, good haircut and hair gel, designer jeans, zucchini and tin foil, massage oil, and a tight euro-trash t-shirt or striped dress shirt (depending if you are going for the metro-sexual or wannabe professional look). However, you have to consider this: everyone knows the ratio of women to men at this school; it's like 1 to a bazillion. So who the hell would actually PAY to have sex with you? I mean seriously, unless you can say "I can't believe it's not butter" with a crappy Italian accent, you are a tad full of yourself if you think you can pull it off. So you will have to migrate off-campus into the depth of Glendale's redneck inner-sanctum: Barwinkle's. The women there tend to be old, drunk, white-trashy, and they know the lyrics to every White Snake and/or Kiss song. They are there for one thing: to get laid like it's 1974!

A young, strapping buck like you would be like a godsend compared to the local beer-guzzling yahoos whose idea of pleasing a woman is patting her head as she pleases him. If you are willing to stoop to this level, you could make a decent income. Just make sure that you are charming, but firm. Set a price early and don't use words over two syllables or talk about anything involving politics, other countries, wine, or personal hygiene. So ask yourself: "Am I willing to hog it to make some money?" If the answer is 'yes' then go for it. One quick hint: if you are in A or B dorm,

the sound travels very well, so keep the moans and whipping down!

The second option is to become a pimp. Now this is a lucrative job. Check out American Pimp, a touching story of the annual American pimp convention, set to the backdrop of suede and backhanded slaps. If you still think that you have what it takes, then you need to know that the upfront investment is quite steep. A vintage purple suede suit cost \$12.75 on ebay; vintage platform shoes are \$85 on sazzvintage.com; a 1975 Cadillac is about \$3500 (but golden rims, fuzzy dice, internal suede, and a purple paint job can run you over \$10,000); a good ivory tusk cane is \$725 on walkingcanedepot.com; and gold-chains and/or teeth are \$646.10 per ounce of bullion. After that, you are ready to start. The first thing is the speech. Go to <http://www.joel.net/EBONICS/translator.asp> for a free ebonics translator.

Then you need to learn how to slap. This is probably the most important part of being a pimp. If you cannot slap a ho correctly, you will get no respect. The correct technique involves taking your right hand over your left shoulder then fully extending it at a reasonable (not excessive) pace, and it must be backhanded. For practice, go to [www.hoslap.net](http://www.hoslap.net).

Once you have all this down pat, you need a territory. Well, we are in Glendale... you'll basically have a free ride on this one. Now for the hos. The easiest way is to go to LA and find girls from the Midwest who wanted to be stars but are now starving—easy prey! Next easiest are drug addicts, although these tend to be hard to control. Finally you can just steal some hos. Just remember a ho has to fear and love you at the same time... in a very delicate balance. A good essay on the subject is available at: <http://www.thejuxtaposition.com/essay.asp?id=4>. It's not as easy as you think. But if you have any experience with D/S (Dominant/Submissive), then you are halfway there.

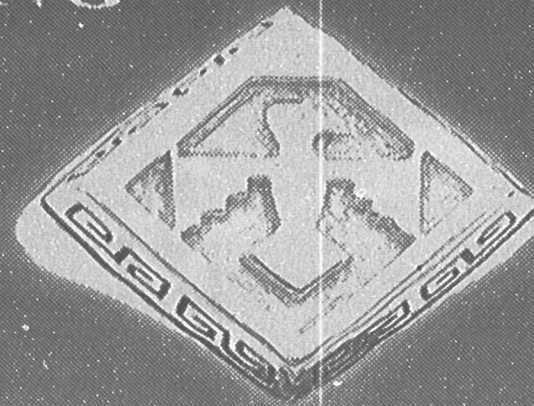
The return on your investment can be spectacular; it all depends on how much effort you put in. A good ho can make \$200 an hour and 80-100% of that is yours... if you keep track of her income. Do the math; you could even drop out of school!

So to answer your question, a pimp would be a much more lucrative, although more difficult, venture. However, if you are broke, you probably cannot afford the cost of entry. So you will have to go with the first choice and go hang out at Barwinkle's. Oh, one thing I forgot to mention: most male prostitutes are catered toward... men. So good luck with that! Good night and good... luck.

• Dr. Love... and finance

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