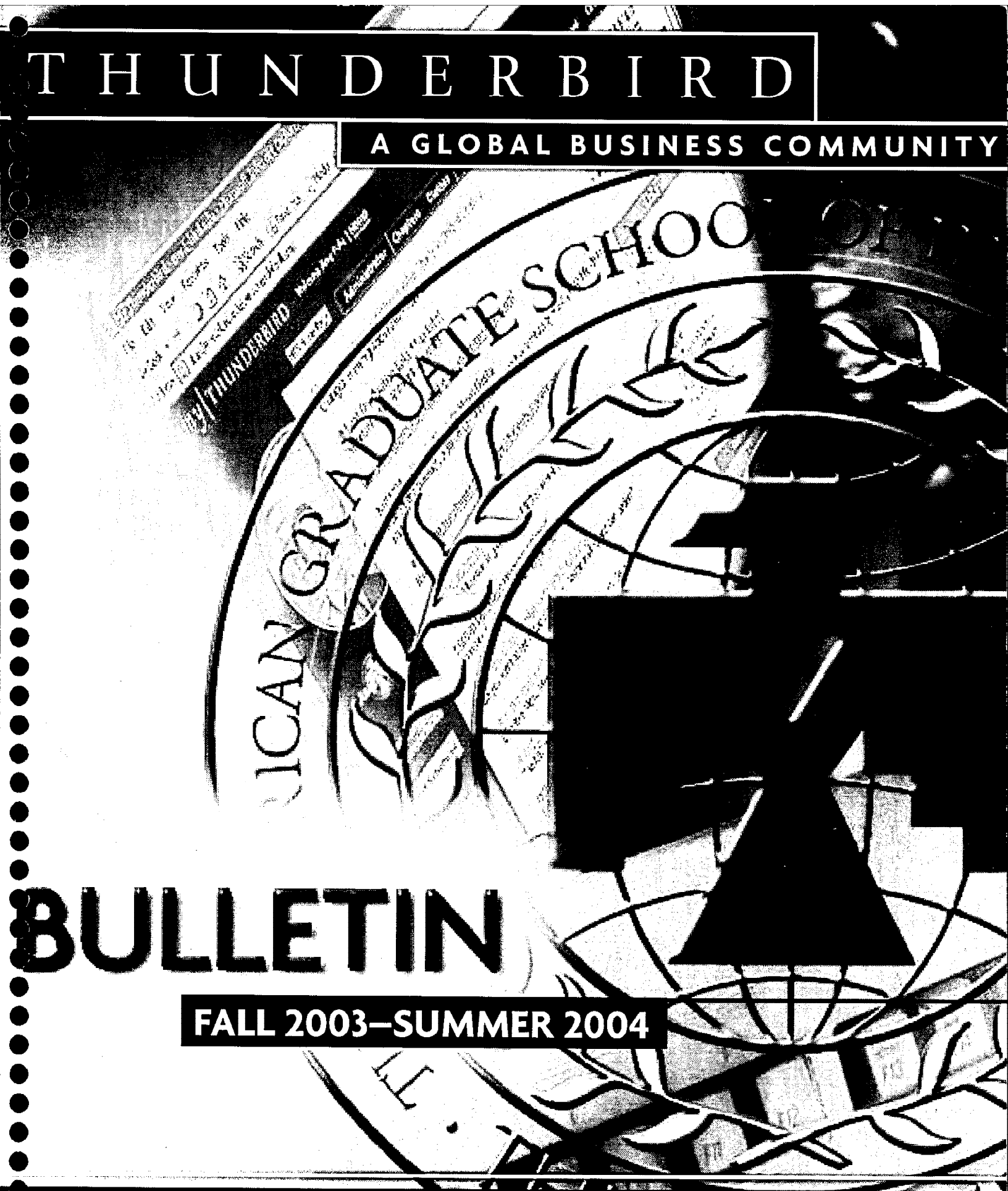
THUNDERBIRD

A GLOBAL BUSINESS COMMUNITY



BULLETIN

FALL 2003–SUMMER 2004

WWW.T-BIRD.EDU

THUNDERBIRD
THE AMERICAN GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT

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A NOTE FROM THE PRESIDENT



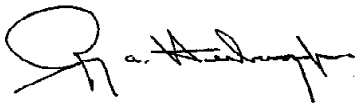
Welcome to Thunderbird! We are delighted that you have chosen to become a global leader. Thunderbird's proud history — more than 50 years — of helping exceptional individuals shape meaningful careers in global business is probably best evidenced by the fact that our 33,000 alumni are living and working in more than 135 nations.

Now you become a part of that grand tradition. In your time at Thunderbird, you will have the opportunity to draw upon unparalleled expertise and resources in international business. Our faculty, almost half of whom come from outside the United States, are dedicated to providing you with the support you need to achieve your goals here.

But you also have at your disposal another huge advantage: the Thunderbird student body. At Thunderbird you will meet intelligent, motivated students from more than 60 countries. I urge you to learn from them — both inside and outside the classroom. Your fellow students will be lifelong colleagues, friends and business partners.

We believe our approach to global management education is the model best suited to helping you with your career. The program has been recognized as No. 1 in international management education for eight consecutive years by *U.S. News & World Report,* and by *The Wall Street Journal* as well. Our curriculum provides you with the unique opportunity to choose from a wide range of global business courses. As you sit in the classroom, as you work on group projects, as you perform research online, I would suggest that you always seek to challenge yourself and build skills that will set you apart.

Please remember that Thunderbird is about people, about motivating others and ourselves. I am very pleased that you have chosen to be a part of this great institution, and I look forward to having the opportunity to interact with you during your time here.



Dr. Roy A. Herberger, Jr.

This Bulletin reflects graduation requirements and regulations in effect for full-time students who initially enroll, or return after an absence, for Fall 2003—Summer 2004. Students who may be subject to other requirements printed in earlier catalogues or Bulletins must contact the Registrar's Office.

THUNDERBIRD MISSION STATEMENT

We develop high-potential individuals to serve the advanced management needs of international enterprises.

GOALS

- To offer graduate management degree and non-degree programs distinguished by their global business, cross-cultural, ethical, and multilingual components.
- To involve and support a global network of alumni and friends.
- To serve international business, government, and nonprofit organizations through faculty research and consultation, student internships, and technological facilitation.
- To foster global understanding by seeking a domestically and internationally diverse faculty and student body.
- To maintain close linkages with leading enterprises so that: (a) the curriculum remains responsive to their needs, and (b) the placement process meets student and international enterprise objectives.

ACCREDITATION

Thunderbird is accredited by the AACSB — The International Association for Management Education, the North Central Association of Colleges and Schools (NCA) and the European Quality Improvement System (EQUIS). The AACSB is the primary accrediting association for American schools of business, and the NCA is the primary accrediting agency for universities in its region of the United States.

SCHEDULING CHANGES

At any time, the School reserves the right to make whatever changes it finds appropriate in course scheduling, course descriptions, assignment of instructors, and prerequisites. Some courses are offered in alternate trimesters or as demand warrants. If a required course for a Focus Area is not offered, an approved substitute course will be made available. Please refer to the one-year schedule on My Thunderbird for course availability and locations.

ACADEMIC DEGREE PROGRAMS

Thunderbird offers two degree programs: the Master of Business Administration (MBA) in International Management and the Master of International Management (MIM) degree program for Post-MBA and Dual Degree students.

Completion time for both the MBA in International Management and MIM may be extended if a student elects to do internships, an exchange program, and/or a trimester overseas.

SUMMARY OF INSTITUTIONAL REQUIREMENTS FOR THE MBA IN INTERNATIONAL MANAGEMENT

Candidates for the Master of Business Administration in International Management degree are required to choose one of the following two tracks:

Track I - second language proficiency is required

OR

Track II - no second language proficiency is required

Track I is for students who want language courses to count toward their (48-60 credit hours) graduation requirement. Track II does not allow students to count language courses toward the required 48 credit hours for graduation.

Both Track I and Track II have a required common Core curriculum composed of 33 credit hours plus an additional 12 credit hours of course work in a Focus Area.

Track I requires an additional 3-15 credit hours of modern language depending on proficiency level at the time of matriculation. The total credit hours required to graduate

from Track I are 48 - 60 hours. Track I is designed to be completed in four trimesters and assumes that the student will be taking 15 credit hours per trimester. Students who take less than 15 credit hours per trimester may not be able to finish Track I in four trimesters. They also run the risk of eliminating a smooth transition between Core courses in each module/trimester. Students who choose to take less than 15 credit hours must meet with their Academic Advisor.

Track II requires an additional 3 credit hours in the form of a Winterim or an Internship* or GF elective course. A total of 48 credit hours is required to graduate in Track II. Track II is designed to be completed in three or four trimesters and assumes that the student will be taking 15 credit hours per trimester. Students who take less than 15 credit hours per trimester run the risk of eliminating a smooth transition between Core courses in each module/trimester and extending the completion of the program. Students who choose to take less than 15 credit hours must meet with their Academic Advisor.

Students are encouraged to choose which track they wish to pursue prior to the first day of classes. Final deadline for switching between Track I and Track II is the last day of the final exam week of the student's first trimester.
Note: Students must meet all necessary prerequisites for the track they choose. Students will not be allowed to switch tracks after the first trimester.

Focus Areas include Global Finance, Global Marketing, International Development, and Customized.

Students must maintain a cumulative grade point average of 3.00 (B) or higher in graded courses to be eligible for the MBA in International Management degree. Only courses completed with a grade of C- or better are acceptable to satisfy any requirement for the MBA in International Management. The second grade of a repeated course will be the one used in the calculation of the student grade point average.

Thunderbird considers 12-15 credit hours per trimester to be full-time status for ALL students. U.S. Federal regulations consider full-time enrollment status to be 12 credits.

*Thunderbird is not responsible for securing an internship for students.

SUMMARY OF INSTITUTIONAL REQUIREMENTS FOR THE DUAL DEGREE AND POST-MBA PROGRAM

POST-MBA

Students who already hold an MBA degree from another institution may earn a Master of International Management (MIM) degree in the Post-MBA program. This advanced program allows qualified students the opportunity to internationalize their knowledge of business practices and business environments. Eligibility is restricted to those with MBA degrees from:

- AACSB-accredited programs, and/or
- MBA programs outside the United States, as approved by the Dean of Faculty & Programs or designee.

The statute of limitations for the Post-MBA is five years between the start of the first MBA and matriculation into the Thunderbird Post-MBA.

DUAL DEGREE PROGRAMS

Dual Degree Partner Schools

Thunderbird has established dual MIM/MBA programs with select universities around the world. At the end of the combined program, successful students will receive both the Thunderbird MIM and the MBA of the partner school. The program requires students to apply and be accepted at both schools prior to initial matriculation. **Students in the Dual Degree program must start at the partner school and finish at Thunderbird.**

The following are partner schools with Thunderbird in offering the Dual Degree program.

Arizona State University
Case Western Reserve University
Escuela Superior de Administración y Dirección de Empresas (ESADE)
Michigan State University
The University of Arizona
The University of Florida
Virginia Polytechnic Institute and State University

For more specific contact information for each partner school please refer to www.thunderbird.edu.

PARTICIPANTS IN THE DUAL DEGREE AND POST-MBA PROGRAM:

- Must first apply and be accepted to Thunderbird.
- Dual Degree students enter the MIM program after the completion of the partner school's portion of the program.
- May waive some Core coursework
  - -18 to 21 credit hours may be applied from the partner/accepted institution. (See waiver section of Bulletin for more detail.)
- Must complete a minimum of 30 credits at the 4000 or 5000 level including the following:
  - -International Political Economy (3) Not waivable
  - -Regional Business Environment (3) Not waivable
  - -Cross-Cultural Communication (1.5) Not waivable
  - -Global Negotiations (1.5) Not waivable
  - -International Economics (1.5) Not waivable
  - -Global Strategy (1.5) Not waivable
  - -12 credit hours of Focus Area OR Global Focus (GF) Electives
  - -6 credit hours of language for native English speakers
  - -6 credit hours of English and Business communications for non-native English speakers

Non-native speakers of English with a TOEFL score of 267 and above waive English language requirements and may either complete BC5011 and BC5012 OR complete 6 credit hours of one of the foreign languages taught at Thunderbird.

Language requirements may be met by waiver through the Language Testing Institute (LTI) of the American Council on the Teaching of Foreign Languages (ACTFL).

All hours for degree completion must be done in Thunderbird resident status.

Any graduate level coursework used to fulfill the MIM degree requirements must be completed within 5 years of program initiation.

Courses with a grade below a "C-" do not meet graduation requirements.

Dual degree students who take courses at Thunderbird while attending another university will be charged on a per-credit-hour basis corresponding to the rate of trimester tuition and fees in effect at the time.

For those students electing to begin their study at Thunderbird Europe, 15 credit hours of the degree requirements must be completed in Glendale (internships in Glendale do not satisfy the 15 credit hour residency rule).

All students who are not residents/citizens of the U.S. must submit TOEFL scores as part of the application documentation UNLESS English is the legal native language of their country of citizenship OR if they have completed an undergraduate degree in a country where English is the legal native language AND the instructional language of the school was English.

See pages 5 and 6 of the Bulletin for more info on the MIM Program Structure.

NON-DEGREE STUDENTS

The School admits as Non-Degree Students a limited number of highly qualified individuals who wish to gain advanced training by taking specific courses but who do not intend to become degree candidates. Non-Degree Students must apply for admission through the Office of Admissions and must complete all course requirements including final examinations. They are subject to all School regulations. Students will be issued e-mail accounts during their course of study and will also receive a transcript of all course work completed. Lifetime global e-mail is not available to Non-Degree Students.

CERTIFICATE OF ADVANCED STUDY

Students who do not complete all the requirements for the MIM or MBA in International Management may earn the Certificate of Advanced Study, provided they have completed 15 or more credit hours of specified coursework with a cumulative grade point average of at least 3.00. Candidates for the Certificate of Advanced Study must take International Political Economy (IPE), Regional Business Environment (RBE), International Economics, Global Strategy, Cross-Cultural Communication, Global Negotiations, and 3 credit hours of GF elective courses.

CERTIFICATE OF POST-GRADUATE STUDY

Students who have completed an MBA or an MIM may earn the Certificate of Post-Graduate Study. Students are required to complete a total of 12 credit hours from the Finance, Marketing or International Development* Focus Areas in order to earn the Certificate. Students may only count three (3) credit hours of a Winterim toward the Certificate program.

Students have a maximum of two years to complete the Certificate program; however, foreign students must complete the program in the allotted time allowed by their visa status, which in most cases is the equivilant of one trimester. It is therefore the responsibility of any foreign student interested in this program to work with the Programs for Foreign Students and Scholars (PFSS) and an Academic Advisor to make sure that all necessary classes will be offered within the time frame allowed by one's visa status.

*The International Development Focus Area requires additional prerequisite coursework that will lengthen the program. Courses such as International Political Economy, Regional Business Environment, Cross-Cultural Communications, and Global Negotiations are prerequisites to many of the advanced International Development Focus Area courses. See pages 11, 17-22 of the Bulletin for specific details and prerequisites.

SPOUSAL ENROLLMENT

Spouses of full-time students may take up to 9 credit hours of study per trimester. Refer to schedule of tuition and fees for relevant charges. Student spouses must complete the non-degree application procedure in the Office of Admissions. Enrollment in Global Management (GM) courses requires satisfaction of all listed prerequisites. Furthermore, enrollment in GM courses is not allowed until all admission requirements in effect for full-time students are satisfied. This would include completion of an undergraduate or equivalent degree, and a GMAT score meeting general admission requirements.

Enrollment in a language-only program does not require completing the degree and GMAT test requirements. If the spouse later becomes a candidate for the MBA in International Management degree, all credit hours are charged retroactively at the regular full-time student tuition schedule in effect at the time of degree-seeking declaration. Spouses and dependents of foreign students on F1 or J1 visas may have limitations based on U.S. rules and regulations. Please contact the PFSS office for information.

PRE-MBA INTENSIVE ENGLISH PROGRAM

A ten-week long non-credit intensive English program, offered through the Thunderbird Language and Culture Center, is held several times each year to help prepare non-native speakers of English for entrance into the MBA in International Management or other graduate business programs. This English program has small class sizes (6-8 students/class) and a business-oriented approach to learning. For more information visit the Thunderbird website at: **www.thunderbird.edu/xp/Thunderbird/corporate_services.xml/exec_ed.xml/tlcc.xml/tlcc.xml**.

THUNDERBIRD INTENSIVE AND IMMERSION LANGUAGE PROGRAMS

Students who choose to study a language at Thunderbird must meet the prerequisite level (1001/1002) or *Novice High* on the OPI exam prior to beginning studies at Thunderbird.

Thunderbird offers a language program for new students who want to begin a new language and need to meet the prerequisite requirements. 1001 is for learners without any language background; 1002 is for learners who have been exposed to the language (placement test required). Fees for both programs are $750 per level; $1500 for both.

The intensive summer program compresses the traditional 13-week Thunderbird courses into a 1 1/2- or 3-week intensive experience. Classes meet 4 hours per day for 1 1/2 or 3 weeks for 30/60 hours of instruction.

The immersion program is a highly-focused, full-day program offered before the fall and spring trimesters. Classes meet 6 hours a day for 5 days for one or two weeks.

New Thunderbird students can acquire the fundamental language skills needed for the language track at Thunderbird. A passing grade fulfills the prerequisite for admission to Track I of the MBA in International Management. No additional placement test is needed.

Languages offered are Chinese, French, German, Japanese, Russian and Spanish. Visit the website at *www.thunderbird.edu/academics/language/* for more information. Note: Classes are subject to sufficient enrollment.

COMPUTER AND CALCULATOR REQUIREMENTS

All Thunderbird students are required to provide a laptop computer and a calculator.

LAPTOP SPECIFICATIONS

Thunderbird recommends a Pentium 233 or greater, with at least 64MB RAM. The laptop should have the English version of Windows 95 or greater and the English version of Office 97 or 2000 Professional. (The multilanguage kit is recommended.) For network access, the 3COM Etherlink III 10baseT PCMCIA card (Ethernet card) and the 3COM Robotics 56K v.90 modem have proven to be the most compatible with the Thunderbird network.

CALCULATOR SPECIFICATIONS

Thunderbird recommends the Hewlett Packard 10B or equivalent.

MBA IN INTERNATIONAL MANAGMENT AND MIM PROGRAM STRUCTURE

ADMISSION PREREQUISITES

Track I (second language proficiency is required) and Dual Degree/Post MBA: Language level 1001/1002, and Micro and Macro Economics.

Track II (no second language is required): Micro and Macro Economics.

Please see the Admissions website at **www.thunderbird.edu** or contact the Admissions Office for information on how to meet these prerequisites.

All students who are not residents/citizens of the U.S. must submit TOEFL scores as part of the application documentation UNLESS English is the legal native language of their country of citizenship OR they have completed an undergraduate degree in a country where English is the legal native language AND the instructional language of the school was English.

STUDENT COHORTS

Students progress through the first trimester as part of a culturally diverse learning group. The purpose of the cohort group is to maximize exposure to the rich global diversity on our campus. Cohorts provide a living global laboratory in which to meet and work with students from over 70 countries.

FOUNDATIONS WEEK

Foundations Week is a mandatory, one-week course required of all entering students. The course introduces tools and insights necessary for success and career effectiveness on a global scale. The course presents key aspects of leadership, team building, motivation, ethics, and cross-cultural communication. It also offers self-assessment tools and opportunities to explore career management and job search strategies. The program's action-learning approach includes cases discussions, exercises, simulations, group discussions, presentations, lectures, videos, and review workshops on quantitative and writing skills.

GLOBAL FOCUS

All courses in the MBA in International Management and MIM program are designed and taught from a global, regional or cross-cultural perspective. The goal of the Thunderbird program is to equip the next generation of global business leaders with the tools they need to be successful doing business anywhere in the world.

THE MBA IN INTERNATIONAL MANAGEMENT CORE

The MBA in International Management Core curriculum for both Track I and Track II is a common set of sequenced, integrated and non-waivable courses that all students complete. The Core focuses on business analysis and leadership skills, tools for macro-environmental analysis, and provides grounding in important, emerging business areas. Students who choose Track I (second-language proficiency) will also focus on individual language choices.

DUAL DEGREE AND POST MBA PROGRAM

See pages 2-3 of the Bulletin for required courses.

FUNCTIONAL FOCUS AREA COURSES

These courses provide the opportunity to build depth and sophistication in Global Marketing, Global Finance, International Development, or Customized. The declared Focus Area requires a minimum of 12 credit hours of coursework. Students are allowed only one (1) Focus Area.

INTERNSHIPS

Internships of one- or two-trimester duration are highly recommended and will be an option available only after successful completion of the first trimester of Core study. See the Internship section of this Bulletin for more information on policies, rules, and guidelines. Thunderbird is not responsible for finding internships for students. Although Thunderbird will assist in the process, ultimately, it is the student's responsibility to find his/her own Internship.

STUDY-ABROAD OPPORTUNITIES

Study-Abroad opportunities are available through the Thunderbird Europe campus located in Archamps, France near Geneva, and also in Guadalajara, Mexico (summer trimester). Most Core curriculum courses for Trimesters 2 and 3 are offered as well as a limited number of Focus Area electives. For those students electing to begin their study at Thunderbird Europe, 15 credit hours of the degree requirements must be completed in Glendale (internships in Glendale do not satisfy the 15 credit hour residency rule).

WINTERIM

These intensive courses are offered in the January Winterim. Courses are held on the Glendale campus as well as in different locations worldwide. Students have the opportunity to take up to 3 credit hours of Focus Area or elective (GF) coursework. Winterims offer a unique opportunity for students to meet with company managers and other experts in the field.

EXPLANATION OF COURSE NUMBERING

1000-level courses - non-credit/prerequisite courses.

2000-level courses - Foundations Week.

4000-level courses are coursework that provide a common base for all students.

5000-level courses are advanced courses.

GM indicates Core curriculum courses.

GF indicates Global Focus Area/elective courses.

MBA IN INTERNATIONAL MANAGEMENT - TRACK I

PROFICIENCY IN A SECOND LANGUAGE IS REQUIRED

Track I is for students who want language courses to count toward their (48-60 credit hour) graduation requirements.

Students must take courses in the order outlined below. Taking courses out of sequence may prolong a student's program of study.

TRIMESTER 1

MODULE I

GM-4000 International Political Economy
GM-4100 Fundamentals of Accounting
GM-4301 Data Analysis I
GM-4468 Competing through Strategy
Language Course

MODULE II

GM-4000 International Political Economy
GM-4201 Fundamentals of Finance
GM-4302 Data Analysis II
GM-4464 Competing through People
Language Course

TRIMESTER 2

MODULE III

GM-4101 Financial Accounting
GM-4202 Financial Management
GM-4501 Global Marketing Strategy (Must take GM4501 & GM4502 consecutively in the same trimester)
GM-4600/4620/4640/4660 Regional Business Environment
Language OR* GM-4210 International Economics◆

MODULE IV

GM-4102 Managerial Decision Making
GM-4203 Global Financial Management
GM-4502 Global Marketing Management (Must take GM4501 & GM4502 consecutively in the same trimester)
GM-4600/4620/4640/4660 Regional Business Environment
Language OR* GM-4319 Global Operations Management◆

TRIMESTER 3

MODULE V

GM-4210 International Economics◆ OR Focus Area
GM-4800 Cross-Cultural Communication
GM-5486 Global Leadership
Language Course OR* Focus Area Course
Focus Area Course OR* Elective Course

MODULE VI

GM-4319 Global Operations Management◆ OR Focus Area Course
GM-4801 Global Negotiations
GM-5470 Global Strategy
Language Course OR* Focus Area Course
Focus Area Course OR* Elective Course

TRIMESTER 4

MODULE VII

Focus Area Course
Focus Area Course
Focus Area Course
Language Course OR* Focus Area Course
Language Course OR* Focus Area Course

MODULE VIII

Focus Area Course
Focus Area Course
Focus Area Course
Language Course OR* Focus Area Course
Language Course OR* Focus Area Course

Required credit hours for graduation:

Core	33
Focus Area	12
Language*	3-15
Total	48 to 60 depending on language needs

*waivable up to 12 hours

OR*—Student can take either course as deemed appropriate. Language requirements should be completed first, and without interruption.

◆—Student must take International Economics and Global Operations Management in either Modules III/IV or Modules V/VI.

Prerequisites: Language level 1001/1002, and Macro and Micro Economics

Focus Areas: Global Finance; Global Marketing; and International Development. Alternatively, a student may choose to build a Customized Focus Area by selecting 12 hours of GF elective courses. Approved Winterim courses may also fulfill Focus Area requirements. Students may only count a maximum of 3 credit hours of Winterim courses toward a Focus Area. A student is allowed to choose only one Focus Area for the program. A student selecting to do a Customized Focus Area must submit a plan of action to his/her Academic Advisor.

Internship credit does not count toward Focus Area requirements. Work experience does not count toward Focus Area requirements or toward course prerequisites.

Track I students who want to take additional courses beyond their (48-60 credit hour) graduation requirements may take any (GM, GF, Language) courses, and may only do so during their final trimester or after they have completed their graduation requirements.

MBA IN INTERNATIONAL MANAGEMENT - TRACK II

PROFICIENCY IN A SECOND LANGUAGE IS NOT REQUIRED

Track II does not allow students to count language courses toward their required 48 credit hours for graduation.

Students must take courses in the order as outlined below. Taking courses out of sequence may prolong a student's program of study.

TRIMESTER 1

MODULE I

GM-4000 International Political Economy
GM-4100 Fundamentals of Accounting
GM-4301 Data Analysis I
GM-4468 Competing through Strategy
GM-4501 Global Marketing Strategy (Must take GM4501 & GM4502 consecutively in the same trimester)

MODULE II

GM-4000 International Political Economy
GM-4201 Fundamentals of Finance
GM-4302 Data Analysis II
GM-4464 Competing through People
GM-4502 Global Marketing Management (Must take GM4501 & GM4502 consecutively in the same trimester)

TRIMESTER 2

MODULE III

GM-4101 Financial Accounting
GM-4202 Financial Management
GM-4210 International Economics
GM-4600/4620/4640/4660 Regional Business Environment
GM-4811/4813/4816/Culture & Language Tools◆ OR Focus Area Course

MODULE IV

GM-4102 Managerial Decision Making
GM-4203 Global Financial Management
GM-4319 Global Operations Management
GM-4600/4620/4640/4660 Regional Business Environment
GM-4801 Global Negotiations◆ OR Focus Area Course

TRIMESTER 3

MODULE V

GM-4811/4813/4816/Culture and Language Tools◆ OR Focues Area course

GM-5486 Global Leadership

Focus Area Course

Focus Area Course

Focus Area Course

MODULE VI

GM-4801 Global Negotiations◆ OR Focus Area Course

GM-5470 Global Strategy

Focus Area Course

Focus Area Course

Focus Area Course

Required credit hours for graduation:

Core	33
Focus Area	12
Winterim/Internship*/GF elective	3
Total	48

◆—Student must take Culture and Language Tools and Global Negotiations in either Modules III/IV or Modules V/VI

Prerequisites include: Macro and Micro Economics

Focus Areas: Global Finance; Global Marketing; and International Development. Alternatively, a student may choose to build a Customized Focus Area by selecting 12 hours of GF elective courses. Up to 3 credit hours of approved Winterim courses may also fulfill Focus Area requirements. A student is allowed to choose only one Focus Area for the program. A student selecting to do a Customized Focus Area must submit a plan of action to his/her Academic Advisor.

Internship credit does not count toward Focus Area requirements. Work experience does not count toward Focus Area requirements or toward course prerequisites.

Track II students who want to take additional courses beyond their (48 credit hour) graduation requirements may take any additional (GM, GF, Language) courses, and may only do so during their final trimester or after they have completed their graduation requirements.

*It is not the responsibility of Thunderbird to find internships for students.

FOCUS AREAS

Students choose one of three Focus Areas or create a Customized Focus Area. By choosing to create a Customized Focus Area, the student must complete 12 credit hours of Global Focus (GF) elective classes, and must submit a list of courses to his/her Academic Advisor for review.

GLOBAL FINANCE

Students selecting the Global Finance Focus Area must complete 12 credit hours from the following.

Required Courses: Choose 6.0 credit hours from the following

GF 5250	Multinational Corporate Finance (FORAD) (3.0)
GF 5260	Financial Engineering & Derivatives (3.0)
GF 5271	International Securities & Investments (3.0)
GF 5273	Global Portfolio Management (3.0)
GF 5278	Fixed Income Securities (3.0)

Plus an additional 6.0 credit hours from the following: (cannot duplicate any courses taken above)

GF 4110	Corporate Financial Reporting (1.5)
GF 5112	Financial Statement Analysis (1.5)
GF 5200	Financial Institution Management (3.0)
GF 5211	Investment Banking (3.0)
GF 5250	Multinational Corporate Finance (FORAD) (3.0)
GF 5260	Financial Engineering & Derivatives (3.0)
GF 5271	International Securities & Investments (3.0)
GF 5273	Global Portfolio Management (3.0)
GF 5278	Fixed Income Securities (3.0)
GF 5700	International Risk Management (3.0)
GFXXXX	Winterim* (Only 3 credits may be applied to Focus Area)

*Requires prior approval of the Finance Area Coordinator.

Prerequisites for all Focus Area Finance classes: GM 4203 and other specific course prerequisites as designated in the Bulletin.

GLOBAL MARKETING

Students selecting the Global Marketing Focus Area must complete 12 credit hours from one of the following three tracks - International Brand Management OR International Business-to-Business Marketing OR International Marketing Consulting.

A. International Brand Management Track

Required Courses: 6.0 credit hours

GF 4508 International Marketing Communications (1.5)

GF 4531 International Marketing Research (1.5)

GF 5520 International Brand Management (3.0) **

Plus an additional 6 credit hours from the following:

GF 4506 Customer Analysis (1.5)

GF 4510 Channel Management (1.5)

GF 4513 International Sales & Negotiation (1.5)

GF 4517 Global Product Development and Management (1.5)

GF 4518 Strategic Services Marketing (1.5)

GF 4523 Customer Relationship Management (1.5)

GF 5524 Analysis for Strategic Marketing

GF XXXX Winterim* (Only 3 credits may be applied to Focus Area)

*Requires prior approval of the Marketing Area Coordinator.

**GF4508 and GF4531 must be taken prior to or concurrently with GF5520 International Brand Management.

B. International Business-to-Business Marketing Track

Required Courses: 6.0 credit hours

GF 4510 Channel Management (1.5)

GF 4531 International Marketing Research (1.5)

GF 5541 International Business-to-Business Marketing (3.0) **

Plus an additional 6 credit hours from the following:

GF 4506 Customer Analysis (1.5)

GF 4508 International Marketing Communications (1.5)

GF 4513 International Sales and Negotiation (1.5)

GF 4517 Global Product Development and Management (1.5)

GF 4518 Strategic Services Marketing (1.5)

GF 4523 Customer Relationship Management (1.5)

GF 5524 Analysis for Strategic Marketing

GF XXXX Winterim* (Only 3 credits may be applied to Focus Area)

*Requires prior approval of the Marketing Area Coordinator.

**GF4510 and GF4531 must be taken prior to or concurrently with GF5541 International Business-to-Business Marketing.

C. International Marketing Consulting Track

Required Courses: 6.0 credit hours

GF 4531 International Marketing Research (1.5)

GF 5815 International Marketing Consulting (3.0)**

And one of the following:

GF 4508 International Marketing Communications (1.5)

OR

GF 4510 Channel Management (1.5)

Plus an additional 6 credit hours from the following (cannot duplicate any courses taken above):

GF 4506 Customer Analysis (1.5)

GF 4508 International Marketing Communications (1.5)

GF 4510 Channel Management (1.5)

GF 4513 International Sales & Negotiation (1.5)

GF 4517 Global Product Development and Management (1.5)

GF 4518 Strategic Services Marketing (1.5)

GF 4523 Customer Relationship Management (1.5)

GF 5524 Analysis for Strategic Marketing (3.0)

GF XXXX Winterim* (Only 3 credits may be applied to Focus Area)

*Requires prior Approval of the Marketing Area Coordinator.

**Project to be approved by the Marketing Area Coordinator. GF 4531 and either GF 4508 or GF 4510 must be taken prior to or concurrently with GF 5815, International Marketing Consulting.

INTERNATIONAL DEVELOPMENT

Students selecting the International Development Focus Area must complete 12 credit hours from the following:

Required Courses: 3.0 credit hours

GF 5806	Strategies in International Development (3.0)

Plus an additional 9.0 credit hours from the following:

GF 4390	Managing Projects (1.5)
GF 4790	Regional Economic Agreements (1.5)
GF 5701	Global Competitiveness in High-Performing Economies (3.0)
GF 5703	Country Risk Management (1.5)
GF 5741	Technology Policy & International Competitiveness (3.0)
GF 5804	Conflict Management and Social Change (1.5)
GF 5883	International Business Ethics (1.5)
GF XXXX	Winterim (3.0)* (Only 3 credits may be applied to Focus Area)

*Requires prior approval of the International Studies Area Coordinator.

The prerequisites for all of the above courses (except Managing Projects) are:

International Political Economy (IPE)
Regional Business Environment (RBE)
and other specific course prerequisites as designated in the Bulletin.

CUSTOMIZED FOCUS AREA

Students selecting to create a Customized Focus Area must complete 12 credit hours of Global Focus (GF) course work, and must submit/review a list of courses with their Academic Advisor along with a Focus Area declaration form.

At any time, Thunderbird reserves the right to make whatever changes it deems appropriate in course scheduling, course descriptions, assignment of instructors, and prerequisites. Some courses are offered in alternate trimesters or as demand warrants, or subject to sufficient enrollment. If a required course for a Focus Area is not offered, an approved substitute course will be made available.

LANGUAGE REQUIREMENTS TRACK I

Second Language Proficiency is Required

Students choosing Track I of the Thunderbird MBA in International Management elect to become proficient in a second language and advanced business language and communication skills. Three hours of advanced studies in one of the languages taught at Thunderbird are required. The transcript will reflect Advanced Business Language proficiency and students will receive a certificate. A maximum of 15 hours of language study will count toward degree requirements.

LANGUAGES

Non-native English speakers with a TOEFL score below 267 must choose English as their required language. Only upon completion of the English-language requirements may students take additional language classes (please see section I Language Requirements for Non-Native English Speakers).

Native English speakers (and non-native English speakers with a TOEFL score of 267 and higher) may choose one of the foreign languages taught at Thunderbird. All levels of Chinese, French, German, Japanese, and Spanish are offered every trimester. Russian is offered on a rotational basis and is not offered every trimester. Please contact the Modern Language Office to determine when Russian will be offered. In limited situations of extremely low enrollment for a particular language course in a given trimester, Thunderbird reserves the right to make alternative arrangements with a student in order to satisfy a particular language course requirement. Please go to page 12 of the Bulletin–Language Requirements for Native English Speakers.

I. LANGUAGE REQUIREMENTS FOR NON-NATIVE ENGLISH SPEAKERS

Non-native English speakers with a TOEFL score below 267 are automatically placed into Track I (second language proficiency is required) of the MBA in International Management program and must fulfill the second-language requirement with coursework in English.

Requirement: 9 hours in English (6 hours waivable; 3 hours Business Communication not waivable).

Courses:

ES 4011 English for International Managers I
(3 hours), waivable
Prerequisite: none

ES 4012 English for International Managers II
(3 hours), waivable
Prerequisite: ES4011 or waiver

BC 5011 Business Communication
(1.5 hours), non-waivable*
Prerequisite: ES4012 or waiver

BC 5012 Managerial Communication
(1.5 hours), non-waivable
Prerequisite: BC5011

*** Business Communication (BC5011) is only waivable for Dual-Degree and Post-MBA students with comparable graduate-level business communication coursework at another institution.**

PLACEMENT AND WAIVERS

All students whose native language is not English and who score below 267 on the TOEFL must take the ACTFL OPI exam in English in order to establish their oral English proficiency level. This applies even to those students presently residing in the U.S. The result of this oral exam, together with other information, will determine if a student needs additional English classes. Failure to take the OPI at least four weeks prior to the start of Foundations Week may delay registration and/or result in placement into ES 4011. A maximum of 15 hours in languages will count toward the degree.

Students with a TOEFL score of 267 and above waive all English-language requirements.

SCHEDULING

Typically, students take 3 hours of language per trimester. Students placed into any English or Business Communication course must enroll in the first required English course in their first trimester and complete successive classes without interruption. Upon completion of the English language requirements, students may take courses in other languages, and must complete all course requirements of that language in order to be certified.

II. LANGUAGE REQUIREMENTS FOR NATIVE ENGLISH SPEAKERS - TRACK I

Thunderbird Languages: Chinese (CH), French (FR), German (GE), Japanese (JA), Russian (RU), and Spanish (SP).

Prerequisite: Language proficiency of *"Novice High"* on the ACTFL Oral Proficiency Interview is required. Thunderbird offers two-week immersion programs (no credit) immediately preceding the Fall and Spring trimesters for students who need fundamental language skills. A passing grade fulfills the Thunderbird language prerequisite without the need to take the OPI exam. Visit the Language Program website for fees and availability: *www.thunderbird.edu/academics/language/*

Requirement: 15 hours in one language (12 hours waivable, 3 hours at the 5000-level not waivable).

Courses: The following courses are offered in each of the foreign languages. Each course below the 5000-level builds on the preceding level and requires a higher language proficiency. The proficiency level stated is the minimum proficiency rating required for placement into the respective course. To waive the course, the proficiency stated for the next course is required. See also the section on Placement and Waivers.

4025 Fundamentals I (3 hours), waivable
Prerequisite: OPI proficiency *Novice High*, or passing grade in 1002 *Thunderbird Intensive and Immersion Language Programs*

4026 Fundamentals II (3 hours), waivable
Prerequisite: 4025 or waiver by OPI proficiency: *Intermediate Low*

4100 Business Language (3 hours), waivable
Prerequisite: 4026 or waiver by OPI proficiency: *Intermediate High for* FR, GE, RU, SP
Intermediate Mid for CH, JA

4200 Advanced Business Language (3 hours), waivable
Prerequisite: 4100 or waiver by OPI proficiency: *Advanced Low for* FR, GE, RU, SP
Intermediate High for CH, JA

5000-level Functional Topics (1.5 hours each; 3 hours minimum required—not waivable)
Prerequisite: 4200; or co-registration in 4200; or waiver by OPI proficiency: *Advanced Low for* FR, GE, RU, SP / *Intermediate High for* CH, JA **plus** *Thunderbird Business Language Exam* (all languages)

PLACEMENT AND WAIVERS

All students must take the ACTFL Oral Proficiency Interview (OPI) for placement into the appropriate language level. A proficiency of *Novice High* is required for Track I and placement into the first language course, Fundamentals I.

Fundamentals I (4025), Fundamentals II (4026), and Business Language (4100) are waivable by OPI testing. To waive Advanced Business Language (4200), students must take the OPI and also pass the Thunderbird Written Business Language Exam, which is given during Foundations Week.

The 5000-level is not waivable; a minimum of 3 hours at the 5000-level is required. Students having completed at least 3 hours at the 5000 level in their first chosen language, may study a different language. Students may also take more than 3 hours at the 5000 level in their first language.

Failure to take the OPI at least four weeks prior to the start of Foundations Week could delay registration and may mean Thunderbird cannot guarantee the language class needed will be offered.

SCHEDULING

Typically, students take 3 credits of language per trimester. However, students starting a language at the Fundamentals I level (4025) may need to take language levels 4200 and 5000 in the same trimester (6 credits) in order to graduate in four trimesters. A recommended alternative would be to take 3 language credits in a Winterim, if available. The 5000-level courses can be taken in 1.5-hour segments in different trimesters.

CORE COURSE DESCRIPTIONS

GL 2001
FOUNDATIONS

All entering students begin their degree program with this mandatory, one-week course. Foundations Week introduces tools and insights necessary for success and career effectiveness on a global scale. The course presents key aspects of leadership, team building, motivation, ethics, and cross-cultural communication. It also offers self-assessment tools and opportunities to explore career management and job search strategies. The program's action-learning approach includes cases discussions, exercises, simulations, group discussions, presentations, lectures and videos. This course is offered on a Pass/No Credit basis. Required course.

GM 4000
INTERNATIONAL POLITICAL ECONOMY

(3 hours) This course offers an introduction to the fundamentals of the international business environment and its three major aspects: (1) the institutional framework and policy management of international economic relations, (2) risk assessment and strategic analysis of nation-states, and (3) the operational and organizational concerns of the transnational enterprise. The purpose of the course is to provide the international manager with (a) an informed perspective on the institutions and policy processes that shape economic relations between international and national factors and among economic blocs as a foundation for further study in the Thunderbird program, and (b) the substantive base and analytical tools necessary for acquiring an informed perspective. Required CORE course.

GM 4100
FUNDAMENTALS OF ACCOUNTING

(1.5 hours) This course introduces accrual accounting concepts including revenue recognition, matching, and asset and liability valuation Topics covered include the recognition and measurement of accounting events, the preparation and analysis of financial statements (balance sheet, income statement and statement of cash flows), the use of international financial statements and an introduction to intercorporate investments. Required CORE course.

GM 4101
FINANCIAL ACCOUNTING AND EXTERNAL REPORTING

(1.5 hours) This course covers the application of accounting models to the measurement of assets, liabilities and stockholders' equity. Topics covered include marketable securities, receivable and inventory valuation, fixed and intangible assets, bonds, leases, dividends, stock buybacks, stock splits and foreign currency translation. The emphasis of the course is on the evaluation of corporate financial reporting policy and the usefulness of financial reports for decision making. U.S., and international accounting standards are covered. Prerequisite: GM 4100. Required CORE course.

GM 4102
MANAGERIAL DECISION MAKING

(1.5 hours) This course covers the development and use of managerial accounting information, including both financial and non-financial performance measures, in making long- and short-run decisions. Topics include cost-profit-volume analysis, cost behavior, relevant costs, job-order and processes costing, activity-based cost management and the analysis of customer profitability. Prerequisites: GM 4100 and GM4101. Required CORE course.

GM 4201
FUNDAMENTALS OF FINANCE

(1.5 hours) Fundamentals of Finance will focus on the building blocks and the basic theories of Finance. Topics addressed include: Present value (and Net Present Value) concepts; the basics of stock and bond valuation (including the NPVGO model); capital budgeting (various tools of capital budgeting, and derivation of cash flows for capital budgeting); working capital management. Prerequisite: None. Required CORE course.

GM 4202
FINANCIAL MANAGEMENT

(1.5 hours) The second module of Finance picks up where the Fundamentals course leaves off. Topics addressed include: Portfolio theory and the Capital Asset Pricing Model (CAPM); Weighted Average Cost of Capital; capital structure theories (including agency/signaling theories and dividend policy); financial market efficiency and its implications. Prerequisite: GM 4201. Required CORE course.

GM 4203
GLOBAL FINANCIAL MANAGEMENT

(1.5 hours) The third module of Finance examines corporate finance issues from managerial and strategic perspectives, and extends the concepts covered in the previous two modules to cross-border settings. Topics addressed include: financial and real options; risk management; corporate valuation (domestic and cross-border). Prerequisite: GM 4202. Required CORE course.

GM 4210
INTERNATIONAL ECONOMICS

(1.5 hours) This course investigates the nature of international financial markets; balance of payments; foreign exchange markets and hedging instruments; alternative international monetary arrangements and institutions; and the respective adjustment mechanisms in response to fiscal and monetary policy changes. Prerequisites: Macro/Micro Economics. Required CORE course.

GM 4301
DATA ANALYSIS I

(1.5 hours) This course is intended to enable students to gain insight into business situations by performing quantitative analysis using a variety of computer packages. After briefly covering descriptive statistics and the basics of probability, the use of basic statistical techniques, such as confidence intervals, is covered. Next the class introduces a number of decision-making techniques commonly applied in areas such as finance, marketing, and operations management. Specific techniques covered in the class include Monte Carlo simulation, and linear programming that may be used in inventory management, financial portfolio management, etc. The use of SPSS, @Risk, and LINDO computer software is emphasized throughout the course. Prerequisite: None. Required CORE course.

GM 4302
DATA ANALYSIS II

(1.5 hours) This course is designed to extend students' ability to gain insight into business situations by developing competence at using a further set of quantitative techniques. Building on the basics of probability and statistics from Data Analysis I this course focuses on statistical techniques commonly used in business analysis, quality control, and market research. Specific topics covered include the application of hypothesis testing, experimental design, analysis of variance, and regression analysis to improve business decision making. A high level of proficiency with the SPSS statistical analysis package is emphasized. Prerequisite: GM 4301. Required CORE course.

GM 4319
GLOBAL OPERATIONS MANAGEMENT

(1.5 hours) This course provides an overview of the design, control, and improvement of manufacturing and service production systems. Topics include quantitative techniques such as production scheduling, inventory management, PERT, CPM, and statistical process control, as well as strategic and integrative concepts such as quality and productivity improvement, resource allocation, the transfer of production technology to developing countries, lean production, and global supply chain management. Prerequisites: GM 4301 and 4302. Required CORE course.

GM 4464
COMPETING THROUGH PEOPLE

(1.5 hours) This course explores the mix of organizational practices and people that can be the basis of sustainable competitive advantage in the contemporary global business environment. Topics covered include cross-cultural issues in managing people; traditional and emerging models of organizations; organizational culture; leadership; employee skills and motivation; reward systems; and change management. Prerequisite: None. Required CORE course.

GM 4468
COMPETING THROUGH STRATEGY

(1.5 hours) This foundation course in strategy covers a range of Core concepts and analytical techniques relating to competetive advantage in global organizations. It deals with both classical and contemporary issues of importance such as industry analysis, Core competence of organizations, top management teams and corporate governance, product/market scope decisions, and value chain analysis. The emphasis is on the application analytical tools and frameworks to understand complex strategy issues. Prerequisite: None. Required CORE course.

GM 4501
GLOBAL MARKETING STRATEGY

(1.5 hours) This course focuses on developing competitive advantage by creating customer value. An understanding of customer relationships and their strategic implications is developed within the context of competitor and value-chain relationships. Emphasis is placed on: (1) developing an understanding of the analytical and managerial decision tools for creating competitive advantage, and (2) understanding the similarities and the differences in domestic and global marketing. Prerequisite: None. Required CORE course.

GM 4502
GLOBAL MARKETING MANAGEMENT

(1.5 hours) This course focuses on marketing planning and implementation. It develops a practical knowledge of the marketing management system and its key components, including marketing planning, control and coordination, integrated marketing communications, product development, pricing and distribution channels. Emphasis is placed on developing skills for entering new markets and sustaining or growing current markets. Prerequisite: GM 4501. Required CORE course. GM 4501 and GM 4502 must be taken in consecutive order in the same trimester.

GM 4600
REGIONAL BUSINESS ENVIRONMENT: ASIA

GM 4620
REGIONAL BUSINESS ENVIRONMENT: EUROPE

GM 4640
REGIONAL BUSINESS ENVIRONMENT: LATIN AMERICA

GM 4660
REGIONAL BUSINESS ENVIRONMENT: NORTH AMERICA

(3 hours) The Regional Business Environment courses deal with the political and social contexts in which business activities take place. This includes consideration of the factors that shape or reflect the operational realities of management and business, including: Patterns of historical development cover political, social and economic events and structures. Geographic environment involves human and economic geography, covering population and natural resource distributions, regional financial and trade centers, and transportation systems. Political environment includes government structure, state role, interest groups, political parties and the policy-making process. Cultural traditions cover religious traditions and sociocultural dimensions that have a direct impact on business operations. International environment includes regional organizations, regional political and economic trends, regional peace and conflicts, and the place of the region in the global system. For economic environment, economic policies, current economy patterns, and major industries are discussed. Under legal environment, major regional trade barriers, investment policies, and intellectual property protection issues are covered. There are also discussions on major current issues. Prerequisite: GM 4000. Required CORE course.

GM 4800
CROSS-CULTURAL COMMUNICATION

(1.5 hours) This dynamic and interactive course provides managers with an effective framework for achieving their goals in competitive global business settings. The course will assist students to prepare for and execute time-tested strategies for achieving communication competence with persons from different cultures. It will not only examine theories of culture and communication, but will also place students in an experiential situation to gain valuable skills for overcoming obstacles in global management environments. Through use of cases, multicultural team exercises, and simulations, this course will equip the global manager with tools to solve problems and take advantage of opportunities in a multicultural world. Prerequisites: GM 4600/4620/4640, or 4660. Required CORE course for Track I students.

GM 4801
GLOBAL NEGOTIATION

(1.5 hours) This course will focus on negotiating in the global context, with students participating in a variety of hands-on activities, such as scenario-driven discussions, case discussions, and student-to-student negotiation exercises. Prerequisites: GM 4800 (Track I students) or GM 4811/4813/4816 (Track II students). Required CORE course.

GM 4811/4812/4813/4816
CULTURE AND LANGUAGE TOOLS

(1.5 hours) This course provides a brief introduction to specific languages and cultures to better understand the practice and theory of communicating across cultures to achieve desired business results. Prerequisite: GM 4000. Required CORE course for Track II students.

GM 5470
GLOBAL STRATEGY

(1.5 hours) This capstone course in global strategy focuses on the inherent tensions that global organizations encounter in formulating and implementing strategy such as localization v. strandardization, and centralization v. decentralization. The treatment of issues transcends the typical multi-domestic, or international template to address concerns of a transnational nature. Within framework, contemporary developments in joint ventures, strategic alliances, cross-border mergers and acquisitions, and the management of the globally diversified organization will be addressed. Prerequisites: GM 4464 and GM 4468. Required CORE course.

GM 5486
GLOBAL LEADERSHIP

(1.5 hours) This course provides practical insights into those factors, both external and internal, which impact leadership effectiveness. Topics covered include the acheivements of leaders, characteristics of leaders, leading across cultures, leading change and relationship between leaders and followers. Prerequisites: GM 4464 and GM 4468. Required CORE course.

FOCUS AREA COURSE DESCRIPTIONS*

***Check one-year schedule for specific trimesters and locations of GF course offerings.**

GF 4110
CORPORATE FINANCIAL REPORTING

(1.5 hours) This course provides an in-depth analysis of corporate financial reporting as a vehicle for communicating information to the firm's stakeholders. Topics covered include revenue and expense recognition, quality of earnings issues, the analysis of cash flows, foreign currency translation, the valuation of debt instruments, derivatives and executive stock compensation. Prerequisite: GM 4101.

GF 4390
MANAGING PROJECTS

(1.5 hours) This course focuses on project planning, monitoring and control for the management of complex projects in a global context. Use of project management software will be integrated throughout the course. Discussions will include cases and experiences from past projects. Prerequistites: GM 4302 and GM 4502.

GF 4420
GROWING AN ENTREPRENEURIAL BUSINESS

(3 hours) This course is an overview and foundation course in entrepreneurship. The course content will be delivered in a variety of methods: traditional lectures on entrepreneurial topics, e-learning and web-based entrepreneurial education content, cases in international entrepreneurship, guest lectures by practitioners, consultants and experienced entrepreneurs, as well as topical, contemporary readings about entrepreneurship. Topics covered will be: what it takes to be an entrepreneur, creating entrepreneurial strategies in large, complex organizations (intrapreneurship), family enterprise, franchising. The term project is the development of a feasibility study for a new venture. Prerequisites: GM 4302 and GM 4502.

GF 4425
RISK MANAGEMENT FOR ENTREPRENEURS

(1.5 hours) This is a practically oriented course that provides participants with a number of tools necessary for the successful operation of a business. The course begins with a brief introduction to the risk management process and to commercial insurance concepts. After the introduction, nine specific topics will be addressed. Each topic will require participants to read materials and to access the Internet for additional information. Internet resources will be emphasized not only because of their ease of use but also to identify websites that can be used for years to come. There will be a final examination and two short papers required of each participant. Prerequisites: GM 4302 and GM 4502.

GF 4506
CUSTOMER ANALYSIS

(1.5 hours) This course focuses on consumer behavior from a cross-cultural perspective. Topics include the cognitive processes underlying consumer choice (needs, perceptions and attitudes); descriptive consumer characteristics (demographics, psychographics, VALS); and environmental influences on behavior (culture, family, situation). Emphasis is placed on the implications of consumer behavior for global marketing strategy. Class assignments emphasize the application of these concepts to real marketing problems. Prerequisites: GM 4501 and 4502.

GF 4508
INTERNATIONAL MARKETING COMMUNICATIONS

(1.5 hours) This course covers the promotional aspects of both global consumer and business-to-business marketing. Students learn how to design and evaluate integrated communication strategies and programs. The influence of culture on marketing communications is stressed throughout the course as it relates to advertising, sales promotion, personal selling, trade shows and other methods of promotion. Students apply the concepts through individual assignments and a comprehensive, integrative group project. Prerequisites: GM 4501 and 4502.

GF 4510
CHANNEL MANAGEMENT

(1.5 hours) The effective management of channel relationships is essential to the marketing manager's ability to create value for customers though the efficient delivery of goods and services. This course provides the knowledge and skills required to manage channel relationships effectively. Specifically, the course facilitates an understanding of: (1) alternative channel structures; (2) roles played by channel members in strategy and logistics; (3) effective methods for negotiating with channel members, and (4) technologies that enable the channel system. Prerequisites: GM 4501 and 4502.

GF 4513
INTERNATIONAL SALES AND NEGOTIATION

(1.5 hours) The objective of this course is to expand understanding of the process of managing the customer interface. The dominant focus is on developing tools to manage the sales force, understanding the interface of marketing and sales strategy, and gaining basic skills in international sales negotiations. The course makes intensive use of cases and readings and guest speakers, and it includes a simulation exercise in sales negotiation. Prerequisites: GM 4501 and GM 4502.

GF 4517
GLOBAL PRODUCT DEVELOPMENT AND MANAGEMENT

(1.5 hours) This course examines how an organization can identify, develop and manage products for global markets. Issues include the product development cycle, the innovation charter, and the management of barriers to product development. Prerequisite: GM 4501 and 4502.

GF 4518
STRATEGIC SERVICES MARKETING

(1.5 hours) This course provides an understanding of the unique aspects of the strategic marketing of services at a global level. Key topics are: the growing role of services in the global economy and the differences between the strategic marketing of products and services. Prerequisites: GM 4501 and GM 4502.

GF 4523
CUSTOMER RELATIONSHIP MANAGEMENT

(1.5 hours) The increasing availability of detailed customer information makes it possible for marketers to add value and instill loyalty by personalizing offerings to individual customers. This course focuses on using computerized techniques to acquire new customers, enhance the profitability of existing customers, and retain profitable customers. Prerequisites: GM 4501 and 4502.

GF 4531
INTERNATIONAL MARKETING RESEARCH

(1.5 hours) This course focuses on the use of marketing research techniques for competitive advantage in a global business context. Critical assessment of the need for market information, and of its potential value, is an important part of this course. Students will develop the necessary skills to implement real-world market research, including research design, data collection, data analysis and reporting the results. Prerequisite: GM 4502.

GF 4701
EXPORT/IMPORT MANAGEMENT

(1.5 hours) This course covers in detail the techniques and procedures involved in successfully carrying out export and import transactions. Topics include the language of international trade, INCO terms, payment terms, trade barriers, export licensing, pricing, order handling, insurance, international collections, and international transportation. Documentation requirements of export and import operations are examined in detail. Import and customs clearance procedures are studied along with their relation to foreign product sourcing and international purchasing. The functions and operations of Foreign Trade Zones are illustrated, and the important area of countertrade is introduced. Finally, legislation that affects the international trader and some of the alternatives to exporting (licensing, foreign manufacturing and joint ventures) are covered. Prerequisites: GM 4302 and GM 4502.

GF 4790
REGIONAL ECONOMIC AGREEMENTS

(1.5 hours) The European Union, NAFTA, APEC, and other regional economic agreements offer important opportunities and challenges for global managers. This course examines such issues as the origins and future of regional agreements; and their implications in such areas as trade, finance, and worker, environmental and other business regulations. The course may focus on a particular regional economic agreement or compare different agreements. Prerequisites: GM 4000 and GM 4600/4620/4640 or 4660.

GF 5112
FINANCIAL STATEMENT ANALYSIS

(1.5 hours) This course focuses on analyzing financial statement information in a variety of global decision contexts including security valuation, credit decisions, strategy and competitive analysis, mergers & acquisitions, and litigation support. Financial analysis uses cash flows and ratio measures of a company's operating, financing and investing performance for comparison to past historical performance or with competitors. Accounting analysis uses an understanding of how a company's business and its operating strategy are represented by accounting rules and develops procedures for adjusting accounting measures of performance. Prospective analysis develops forecasts of financial statements to make estimates of a company's equity valuation. Prerequisites: GF 4110 and GM 4203.

GF 5200
FINANCIAL INSTITUTION MANAGEMENT

(3 hours) This advanced seminar presents an in-depth study of the structure and management of the international banking and financial services industries. The pedagogy involves lectures and discussions; an international bank management simulation focused on asset/liability management and the concept of value-at-risk (VAR); and individual student research culminating in a paper addressing a specific international financial institution or market activity. The first of the three parts of the course examines the theory and evolution of the international financial environment, international regulatory institutions, and global financial markets. The second part examines the responsibilities, under current regimes, of managers of financial institutions. Relevant issues are the workings of international financial markets and the latest financial innovations for managing banks' asset and liability exposures to credit and country risks, interest rate and foreign exchange risks, systemic and contagion risks. The final part of the course identifies the needs of a corporate treasurer operating in the global environment and addresses the marketing of financial products and services relevant to those needs. Prerequisites: GM 4203 and GM 4210.

GF 5211
INVESTMENT BANKING

(3 hours) This course imparts a basic understanding of the investment banking business as an intermediary in the capital and merger markets and demonstrates how it serves both its issuing clients and investing customers by focusing on several services it provides, how client relationships are established and maintained, and several analytical techniques for solving problems. It is not intended to be vocational and is presented from the perspectives of senior managers and senior investment bankers. Prerequisite: GM 4203.

GF 5250
MULTINATIONAL CORPORATE FINANCE (FORAD)

(3 hours) This course applies the theories of managerial and international finance to the problems of multinational treasury management. Topics include issues and techniques in multinational funds transfers; identifying and measuring foreign exchange and interest rate risk; multinational tax planning; managing foreign exchange and interest rate risk; hedging instruments, including forward contracts, options, and swaps; and financially engineered synthetics. Students also manage the financial functions of a computer-simulated multinational corporation, construct a biennial report summarizing their management results, and present oral reports to a board of directors consisting of professors and invited business professionals. Prerequisite: GM 4203.

GF 5260
FINANCIAL ENGINEERING & DERIVATIVE PRODUCTS

(3 hours) This course provides the foundation for derivative products used throughout finance. The first part introduces the basics of value and risk used throughout the course.

Topics covered include futures, forwards, swaps, options, introductory bond pricing concepts, such as yield-curve, duration, immunization and hedge ratios. The concepts are applied to problems in asset, liability and portfolio management. Students also manage the risk management function of a computer-simulated multinational corporation. This course is highly mathematical. Prerequisite: GM 4203.

GF 5271
INTERNATIONAL SECURITIES INVESTMENT

(3 hours) This course surveys the investment management landscape, and delivers the theory and technology attendant to intellectual and/or career pursuit in this area. Topics explored include the domestic and international aspects of portfolio optimization; emerging markets and global asset allocation; security analysis and selection; stock sorting and screening algorithms; mutual fund performance decomposition and benchmarking; fixed income analytics and metrics; earnings quality; the franchise factor; distress prediction models; behavioral finance models; and financial derivatives from a portfolio management perspective. A respectable floor of numeracy is advisable; a CFA® emphasis prevails. Prerequisite: GM 4203.

GF 5273
GLOBAL PORTFOLIO MANAGEMENT

(3 hours) This course is concerned with the theory and practice of optimally combining securities into portfolios (portfolio analysis) and with asset allocation decision making. Considerable emphasis is placed on computer-based simulation and optimization. Students are required to simulate the optimization of multi-asset portfolio. This course is highly mathematical and requires excellent computer skills. Prerequisite: GM 4203.

GF 5274
GLOBAL SUPPLY CHAIN LEADERSHIP

(3 hours) This course offers a strategic approach to competitive global supply chains and networks. It covers supply chain management and strategic sourcing/supply. Chains are analyzed using four essential underpinnings: physical, financial, information, and relationships for their fit with the firm's competitive business models. Tools will be presented for successful diagnoses, implementation and management. How can and do companies and not-for-profits take leadership roles to compete globally with their supply chains/networks and through the use of strategic sourcing and supply? What are the most appropriate network designs, systems, and processes for specific firms and organizations? Prerequisites: GM 4302 and GM 4502.

GF 5278
FIXED INCOME SECURITIES

(3 hours) This highly quantitative course includes analyzing risk and return for bonds, mortgage-backed securities, asset-backed securities and fixed income derivatives - e.g. futures, options, and swaps. Yield curve analysis emphasizing the relationships among forward, spot and par curves, and their usage in fixed income portfolio management, will be emphasized. The course largely takes the view of a fixed income portfolio manager. However, participants also will have an enhanced understanding how fixed income fits into a corporation's capital structure and how securitization fits into a financial institution's funding strategy. Practical applications and the use of bond analytic software will accompany each topic. Prerequisite: GM 4203.

GF 5421
ENTREPRENEURSHIP - VALUATION OF THE PRIVATE FIRM

(3 hours) A course for those considering the evaluation and possible acquisition of their own business at some point in their careers. Emphasis is placed on those areas in which the entrepreneur can exhibit significant control. The course consists of lectures, mini-cases, presentations by guest business brokers and entrepreneurs, and a major project - the Evaluation of a Business Opportunity (EBO), followed by student presentations. Lectures cover the various methods of valuation: organizational entities, qualitative evaluation, ratio analysis, comparables, multiples, intra- and inter-industry rules-of-thumb, cash flows, forecasting, pro-formas, Net Present Value, Schilt Model, Gordon Growth Model, and start-ups vs. buy-outs. Prerequisites: GM 4302 and GM 4502.

GF 5422
ENTREPRENEURSHIP - THE NEW VENTURE

(3 hours) This course views entrepreneurship from the perspective of the entrepreneur who wishes to start up a new venture. This course is focused on the development of a business plan as well as providing the basic fundamentals about the challenges and opportunities of the entrepreneur.

The course relies on the thoughtful, and enriching, use of guest lecturers whose specialized areas of expertise will add a useful dimension to the course. These practitioners will bring applied perspectives on a variety of new venture elements. Practicing entrepreneurs, legal consultants, venture capitalists and others will present applied knowledge on topics such as: Venture Capital and Angel financing, Intellectual Property, Patents, Copyright and Trademark Legal Issues for the New Venture, Presentation Strategies for Entrepreneurs Presenting Business Plans. Prerequisites: GM 4302 and GM 4502.

GF 5520
INTERNATIONAL BRAND MANAGEMENT

(3 hours) This course provides a managerial orientation to the topic of international brand management. It is designed to prepare students for a career in international brand and/or product management. Students will learn how to: (1) understand the roles and responsibilities (and career paths) of brand management in the contemporary domestic and global contexts; (2) understand the meaning of a brand and be able to develop plans to create, maintain, grow and/or revitalize a brand and its equity; and (3) appreciate the major types of marketing problems faced by brand managers with an emphasis on developing sound strategic approaches for decisions and solutions. Prerequisites: GM 4501 and GM 4502.

Note: GF 4508 and GF 4531 must be taken prior to or concurrently with this course. Failure to complete GF 4508 and GF 4531 in conjunction with GF 5520 may delay graduation.

GF 5524
ANALYSIS FOR STRATEGIC SERVICES MARKETING

(3 hours) This course is designed to provide students with an understanding of the key marketing issues through an examination of various marketing decisions. This course complements other marketing courses by adopting a more hands-on and practical approach to strategic market planning. Specifically the course objectives are to: help students develop an understanding of the role that analytical techniques and computer models can play in enhancing marketing decision-making in modern enterprises; improve students' skill in viewing marketing processes and relationships systematically and analytically; and provide students with the operational skills required to apply the methods and models to solve real marketing decision problems. Prerequisites: GM 4501 and GM 4502.

GF 5541
INTERNATIONAL BUSINESS-TO-BUSINESS MARKETING

(3 hours) This course focuses on the managerial and technological issues related to the design and implementation of business-to-business marketing strategies. The course places emphasis on the management of long-term relationships with end-users and distributors within a value creation framework. The creation and maximization of value are central concepts, both from an end user as well as from a supplier perspective. The emphasis throughout the course is on the management of the marketing function and the use of marketing techniques in the context of the extended enterprise, i.e. the virtual organization that comprises a company's suppliers, distributors, strategic partners, customers, and end users. Prerequisites: GM 4501 and GM 4502.

Note: GF 4510 and GF 4531 must be taken prior to or concurrently with this course. Failure to complete GF 4510 and GF 4531 in conjunction with GF 5541 may delay graduation.

GF 5700
INTERNATIONAL RISK MANAGEMENT

(3 hours) This course explores the risk exposures of international organizations. Generally dealing with accidental loss situations, the course uses case studies developed by the instructor (World Trade Center, Volcanic Eruption Disasters, Dupont Hotel, and others) to enhance the learning process. Topics include: emergency and disaster planning; environmental risk auditing; political risk management; cyber risk exposures; loss control and financing; risks associated with mergers and acquisitions; ocean transportation risks; expatriate risks; and others. Emphasis is on the practical application of Risk Management tools to everyday operations of international organizations. Prerequisite: GM 4203.

GF 5701
GLOBAL COMPETITIVENESS IN HIGH-PERFORMANCE ECONOMIES

(3 hours) This course focuses on the economic growth and market opportunities in high-performance economies such as Brazil, China, India, Mexico, and other economies in Asia, Latin America, and Europe. Sources of rapid growth are analyzed including market liberalization, investment incentives, export promotion, infrastructural investments, and technology development. Roles of business, government, and global markets are examined. Prerequisites: GM 4000 and GM 4600/4620/4640 or 4660.

GF 5703
COUNTRY RISK MANAGEMENT

(1.5 hours) Global managers must be concerned with the risks to their businesses posed by political, social, and financial forces at work internationally and in specific regions and countries. This course is centered around state-of-the-art assessment models used by businesses and foreign investors. Issues include methods of measuring and forecasting risk; and methods of mitigating risk such as political risk insurance. Prerequisites: GM 4000 and GM 4600/4620/4640, or 4660.

GF 5712
BUSINESS INTELLIGENCE

(3 hours) This course examines the role that business intelligence—the systematic collection, synthesis, and analysis of information on the external operating environment—should play in strengthening corporate strategies and decision-making. Through lectures and client-sponsored competitive assessment projects, the course has two goals: to help students understand this management tool and to train them to be able to utilize it for competitive advantage. This course also addresses the related issues of corporate/industrial espionage and information security. Prerequisites: GM 4301, GM 4302, and GM 4468.

GF 5741
TECHNOLOGY POLICY & INTERNATIONAL COMPETITIVENESS

(3 hours) Technological innovation has become a major source of competitive advantage. This course analyzes the innovation process including the roles of corporate research and development, government technology policies, and linkages with universities. This course draws upon international comparisons, country case studies, and technology-specific cases including information technology. Prerequisites: GM 4000 and GM 4600/4620/4640 or 4660.

GF 5804
CONFLICT MANAGEMENT AND SOCIAL CHANGE

(1.5 hours) Economic development and social change can offer tremendous business opportunities for global managers. At the same time, the development process can lead to social, cultural, economic, and political conflicts. This course explores the roots of such conflicts, and methods of conflict management such as negotiations and multicultural communications. The course can also have a mediation certification component for those interested in official mediation recognition for their career options. Prerequisites: GM 4000, GM 4600/4620/4640 or 4660, and GM 4801.

GF 5806
STRATEGIES IN INTERNATIONAL DEVELOPMENT

(3 hours) This course examines development prospects and policy in less developed and transition economies. Issues include trade, investment, foreign aid, international debt, technology transfer, poverty, environment, social development, and sustainable development. The roles of international and regional organizations, government policy, and domestic and foreign corporations are explored. Prerequisites: GM 4000 and GM 4600/4620/4640, or 4660.

GF 5813
CORPORATE CONSULTING

(3 hours) Students serve on teams that conduct projects for leading U.S. companies and international companies. Students work under the guidance of two professors and permanent staff. Typical projects might include the following activities: Supply Chain Management Analysis and Optimization; Business Process Reengineering; Developing Outsourcing strategies; Benchmarking Best Practices; Technology Feasibility studies; Valuation of Patents; Merger & Acquisition Valuations; Joint Venture Valuations; Capital Investments Evaluations. All projects are accompanied by an analysis of the impact on cost savings and comprehensive Decision & Risk Analysis.

The projects require a close interaction among all team members in the project (students, professors, project managers) along with the client. A Statment of Work (SOW) describes the client's expectations and documents the team's deliverables. Fulfilling those requirements requires collecting primary (some travel may be necessary) and secondary data, analysis and synthesis of the findings, formulating strategy and assessing the impact on shareholder value. The results of the projects are presented to the client in a boardroom-style presentation and documented in a final comprehensive report. Prerequisites: GM 4302 and GM 4502.

GF 5815
INTERNATIONAL MARKETING CONSULTING

(3 hours) Students serve on teams that conduct projects for leading multinational companies. Students work under the guidance of two professors and two project managers. Typical projects might include the following activities: Developing Market Entry Strategies for international markets; Measuring consumer attitudes and preferences; Benchmarking competitors and/or Best Practices; Brand Valuation and Extension Strategies; New Product Development; Technology-Commercialization and Demand Forecasting. Market Entry Strategies may involve Valuation of Acquisitions and JVs. All projects are accompanied by an analysis of the impact of strategic options to the bottom-line and shareholder value.

The projects can be quite intense and require close interaction among all team members (students, professors, project managers) and the client company. A Statement of Work (SOW) describes the client's expectations and documents the team's deliverables. Fulfilling those requirements requires collecting primary (some travel may be necessary) and secondary data, analysis and synthesis of the findings, formulating strategy and assessing the impact on the shareholder value. The results of the project are presented to the client in a boardroom-style presentation and documented in a final comprehensive report. Prerequisites: GM 4501 and GM 4502.

Note: GF 4531 and either GF 4508 or GF 4510 must be taken prior to or concurrently with GF 5815 International Marketing Consulting. Failure to complete GF 4531 and either GF 4508 or GF 4510 in conjunction with GF 5815 may delay graduation.

GF 5883
INTERNATIONAL BUSINESS ETHICS

(1.5 hours) Management of international business ethics and global corporate social responsibility is integral to the skill set of the global manager. This case-based course examines national laws such as the Foreign Corrupt Practices Act; corporate codes of conduct; issues of bribery, corruption, and labor standards including with respect to global outsourcing; and the contribution of corporate ethics to brand integrity. Prerequisites: GM 4000 and GM 4600/4620/4640 or 4660.

LANGUAGE COURSE DESCRIPTIONS

ES 4004
ENGLISH SPEAKING AND WRITING

(3 hours) This course is designed to strengthen the linguistic skills of the non-native speaker of English. It focuses on both speaking and writing. Grammar, pronunciation, and presentation are emphasized in the oral exercises, while grammar, style, and organization are emphasized in the written. The course requires regular homework assignments, which are introduced and reinforced in the classes. Although the course is an elective during the 2003-2004 academic year, students who need it are encouraged to take it in the first trimester. Beginning fall 2004, the course will be integrated into the required English curriculum, and must be taken in the first trimester for those students who place into it.

While this is not a required course, it is recommended for those non-native English speakers who receive a score of Intermediate Mid or Intermediate High on the ACTFL OPI. This course can be taken concurrently with either ES 4011 or ES 4012.

ES 4011
ENGLISH FOR INTERNATIONAL MANAGERS I

(3 hours) This course focuses on improvement of written and oral communication skills for business and academic purposes. Students will learn to manage electronic communication tools to develop their communicative ability and advanced language proficiency. Topics include: communication techniques, strategies and skills essential for success in business; development of effective business letters and memos; case study analysis; and analysis of the components of effective style, structure and organization in both oral and written communication.

ES 4012
ENGLISH FOR INTERNATIONAL MANAGERS II

(3 hours) This course details strategies to manage electronic communication tools, to communicate persuasively in a business setting, to select appropriate media to sell ideas, services and products to a wide audience, to analyze case studies, and to develop a business portfolio that includes a business plan, funding proposal, marketing plan, and corporate website.

Experiential exercises develop managerial presentation skills within a context of cross-cultural communication in global businesses. Prerequisite: ES 4011 or ES 4011 waiver.

BC 5011
BUSINESS COMMUNICATION

(1.5 hours) Global managers require effective and strong oral and written communication skills in English and the technology to support them. This course focuses on such macro-level communication concepts as critical thinking, organization, description and analysis, persuasion, interaction, and evaluation as these relate to theme, audience, and purpose. Basic knowledge of MS Word and PowerPoint is essential. Prerequisite for non-native speakers of English: ES 4012 or ES 4012 waiver.

BC 5012
MANAGERIAL COMMUNICATION

(1.5 hours) This course builds on the Business Communication course. This is a micro-level professional communication course, conducted in English, that focuses on corporate cultures and communication skills for management interaction and negotiations. This course addresses the styles and the lexicon appropriate for managerial presentations and analytical reports in the functional specializations. It also illustrates how Core concepts of communication strategy inform the various channels of managerial communication for personal and corporate leadership development. Prerequisite: BC 5011.

FUNDAMENTALS I (4025) AND II (4026)

(3 hours each level) Fundamentals I and II are offered in: Chinese (CH), French (FR), German (GE), Japanese (JA), Russian (RU) and Spanish (SP).

Fundamentals I is intensive and emphasizes interactive activities that develop oral proficiency. Participants study the four communicative skills (listening, speaking, reading, and writing) with emphasis on the development of oral interaction. The use of a cassette player may be required. Classes meet four times a week. Prerequisite: OPI proficiency *Novice High* or passing grade from the Thunderbird Intensive/Immersion Language Program.

In **Fundamentals** II major emphasis continues to be on the development of speaking and listening proficiency, but increased attention is also given to reading and writing. Authentic materials in the target language reflect situations relevant to the international manager, except for non-Latin based languages or Asian languages. The use of a cassette player may be required. Classes meet four times a week. Prerequisite: Fundamentals I or Fundamentals I waiver.

BUSINESS LANGUAGE (4100)

(3 hours) Offered in Chinese (CH), French (FR), German (GE), Japanese (JA), Russian (RU) and Spanish (SP).

This course emphasizes the use of the target language in context, especially the lexicon of business. For Chinese, continuous emphasis is placed on accuracy of pronunciation and tone, and for Japanese, on intonation and proper use of speech levels.

Readings from newspapers, journals, and books (although to a restricted degree in non-Latin alphabet languages) familiarize future international managers with issues in the areas of the world where the target language is spoken. Activities include small group discussions, oral and written projects, and grammar review. The use of a cassette player may be required. Prerequisite: Fundamentals II or Fundamentals II waiver.

ADVANCED BUSINESS LANGUAGE (4200)

(3 hours) Offered in Chinese (CH), French (FR), German (GE), Japanese (JA), Russian (RU) and Spanish (SP).

This course advances oral competency as well as reading and writing skills emphasizing functional language use in professional settings. Case studies and readings from newspapers, periodicals, journals, and the Internet expose participants to the business culture and environment of the target language in its global settings. Topics from business and managerial communication will be explored through the target culture. Prerequisite: 4100 or waiver.

FUNCTIONAL TOPICS (5000 LEVEL)

(3 hours delivered in two 1.5 hours) Any of the courses listed below (with a course number above 5000) may be taken to satisfy the Functional Topics requirement. As the courses will

be taught on a rotating basis, students should refer to the registration schedules for availability. Prerequisite: Advanced Business Language (4200). 4200 may be taken concurrently with ML 5000 Functional Topics courses when necessary.

CH 5201
ADVANCED CHINESE FOR BUSINESS I

(1.5 hours) The course provides an overview of China's economy, business operations and regulatory environment as the country implements economic reforms. Reading materials for discussion focus on specific issues such as the development of private enterprises, foreign direct investment, as well as topics in economics, management, finance and marketing. To enhance linguistic competence and accuracy, the contextual framework includes business vocabulary and contemporary Chinese usage. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

CH 5202
ADVANCED CHINESE FOR BUSINESS II

(1.5 hours) This course is designed as a capstone for the Core courses. It is designed to enhance communicative skills and language competence in a cultural context. The course builds on simulations of real-life situations using a practical and functional approach. Course materials contain a lexicon and expressions frequently encountered in professional settings in China. Emphasis is placed on the rapid expansion of functional vocabulary and acquisition of advanced word compounds, syntactical forms, and proper use of business speech in a business context. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

CH 5203
CONTEMPORARY SOCIAL, POLITICAL, AND ECONOMIC ISSUES

(1.5 hours) This course examines current social, political, and economic issues in Chinese. Emphasis is placed on topics such as international trade, China's pillar industries, special issues, and related disciplines that are essential to an understanding of business development in China. These topics add perspective and provide a strong foundation of terms necessary for business Chinese language skills. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

FR 5202
FRENCH FOR MANAGEMENT

(1.5 hours) This course introduces all aspects of French corporate management through case studies. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

FR 5511
FRENCH FOR MARKETING

(1.5 hours) After an overview of French customers, competitors, distributors, and overall market data (political, economic and sociocultural aspects), this course analyzes the French market and French marketing strategies and develops strategies for specific products, using marketing-mix in context. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

FR 5513
FRENCH BUSINESS INTELLIGENCE

(1.5 hours) Business intelligence gives managers key information to help them decide, sell, compete, and perform better than their competitors. This course focuses on how to collect, evaluate, and protect information to out-compete in the French market. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

FR 5515
FRENCH CORPORATE CULTURE

(1.5 hours) This course focuses on French corporate culture, especially at the managerial level. Themes developed through cases, articles, and films are: the workplace, work schedule, professional hierarchy, dress code, and corporate communication. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

GE 5201
MAJOR TOPICS IN CENTRAL EUROPE

(1.5 hours) This course addresses topics relevant to the region and their significance for international management decisions. Discussions, presentations, and readings allow participants to focus on specialized interests and recent developments. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

GE 5303
CONTEMPORARY SOCIAL, POLITICAL, AND ECONOMIC ISSUES

(1.5 hours) This course offers the opportunity to study current social, political, sociocultural and economic issues in the German-speaking countries. Emphasis is placed on topics relevant to an understanding of the business environment. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

GE 5305
GERMAN FOR STRATEGIC MANAGEMENT

(1.5 hours) Research, projects, and presentations focus on strategic management, with readings from current publications of well-known German business journals. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

GE 5511
GERMAN FOR MARKETING

(1.5 hours) Readings, discussions and cases focus on the study, analysis and application of marketing concepts in German. Vocabulary and language structures relevant to the functional specialization are complemented by the study of the German market. The course develops familiarity with economic and sociocultural aspects, including marketing research, buying behavior, advertising, and e-commerce. Country-specific data studied comprises the legal environment, marketing organizations, and developments in information technology. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

GE 5514
GERMAN FINANCE

(1.5 hours) This seminar explores finance from a German perspective. Topics include financial analysis and planning, capital structure, cost of capital and capital budgeting, portfolio theory and capital market theory, analysis and valuation of derivative instruments, leasing, dividend policy, and mergers and acquisitions. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

JA 5202
JAPANESE FOR CORPORATE MANAGEMENT

(1.5 hours) The course presents an overview of traditional Japanese management philosophies and styles. It covers themes such as corporate governance, investor relations, and other concomitant issues after the collapse of the bubble economy and the advent of new technologies. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

JA 5303
CONTEMPORARY POLITICAL, AND ECONOMIC ISSUES

(1.5 hours) This seminar offers the student the opportunity to study current social, political, and economic issues in Japanese. Emphasis is placed on topics relevant to an understanding of the business environment. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

RU 5204
CORPORATE STRUCTURE AND BUSINESS CULTURE OF CONTEMPORARY RUSSIA/CIS

(1.5 hours) Focused on business communication within contemporary Russian firms, this course examines the social dimension of professional interaction through readings in the contemporary business environment of Russian industry, trade, and services. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

RU 5306
CASE STUDIES IN CONTEMPORARY INDUSTRY

(1.5 hours) This course examines current media resources as related to evolving Russian business and industry and develops business presentation skills for effective communication. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

SP 5201
MAJOR TOPICS IN LATIN AMERICA

(1.5 hours) The main objective of this course is to research, analyze and discuss the major political, economic and social events of the past in Latin America that are still shaping development. Materials will be book and magazine articles,

newspaper news, television news, documentaries and movies that depict the different cultures in Latin America. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

SP 5303
CONTEMPORARY SOCIOCULTURAL, POLITICAL, AND ECONOMIC ISSUES

(1.5 hours) This seminar offers the opportunity to study current political, sociocultural and economic issues in Spanish. Emphasis is placed on topics relevant to an understanding of the business environment. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

SP 5370
ANALYZING SUSTAINABLE BUSINESS IN LATIN AMERICA

(1.5 hours) The main goal of this course is to investigate and analyze the present business situation of various Latin American countries through the study of sustainable business cases. Topics include: environmental policies, cultural differences, marketing, finance, and human resources. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

ML 5898
SEMINAR ON SELECTED RESEARCH TOPICS

(1.5 hours) These special topics courses are offered as appropriate in one of the several languages taught at the School. Since the content and emphasis of the courses will vary from trimester to trimester, additional prerequisites may apply. Prerequisite: Advanced Business Language or Advanced Business Language waiver.

INTERNSHIPS

The Thunderbird Graduate Management Internship Program is designed to provide graduate level practical experience that serves as an extension to a student's education at Thunderbird. The decision to seek an Internship should be based on careful self-evaluation of an individual's previous work experience and career goals.

ELIGIBILITY

All academic regulations and Internship requirements remain in effect for students enrolled in an Internship course. Before registering for an Internship, a student must, without exception:

- Be an officially admitted MBA in International Management or MIM degree-seeking student in good academic standing (no honor code/probation issues).
- Have met program prerequisites.
- Have a minimum 3.0 GPA.
- Have completed Trimester 1 and/or 15 Thunderbird credits.
- Have successfully completed Foundations Week.
- Be a current student who has not completed graduation requirements.
- Not have an incomplete in a course which otherwise would allow a student to complete graduation requirements.

REGISTRATION

Students are advised to register for classes during the trimester in which an Internship is expected. When the Internship offer is finalized, then the Internship can be registered. Students have up until 2 weeks after the start of the trimester to register for the Internship.

- A job description and offer letter (on company letterhead or e-mail directly from the company4) are required prior to registration.
- Upon approval of the Internship, all courses in the student's schedule for that particular trimester will be dropped by the Registrar's Office.
- Students registered for an Internship locally may have approval from an Academic Advisor to register for additional courses (maximum 3 credits) as long as 6 credits of coursework will remain to be completed in the student's program immediately following the Internship.

- Students may be eligible for late Internship registration if they are not already enrolled in classes. Students must be on a break from their regular program, and would only be eligible if they were able to complete the minimum number of required weeks of a full-time Internship (10-12). In the case of foreign students, a TNE that was previously approved by PFSS is required. All students must contact their Academic Advisor to determine eligibility, and foreign students must consult with PFSS before considering late registration.
- The student cannot participate in an Internship in their last trimester at Thunderbird. It is expected that the student will return to Thunderbird to relate the practical experience gained during the Internship to personal educational goals. **Therefore, students must return for a minimum of 6 credits after their Internship is complete.**

CREDIT OPTIONS AND FINANCIAL ARRANGEMENTS

Students have the option of registering for 0, 1.5 or 3 credits. Foreign students registering for an Internship in the United States must register for 1.5 or 3 credits. Credits cannot be used to meet Core or Focus Area requirements. The cost of an Internship is as follows:

- 0 credit: $50 registration fee
- 1.5 credit:: $330 registration fee
- 3.0 credits: $600 registration fee

A registered intern must comply with all regulations pertaining to health insurance, including payment or waiver of coverage. Both health insurance coverage and financial arrangements must be made with the Finance & Accounting Office prior to leaving campus for an Internship. If the Internship extends beyond one trimester, the intern needs to contact the Internship Office, register for the extension and show proof of health insurance coverage to the Finance & Accounting Office. A student must complete one trimester of a full-time Internship to be eligible for an Internship extension.

SCOPE AND LIMITATIONS

- All Internships are full-time, consisting of 10-12 weeks, 40 hours per week.
- All Internships are for one trimester, but may be extended for an additional, consecutive trimester as a student/employer decision.
- All students extending their Internship must register for the additional trimester for zero credits.
- A consecutive, two-trimester Internship with the same company is considered one Internship.
- U.S. Immigration and Naturalization Service regulations require that foreign students on student visas (F-1) be enrolled for credit in order to be authorized to work in the United States. J-1 visa holders should consult with PFSS about eligibility. Extensions are to be taken for zero credit.
- Students on Internships are not eligible for on-campus, student employment (including TA, GA and RA positions).

EVALUATION AND GRADING

All internships are "full-time" and are graded as Pass/Fail. All students will receive an "I" for incomplete, after the trimester has ended. Upon completion of the 0, 1.5 or 3.0 credit requirements (see below), a Pass will be entered in the student's record. Students are given 4 weeks after the start of the next trimester in order to complete all requirements. Otherwise, the "I" will change to an "F" automatically through the Registrar's Office.

- Prior to completion of the Internship, the intern's company supervisor will receive an evaluation form, which must be returned and satisfactory in order to receive a Pass. An internal evaluation by the company is acceptable, also. Withdrawal from an Internship must be "for cause" and requires permission of the School's Internship Office. Foreign students must also immediately notify PFSS of any changes in their employment.
- All interns must complete the Internship Experience Questionnaire at the end of the Internship.
- Students taking the Internship for 0, 1.5 or 3.0 credits must keep notes of their Internship. Notes are used to write weekly summaries of experiences and growth.
- Students with a 1.5 credit Internship must also consult with the Faculty Advisor for a minimum of 2 sessions and complete an academic paper (minimum 7-10 pages).
- Students with a 3.0 credit Internship must also consult with the Faculty Advisor for a minimum of 3 sessions and complete an academic paper (minimum 15-20 pages).]

INTERNSHIP COURSE DESCRIPTIONS

The key difference between the "credit" (1.5 and 3 credits) and "non-credit" (0 credit) Internship is that the "credit" Internship is considered an "academic course" requiring a Faculty Advisor, while the "non-credit" Internship is an option for students requiring no academic supervision.

IF 5900
ZERO-CREDIT INTERNSHIP

(0 hours) Such Internships are largely supported by the sponsoring organization and do not require faculty involvement. The experience allows the students to examine the relationship between theory and professional practice, to develop management-related skills, and to be involved in the challenges of working within a complex organizational or business environment.

IF 5901
1.5 CREDIT INTERNSHIP

(1.5 hours) The 1.5 credit Internship is typically academic in focus. The 1.5 credit Internship requires the student to coordinate with the Faculty Advisor who facilitates the learning process throughout the Internship. The student must discuss the academic paper (minimum 7-10 pages) periodically with the Faculty Advisor (minimum of 2 sessions during the trimester), regarding the progress of the work.

IF 5902
3.0 CREDIT INTERNSHIP

(3 hours) This Internship is structured as an independent study Internship and requires a close working relationship with the Faculty Advisor. The 3.0 credit Internship paper (minimum 15-20 pages) includes a detailed assessment plan and conference with the Faculty Advisor (minimum 3 sessions per trimester). It should be organized as a field studies paper or a consulting paper.

GLOBAL SERVICES (OVERSEAS PROGRAMS)

Overseas experience is the essence of the global manager. Every year Thunderbird students enhance their knowledge and experience in the global business environment through their participation in special educational programs located around the globe. Study options include Thunderbird's own year-round centers, Winterim, and exchange programs.

Each of the overseas programs emphasizes exposure to other business environments, cultures, and political and economic systems, while offering a mixture of Thunderbird's Core courses, regionally specific courses and field trips to local companies. Actual course offerings vary across locations and from trimester to trimester. Unless otherwise stated in the following program descriptions, courses are taught in English.

For those who wish to study language, regionally appropriate language courses offer the opportunity to sharpen language skills in an immersion environment. Global Services provides many trimester 2 and 3 Core (GM) course offerings for continuing students at the overseas locations each term of their operation. Global Services also offers the Finance Focus Area and other limited Focus Area courses at Thunderbird Europe. Please refer to the Global Services course schedule for specific courses, Focus Area courses and the terms and locations where they will be offered on the Thunderbird website at **www.thunderbird.edu.**

Students must have completed a minimum of fifteen (15) credit hours on the Glendale campus before participating in an overseas program, unless a student has been accepted to begin the MBA program at Thunderbird Europe. Students may attend more than one overseas program or stay more than one trimester as long as they meet the Glendale 15-trimester hour residency requirement for graduation. Students on probation may apply to participate in an overseas program. All student loans and scholarships currently available to a Thunderbird student attending the Glendale campus are also applicable to an overseas program.

Each student who plans on participating in an overseas program must have a passport valid for at least six months beyond the proposed stay. Some countries require that visas be obtained prior to entering the country, depending on the nationality of the passport holder. It is the student's responsibility to obtain the necessary visa in order to attend the overseas program.

Students should understand that as American citizens, or foreign nationals, in a foreign country, they will be subject to all the laws of the host country. Students must familiarize themselves with the laws of the host country in which they will be studying before they visit. Students must agree to conduct themselves in a manner that will bring credit to Thunderbird, and agree to comply with all the laws of the host country, as well as the regulations of Thunderbird and its programs. Students who break the laws will be subject to the fines or penalties imposed by the country in which they are studying. In addition, any inappropriate or illegal conduct while in that country may, in the sole judgment of Thunderbird, terminate participation in the overseas program and may also include suspension or expulsion from school.

Please note: All programs, enrichment and exchange, are subject to cancellation if political conditions or enrollment figures dictate. In addition, Thunderbird reserves the right to refuse participation in an overseas program to any student who, in its opinion, will not contribute to the success of the program, or who will not receive full benefit from participation in the program.

THUNDERBIRD'S OVERSEAS CENTERS

Thunderbird Europe is located in Archamps, France, just across the Swiss border in the French suburbs of Geneva. This center is strategically positioned at one of Europe's most important commercial crossroads. Geneva is one of Europe's principal financial centers and headquarters of numerous multinational firms and international organizations.

Thunderbird Europe is integral to Thunderbird's global educational program. The center operates year round, offering fall, spring, summer, and Winterim programs. Credit is given for all coursework, which counts toward the MBA in International Management graduation requirements. While the classes are the same as those offered in Glendale, the educational program includes additional opportunities to gain practical business experience. Classroom instruction is complemented by meetings with managers and executives, company visits, and factory tours to provide greater understanding and appreciation of the issues discussed in class.

Global management courses, and all levels of French, German, and Spanish language are offered as student demand warrants.

Guadalajara, Mexico

This Thunderbird summer program is held at the facilities of the Universidad Autónoma de Guadalajara, located in Mexico's second largest city. Many Trimester 2 (GM) Core curriculum courses are offered, and periodically, limited Focus Area courses are also offered. All courses have a Latin American focus and use the knowledge and expertise of each individual faculty member. All levels of Spanish language are offered as student demand warrants. Classroom instruction is complemented by meetings with managers and executives, company visits, and factory tours to provide greater understanding and appreciation of the issues discussed in class.

All classes taken in the summer program in Guadalajara count toward the MBA in International Management graduation requirements as if they were taken on the Glendale campus. Students may participate in this program after they have successfully completed the first trimester Core curriculum. There is no language proficiency required for this program, but it is suggested that students have some knowledge of Spanish in order to gain the maximum benefit from the study abroad experience. Please check with the Global Services Office for the course offerings and more information.

EXCHANGE PROGRAMS

Thunderbird sponsors an array of exchange programs with leading graduate educational institutions in countries located around the world. Each trimester, Thunderbird students study at these institutions, while students from the exchange schools study at Thunderbird.

Exchange programs are considered an enhancement opportunity to the Thunderbird experience. Exchange program course work does not meet any graduation requirements for any of Thunderbird's degree or certificate programs. Exchange program course work counts only as elective credit and will lengthen a student's program.

The number of students permitted in each program is limited and placement is competitive. Depending on the program selected, instruction is either in English or the native language. Those students wishing to participate in any of these programs should make their intentions known to the Global Services Office. Students selected to participate in these programs must enroll as full-time students.

EXCHANGE PROGRAM REQUIREMENTS

1. Thunderbird students must have a cumulative Thunderbird GPA of at least 3.25 or higher.
2. Thunderbird students must have a background in the language of the country where the exchange program is held. This can mean the student is studying the language at Thunderbird, has successfully waived the language, or is a native speaker of the language. Students applying to an exchange program which has a language requirement must undergo language testing (the minimum level required is 4200) via the OPI and receive a written recommendation from the relevant language Faculty.
3. Thunderbird student must submit a letter of recommendation from a faculty member.
4. Thunderbird students are only eligible to attend an exchange program if they have successfully completed the first and second trimesters of the Thunderbird Core curriculum. This means that Thunderbird students are only eligible to participate in an exchange program during their third or fourth trimester.
5. Thunderbird students must be in good standing at Thunderbird—that is, no honor code violations, academic probation, no financial or academic holds on his/her account, etc.

Thunderbird students must meet the above criteria in order to participate in an exchange program. For those students who meet the above criteria, the procedures are as follows:

A. Student must fill out an exchange program application with Global Services, pay a deposit, and submit the letter of recommendation from a faculty member.

B. The Global Services Office makes the final determination about who can attend an exchange program. Selection will be based on when the application was received and the qualifications of the applicant.

C. Thunderbird students must meet with the Managing Director of the MBA in International Management program at least one month before the start of their exchange program.

Unless otherwise stated, the following exchange programs offer Thunderbird students the opportunity to study during the fall or spring trimesters. Thunderbird maintains relationships with the following schools:

- Costa Rica: Instituto Centroamericano de Administración de Empresas (INCAE)
- France: HEC - MBA program only
- France: EM Lyon
- Mexico: ITESM (Instituto Tecnológico y de Estudios Superiores de Monterrey) in Monterrey, or Mexico City
- South Korea: Yonsei University
- Spain: Escuela Superior de Administración y Dirección de Empresas (ESADE)

Please consult the Global Services Office for other affiliations.

MERLE A. HINRICHS INTERNATIONAL BUSINESS INFORMATION CENTRE (IBIC)

The IBIC provides traditional library materials as well as access to an outstanding collection of electronic resources. An international collection of newspapers, books, videos and journals from all over the world is available as well as almost 50 databases including Compustat, EbscoHost, Nexis, Factiva, Bloomberg and the Economist Intelligence Unit. With over 40 computer and AV workstations and 222 data ports for laptop connections, IBIC is a model electronic library with many paperless services. Students at the Glendale campus as well as those who are on Internships, enrolled at Thunderbird Europe, in Latin America and elsewhere in the world have library support through extensive remote access capabilities. IBIC Librarians teach classes in using business resources to develop students' information competency skills that will be used in the business world.

IBIC LOAN POLICY AND STUDENT RULES

ID CARDS

Students must have an official Thunderbird photo ID card to check out anything from the IBIC. The Thunderbird card will have a machine-readable ID number, and without it the computer system will not recognize you as a registered student. The IBIC does not accept a driver's license or any other form of ID.

LOAN PERIODS AND FINES

Loan periods are established so that books and other materials can be shared among all students. Because of the demands of Thunderbird's curriculum, fines are charged to be sure items are returned on time so that they are available for other users. There is NO grace period on due dates. The following are the loan periods and overdue fine schedule for IBIC materials:

BOOKS AND MAPS

Circulate for two (2) weeks; fine is $2/ per day.

VIDEOS AND AUDIO CASSETTES

Circulate for three (3) days; fine is $1/per day.

RESERVES

Circulate for two (2) hours; fine is $1/per hour per item.

- A courtesy reminder is sent to borrowers by e-mail 3 days before books are due. No reminder is sent for videos because of the short loan period. Failure to receive a notice does not exempt the borrower from overdue fines or replacement fees. The due date is on a printed receipt, provided with the item when it is checked out.
- There is no limit on the number of books that can be checked out at any given time. Only 7 reserve items may be checked out at the same time, however.
- A 24-hour outside book drop is available at the south entrance to the IBIC. Books may also be returned to the Circulation Desk.
- All fines are payable at the IBIC Circulation Desk.
- Fines that remain unpaid after 6 weeks are subject to an additional late charge of $3.00.
- Borrowing privileges are suspended until fines are paid.
- Students with outstanding fines may not be allowed to register for classes until they are paid.
- Diplomas will not be mailed to graduates until IBIC fines have been paid.

LOST OR DAMAGED MATERIALS

If books are lost or returned with damage beyond normal wear and tear, the borrower is responsible for replacement charges and processing fees.

RENEWALS

- Books, maps, videos, and audio cassettes may be renewed by calling 602-978-7232 or by bringing your items in to the Circulation Desk on or before the due date. Online renewal from on-campus and off is available via the "My Account" button on THOR. Students are allowed two renewals. Students will be notified if their items are not renewable due to unpaid fines or another user requesting a 'hold' be placed on the material.

HOLDS AND RECALLS

- A hold can be placed on material that is checked out so that an item cannot be renewed, and it will be held for the next user when it is returned.
- Items that have been checked out may be recalled if they are needed for reserve at the request of a faculty member. Recalls are not made for other reasons.

ALTERNATIVE PAYMENT AND APPEALS

- Fines can be paid through work performed in the IBIC at a rate of $7.50/hr.
- Appeals to reduce or cancel fines should be made *in writing* to the IBIC Associate Vice President for Information Services. Forms are available at the Circulation Desk and also on the IBIC department page on *My Thunderbird*. They can be completed and submitted electronically or in person.

If students are blocked from checking out IBIC materials because of fines, they may request a temporary clearance from Circulation once they have submitted their appeal form.

Appeals are reviewed weekly, and the IBIC Associate Vice President will notify students by e-mail of the outcome. The decision may require time needed to investigate the circumstances.

The following are not considered valid reasons for waiving fines: failure to receive or read e-mail, ignorance of the fine policy, inability to pay, transfer of items to another student for return and their failure to do so, or planned travel preventing on-time return. There is no provision to excuse the first fine incurred.

ACCESS TO DATABASES

IBIC databases are to be used for educational purposes only by currently registered students. Use of IBIC resources for any commercial, business, or resale purpose is not allowed.

OTHER RULES

To promote an environment where students can read and study, the following rules apply:

- Hold group meetings only in the group study rooms. The tables in the open areas in the IBIC are not to be used for group meetings. We enforce quiet in quiet areas; please do your talking elsewhere so it does not disturb others.
- To protect our materials and computers, please eat food outside of the IBIC and do not bring drinks inside unless they are in a non-disposable cup with a sturdy snap-on lid. Drinks in cans and paper cups can be left on the shelves by the entrance and picked up when you leave.
- We have a limited number of carrels and workstations; leaving belongings or programs open on computers to "hold" a seat is not permitted. IBIC routinely checks work stations and removes computer documents and belongings left for extended periods.
- Ringing cell phones and telephone conversations in study areas disturb other students. Please turn your cell phones off and make calls outside the building or in the copy alcoves where sound will be behind a door.
- Rollerblading in any campus building, including the IBIC, is unsafe and not allowed.

ACADEMIC DATES & DEADLINES

WEEK◇	TRIMESTER ONE	TRIMESTER TWO	TRIMESTER THREE	FINAL TRIMESTER
1		Drop/Add	Drop/Add; If graduating, initiate OPT Application	Drop/Add; If graduating, initiate OPT Application
2		Deadline to register for an Internship	Deadline to register for an Internship *(not allowed in final trimester of study)*	Deadline to register for an Internship *(not allowed in final trimester of study)*
3				
4	Withdraw 1st half classes*	Withdraw 1st half classes*	Withdraw 1st half classes*	Withdraw 1st half classes*
5		Meet with Academic Advisor		
6		Meet with Academic Advisor;		
7	Exams	Exams	Exams	Exams
8	Withdraw 3 credit classes* Drop 2nd half classes;	Withdraw 3 credit classes* Drop/Add for 2nd half classes	Withdraw 3 credit classes* Drop/Add for 2nd half classes	Withdraw 3 credit classes* Drop/Add for 2nd half classes Cannot change Focus Area after 8th week of final trimester.
9				
10	Registration	Registration Graduation Booklet	Registration Graduation Booklet	Registration
11	Withdraw 2nd half classes* Track I & Track II Declare Focus Area/Hold;[a]	Withdraw 2nd half classes;* Graduation Petition[d] *(always trimester before actual graduation)*	Withdraw 2nd half classes;* Graduation Petition[d] *(always trimester before actual graduation)*	
12				
13				
14	Exams Deadline for "track" selection[c]	Exams; Deadline to complete all incomplete grades (From Trimester 1)[b]	Exams; Deadline to complete all incomplete grades (From Trimester 2)[b]	Exams; Deadline to complete all incomplete grades (From Trimester 3)[b]

◇ Students have until close of business on the last day of that week (Friday—unless Friday is a holiday, then students have until Thursday) to complete requirements.

* The course and a grade of "W" will appear on the transcript. A grade of "W", however, does not affect the Grade Point Average (GPA).

[a] Failure to declare a Focus Area by the end of Week 11 may result in a Registration Hold being placed on the student's account.

[b] Please refer to the Grading Regulations section of the Bulletin for more information on discharging incomplete grades.

[c] Student changing Tracks must meet with an Academic Advisor to determine eligibility to change.

ACADEMIC REGULATIONS

Thunderbird policies, regulations and graduation requirements in this Bulletin apply to all students who matriculate in Fall 2003, Spring 2004, or Summer 2004.

The Registrar is responsible for maintaining the policies and integrity of the Thunderbird degree. Thunderbird provides academic advisors to guide students through their academic program. Students who have questions regarding policies, graduation requirements or regulations in this Bulletin should consult their Academic Advisor or the Registrar's Office. An individual employee (staff or faculty) of Thunderbird does not have the authority to override or change Thunderbird policies, graduation requirements or regulations.

CREDIT HOURS AND COURSE LOAD

The maximum number of credit hours per trimester that a student may take is 15 hours in the Fall, Spring and Summer trimesters, and 3 hours in the Winterim periods. The maximum number of credit hours per half trimester is 9 hours.

CONCURRENT ENROLLMENT

Concurrent enrollment in another institution must be approved in writing by the Registrar's Office prior to registration. Students may not enroll for a combined course load greater than 15 hours. Approval is denied when similar or identical courses are offered at Thunderbird.

TRANSFER OF CREDITS

Thunderbird does not accept transfer of credits toward Thunderbird degree requirements.

INDEPENDENT STUDY

Independent Study/Research does not satisfy graduation requirements, including language, Core, or Focus Area coursework.

WAIVERS

Waivers are granted only for the following:

1. Students who hold a CPA/CA certification from the U.S., UK, Canada and Australia are eligible to waive the first two accounting courses (GM 4100 and GM 4101). In order to receive a waiver for GM 4100 and GM 4101, a student must show the CPA Certificate or a letter from the State or National Board of CPAs/CAs to the Registrar prior to the first day of classes. Students with CPA/CA certification are not eligible to waive any additional accounting courses at Thunderbird. Course waived must be replaced with GF coursework.
2. Students who hold a CFA certification are eligible to waive the first two Finance courses (GM 4201 and GM 4202). In order to receive a waiver for GM 4201 and GM 4202, a student must show the CFA Certificate or a letter from the AIMR indicating a pass of the CFA Level I, Level II, and Level III certificate exams to the Registrar prior to the first day of classes. Students with CFA certification are not eligible to waive any additional finance courses at Thunderbird. Courses waived must be replaced with GF coursework.
3. Dual Degree and Post MBA students may receive up to 21 credit hours of waivers based on courses taken at the partner/approved MBA institution. Courses that may be waived for Dual Degree/Post MBA students are those courses that are similar to the MBA in International Management Core curriculum (i.e. accounting, finance, management, marketing, etc.) and are courses that have been completed at the partner/approved MBA institution. Students must submit the partner/approved MBA institution official transcripts at least one week prior to the first day of classes.
4. Waivers do not constitute a reduction in the minimum hours required in the MBA in International Management or MIM degree.

FIVE-YEAR RULE

The MBA in International Management program is designed to be completed in three to six consecutive trimesters depending on the track a student chooses upon matriculation. The MIM program for Dual Degree and Post MBA students is designed to be completed in two trimesters. Breaks in enrollment must

be registered with and approved by the Registrar's Office. All courses completed or transferred in for graduation credit must be completed within a five-year period.

On matriculation, for the Post MBA, the student's MBA cannot be awarded more than five years earlier.

GRADING REGULATIONS

GRADES ARE GIVEN AND RECORDED AS FOLLOWS:					
A	=	4.0	D+	=	1.3
A-	=	3.7	D	=	1.0
B+	=	3.3	D-	=	0.7
B	=	3.0	F	=	0.0
B-	=	2.7	P	=	Pass
C+	=	2.3	W	=	Withdrawal
C	=	2.0	I	=	Incomplete
C-	=	1.7	NC	=	No Credit

Only courses completed with a grade of C- or better are acceptable in satisfaction of graduation requirements for the MBA in International Management, Master of International Management, Certificate of Post Graduate Study, or Certificate of Advanced Study. If a student receives a grade lower than C- in a required course or a prerequisite course, the student must repeat the course before going on to the next higher level.

GRADE CHANGES

Once filed with the Registrar's Office, trimester grades are final and not subject to change except in cases of validated errors in computation and/or transcription, or faculty approved delayed completion of coursework. Grade changes will not be accepted after the end of the next trimester.

DISCHARGING INCOMPLETE GRADES

The time limit for discharging grades of "I" is within one year or the next trimester of enrollment whichever is the shorter time. If this time limit is not observed the Incomplete becomes a failing grade (F).

- It is the student's responsibility to make necessary arrangements with the instructor with regard to receiving and removing the Incomplete. The instructor may impose additional restrictions, but may not allow additional time for completion of the course requirements or add additional requirements.
- The Incomplete grade received in any course must be removed before that course may be used as a prerequisite for any subsequent course.
- Incomplete grades must be legally discharged prior to the granting of degrees.
- Students with incomplete grades that are not discharged within 30 days of their anticipated graduation will not have their degree conferred until the next official graduation date.

SCHEDULE REGULATIONS

PRIORITY CODE SELECTION

The priority code selection has 3 simple steps:

Step One: Your official start term is identified. This step ensures that students from earlier terms have the first option to register for required courses.

Step Two: All students with the same start term are randomly assigned a priority code by the computer.

Step Three: At the end of the priority registration period, all priority codes are deleted from the computer.

This process is repeated each term with new priority codes being assigned by the computer. The computer does not know the previous term's priority code. Please refer to the Registrar's home page on MTB for more information or contact the Registrar at *Registrars@t-bird.edu*.

CHANGE OF ORIGINAL REGISTRATION

Initial registrations can be changed during the first four class days of the trimester and/or course, and the first day of Winterim courses. Students are permitted to withdraw from courses up to the end of the eighth week of the trimester and the fourth week of a 1.5-hour course. Courses of non-standard length will have withdrawal deadlines set by the Registrar. The appropriate notation (W) will be entered on the official transcript of the student's record.

REPEATING COURSES

The Registrar may permit a student to retake courses for the purpose of meeting requirements or improving a grade point average. Only one retake per course is permitted. The original enrollment and grade remain permanently on the transcript, noted as repeated. The grade assigned for the second enroll-

ment will also appear on the transcript, and is used in calculating grade point averages. No course with a grade of B or higher may be retaken. Repeating language courses requires written permission of the Academic Director and Area Coordination of Modern Languages.

CLASS ATTENDANCE

Class attendance policies are set by individual instructors.

Non-Registered Students - A student must be officially registered for a course in the academic system to receive credit for the course. Attending a class for which he/she is not registered does not give the student enrollment preference.

Auditing - Thunderbird does not allow auditing of courses.

Visiting - Visitors (non-enrolled students, visitors to campus, and guests) are welcome to attend a limited number of class sessions in which they are not enrolled; however, explicit permission of the instructor is required. Visitors are required to comply with professor's instructions. A professor may prohibit or limit visitors under any circumstances.

ACADEMIC ADVISING RESOURCES

Thunderbird's Academic Advising Resources are part of a larger group of services provided by the Office of Student Services and Program Support. The Academic Advising Staff can provide detailed information about each student's individual program, courses, requirements, Focus Areas and options. They also have expertise in long-range academic planning, can refer students to appropriate faculty or other resources, and can discuss special opportunities available at Thunderbird, such as Overseas Programs and Internships.

Students at Thunderbird are assigned an individual professional Academic Advisor who is available to meet regularly and guide you through your degree program. Thunderbird Academic Advisors are also happy to meet with you to discuss the relevance of your program and coursework to your career goals, and can assist you with any problems that are directly or indirectly related to your academic performance.

For more information regarding Academic Advising, please e-mail *Advising@t-bird.edu*. For other general Student Support Services questions, please e-mail *StudentSupport@t-bird.edu*.

ACADEMIC ADVISING PROCESS

Entering students are encouraged to meet regularly with their individually assigned Academic Advisor to design an appropriate course of study that will satisfy requirements for graduation. Academic Advisors' schedules are posted on the School website and in the reception area of Student Support Services so that all degree-seeking students will meet with their Advisor to discuss class selection, difficulties with coursework, degree requirements, School policies and procedures, individual options, and special opportunities available at Thunderbird, such as Internships and Overseas Programs. Advisors are also readily available through e-mail and phone correspondence daily.

At Thunderbird, students are block-registered into their first trimester, and provisionally admitted students are sent a letter from the Admissions Office to meet with their Advisor for additional support and guidance when they first begin at Thunderbird. Provisional students are then monitored for minimum GPA's, and if they fall below, are placed on Academic Probation. The Registrar contacts each of these students individually, and refers them as appropriate to their Academic Advisors for additional advising and schedule support.

All students are required to meet with their Advisor by the fifth or sixth week of their second trimester of study in order to discuss their individual progress, academic program and Focus Area choices. Focus Areas must be decided by the end of the first trimester in a Track II program, and by the end of the second trimester for Track I. As the overall program of study encompasses either three or four trimesters, of which the first is block-registered, this is the ideal time to reach the students individually for long-range planning. If students desire an Internship during their program of study, or wish to take a trimester in an Overseas Program, they are required to see an Academic Advisor for a degree audit before enrolling in these study options.

In addition to the above, reports are run regularly each trimester in order to monitor incompletes in coursework, whether prerequisites have been met or not for registered coursework, and for student academic standing. Students are contacted by either the Registrar's Office or an Academic Advisor as needed to resolve incomplete grades, and to adjust schedules for academic challenges or prerequisite issues.

Additionally, the Graduation Officer runs reports of all students who have filed a Petition to Graduate, and completes a degree audit two times before the degree is conferred. Degree audits are also completed by Academic Advisors for all foreign students applying for Optional Practical Training in the U.S. after graduation.

ACADEMIC STANDING REGULATIONS

ACADEMIC PROBATION

This policy was approved by the Faculty Senate and pertains to all students regardless of degree program or admission status.

Academic standing is official and effective when posted by the Registrar's Office at the end of the trimester. Academic standing status can be applied retroactively to a term if circumstances, such as a grade change, warrant.

A student in good standing is placed on academic probation when, at the conclusion of a trimester, the student:

- fails to achieve a cumulative grade point average of 3.00; or
- receives a grade of Incomplete ("I") in nine or more credit hours; or
- receives a grade of Fail ("F") in one or more courses.

A student admitted provisionally is placed in good standing if the student attains a cumulative grade point average of 3.00 or higher and completes a minimum full-time course load of 12 credit hours as defined in the Bulletin. (Non-standard terms such as Winterim and pre-sessions are excluded from this course load requirement, but included in the calculation of cumulative grade point average.) A student who fails to fulfill this requirement in the first trimester is:

- academically suspended if less than the minimum full-time course load is completed; or
- academically suspended if the cumulative grade point average is below 2.50; or
- placed on academic probation if the cumulative grade point average is between 2.50 and 2.99 and at least the minimum full-time course load is completed.

A student on academic probation:

- may be required to repeat any course; and
- may be restricted to a maximum course load; and
- must meet with the Registrar or designee to sign an Academic Standing Enrollment Contract indicating the courses in which he/she must/will enroll for the probationary term; and
- by signing the Academic Standing Enrollment Contract will indicate explicit understanding that failure to comply with terms of the contract, including the attainment of a minimum cumulative grade point average of 3.00, will result in academic suspension.

SUSPENSION

A student academically suspended may not be enrolled in any Thunderbird classes in any status, nor receive any credit for courses taken at other institutions. Suspended students may not receive any School services including but not limited to housing, career services, computer use, IBIC resources, and School employment.

A suspended student seeking readmission may reapply for a term that begins at least 12 months after:

- the end of the last term of enrollment, or
- the final disposition of appeals, if any.

Students who are academically suspended may appeal to the Vice President for Student Services and Program Support or designee. Only under extreme extenuating circumstances will any additional term of grace be granted.

PROCEDURE

The Registrar or designee will assign Academic Standing status at the conclusion of the term, and will inform students of a change in status.

The Registrar or designee will provide academic advising and sign the Academic Standing Enrollment Contract required of probationary students.

ACADEMIC/GRADE APPEALS

Procedure For Students to Follow

Step 1: The student should contact the relevant professor (s) to try to resolve the situation.

Step 2: If not resolved, discuss the situation with the Academic Director for the MBA program, who will try to help the student and the faculty member(s) resolve the situation. The Academic Director will help arrange a meeting between the student and the relevant professor(s) if one has not taken place, or facilitate a response from the relevant professor(s) in the event that it is still necessary. The role of the Academic Director, in the case of a grade dispute, is to ensure that there were no calculation and/or transcription errors.

Step 3: If still unresolved, submit a formal complaint to the Managing Director of the MBA Program.

The Managing Director will convene a meeting of the Academic Appeals Committee, which is comprise of the Dean of Faculty & Programs, the Vice President for Student Services & Program Support, and the Academic Director. The committee will hear/review the complaint, and the Managing Director will send a written decision to the student withing ten (10) business days after the conclusion of the hearing.

Neither Academic Director not the Academic Appeals Committee can change a disputed grade; they can only ensure fairness and transparency in the determination and award of grades by the faculty to students. Only the relevant professor(s) can change a disputed grade.

If the complaint cannot be resolved after exhausting Thunderbird's appeals procedure, the student may file a complaint with the Arizona State Board of Private Post-Secondary Education. The student must contact the State Board for further details.

GRADUATION REGULATIONS

PETITION TO GRADUATE AND MINIMUM GRADUATION REQUIREMENTS

To be approved for graduation, students must petition to graduate by the end of the 11th week of the trimester before they intend to graduate. At this time, a degree audit is completed by the Registrar's Office. Once approved for graduation, the process cannot be reversed unless an academic requirement is not met in the final trimester.

In addition to program requirements, students must also have a cumulative GPA of 3.0 or better and have all courses graded to qualify for graduation. A student cannot graduate with an incomplete in any course. Only courses completed with a grade of C- or better are acceptable in satisfaction of graduation requirements for the MBA in International Management, Master of International Management, Certificate of Advanced Study, or Certificate of Post Graduate Study. The Registrar's Office holds the right to move a student's petition to graduate to the next official graduation date.

DIPLOMAS

Upon conferral of the degree, students will be mailed their diploma to the address specified on their petition to graduate. Diplomas are mailed free of charge by First Class Mail. If a student wishes to mail their diploma by courier, they need to contact the Registrar's Office prior to graduation to make arrangements for shipping charges. Thunderbird is not responsible for diplomas lost or damaged in transit. If the diploma is lost or damaged in transit, it is the responsibility of the student to pay for a replacement diploma. More detailed information about replacement diplomas is on the Registrars' Department Page website.

GRADUATION WITH DISTINCTION OR WITH HONORS

A numerical score is used to determine which candidates will graduate with special recognition. A computed average of 3.800 must be attained for graduation With Distinction and an average of 3.700 for graduation With Honors.

GRADUATION CEREMONY

Commencement ceremonies are traditionally held at the end of the spring and fall trimesters. Students completing degree requirements at the end of the summer trimester may participate in the previous spring ceremony or the following fall ceremony. Diplomas state the actual date of degree completion.

OFFICE OF THE REGISTRAR REGULATIONS

TRANSCRIPT

Two complete transcripts of records are furnished to the student upon graduation. Additional transcripts may be obtained at a fee of $5.00. The application for the transcript of record must be made by the student either on the regular form supplied at the Registrar's Office or by written request. No diplomas, transcripts, or certification/verification of attendance will be released for students who have not met their financial obligations to the School.

Transcripts and other documents from other institutions are the property of Thunderbird, The American Graduate School of International Management, and as such are under the control of the Registrar's Office. Under Federal policy, the student has the right to view the documents in their file; Thunderbird is not required to provide (or allowed to make) copies of these documents. Transcripts submitted to Thunderbird for admission or credit transfer become the property of Thunderbird, and cannot be returned to the student or forwarded to other institutions.

The current, complete, accurate and official record of a student's academic work is made available by the University where courses were completed.

LEAVE OF ABSENCE

The School does not have a formal Leave of Absence policy as defined by federal financial aid regulations. All Leaves of Absence are official and must be requested in writing and approved by the Registrar. The Leave of Absence may not exceed one year (12 months) and students are cautioned that the official Leave of Absence does not extend the Five-Year Rule. Without an official Leave of Absence, students who are reinstated are subject to graduation requirements in effect at the time of reinstatement.

RETURNING AFTER AN ABSENCE

Students are required to satisfy the graduation requirements in effect when they matriculate to Thunderbird. Students returning after an absence of more than one trimester (excluding Winterim) must follow all regulations in effect for students entering in that trimester. Students returning after an approved break in enrollment will be required to re-establish their language proficiency levels by taking the appropriate tests. Returning students will be expected to pay tuition and fees in effect at the time of return.

REQUEST FOR REINSTATEMENT

Students who have not officially enrolled in courses at Thunderbird for more than 12 months without leave of absence will have their program closed and must apply for reinstatement through the Registrar's Office. Students should request a reinstatement the trimester before they intend to return to Thunderbird. A formal request for reinstatement must include a record of the candidate's activities since their last registration supported by a third party validation and a non-refundable deposit of $200.00 to be applied to tuition for the trimester the candidate intends to return. Candidates returning will be subject to the graduation requirements and tuition and fees of the Bulletin in effect at the time of re-entry and must re-establish their language proficiency if entering the Track I program.

CAREER MANAGEMENT CENTER REGULATIONS

POLICY ON STUDENT AND EMPLOYER PROFESSIONAL CONDUCT DURING THE JOB SEARCH

Thunderbird observes the standards set forth in the Principles of Professional Conduct of the National Association of Colleges and Employers. A complete copy of the standards is available in the Career Management Center. The purpose of these standards is to assure that both students and employers appropriately conduct their employment-related activities.

All students are responsible for following these standards and conducting their job search in a professional and ethical fashion at all times. When in doubt, a student should seek the assistance of a Career Management Center staff member to ensure that their choices are consistent with these standards.

Any breach of these standards will automatically lead to a temporary suspension of recruiting privileges for a student, and a timely review of the situation by the Vice President for Student Services and Program Support and the Associate Vice President for Career and Professional Development. If it is determined that there has been a willing breach of these standards, the Vice President or the Associate Vice President will have the authority to impose appropriate sanctions, including the permanent suspension of future recruiting privileges for the student.

Examples of offenses that may lead to such a suspension include, but are not limited to, the following:

- Declining an Internship or full-time job offer after accepting the initial offer.
- Engaging in any act of intentional misrepresentation designed to convey false information to an employer concerning job-related qualifications.
- Engaging in any unprofessional conduct which intentionally seeks to defame, disqualify or otherwise harm the job prospects of other Thunderbird students or alumni in the job-search process.
- Engaging in any unprofessional conduct which harms or damages the employer relationship with Thunderbird or the CMC.

Upon permanent suspension of recruiting privileges, a student will have the right to appeal the decision to the Vice President for Student Services and Program Support.

Following this policy will reinforce the professional reputation and high standards that are associated with the Thunderbird degree in the international marketplace. The standards and sanctions outlined in this policy were established in 1997 by the Career Management Student Task Force.

JOB SEARCH POLICY

Although Thunderbird does not guarantee jobs to graduates upon their program/course completion or upon graduation, the Career Management Center provides tools and services to help students conduct their own job searches. It is the responsibility of each student to determine the value and use of those tools and to initiate services of the available staff of the Career Management Center.

The above statement is provided in accordance with the institution's business license agreement with the Arizona State Board for Private Post-Secondary Education as of January 1998.

TUITION AND FEES	FALL 2003	SPRING 2004	SUMMER 2004	WINTERIM
Amount Due At Registration:				
Housing *(per person)*				
A and B Residence Halls	$1,700	$1,700	$1,700	N/A
West A Residence Hall	$1,450	$1,450	$1,450	N/A
West B Residence Hall	$1,700	$1,700	$1,700	N/A
East Residence Hall	$1,575	$1,575	$1,575	N/A
G and H Residence Halls	$1,250	$1,250	$1,250	N/A
Board *(Campus Residents Only)*	$650	$650	$650	N/A
Tuition				
Full-Time Students *(12-15 credits)*	$13,950	$13,950	$13,950	N/A
Part-Time Students *(per credit, less than 12 credit hours)* (1)	$1,200	$1,200	$1,200	N/A
Per credit in excess of 15 credits	$930	$930	$930	N/A
Spouses of Students *(per credit, 9 credits maximum)*	$875	$875	$875	N/A
Orientation Fee (Foundations)	$500	$500	$500	N/A
Student Health Insurance (2)	$360	$360	$360	(3)
Thunderbird Student Government Fee (4)	$125	$125	$125	N/A
Internships (in lieu of tuition)				
0 credits	$50	$50	$50	N/A
1.5 credits	$330	$330	$330	N/A
3.0 credits	$600	$600	$600	N/A
Winterim				
Tuition (per credit, 3 credits maximum)	N/A	N/A	N/A	$930
Off-Campus Administrative Fee	N/A	N/A	N/A	$300
On-Campus Lodging *(per week, per person, per space available)*	N/A	N/A	N/A	$180
Overseas Programs Administrative Fee *(in addition to tuition)*	$675	$675	$675	N/A
Housing Fee per night in excess of trimester	$30	$30	$30	N/A
Financial Registration Late Fee	$50	$50	$50	$50

(1) Part-time tuition applies to those carrying less than 12 credit hours during a regular trimester.

(2) All students are required to carry adequate health insurance and are eligible to participate in the School plan. Students may waive the School plan by presenting evidence of comparable or superior insurance coverage by Friday of the first week of class. The waiver is for $310 only; the remaining $50 is still charged to cover costs for the on-campus Medical Clinic. Once a waiver is granted, the student may not obtain coverage during the remainder of the trimester if their plan terminates or their circumstances change. The Thunderbird insurance policy provides for international coverage. Students who have a comparable policy and plan to attend an overseas program should find out whether or not their policy will cover international claims.

(3) Students attending a Winterim session are covered by the student health insurance policy unless the insurance is waived. The fee will be assessed in the following trimester.

(4) The Thunderbird Student Government Fee is $125 per trimester. The money is managed by TSG.

Students need to budget for books, personal computers and instructional supplies, as well as for miscellaneous and unexpected expenses. For most students, the cost of books and supplies averages about $600 per trimester. The price of a laptop computer with the required characteristics costs approximately U.S.$2,000.

Various fees may be required of continuing students for special programs and activities, such as Winterim courses and overseas or exchange programs. Students are notified of the amount of the fee at special meetings and/or registration for the program.

The above statement is provided in accordance with the institution's business license agreement with the Arizona State Board for Private Post-Secondary Education as of January 1998.

PAYMENT REGULATIONS

Payment in full for tuition, fees, room and board is to be made no later than the first day of classes for each term.

Money orders, personal, cashier's or traveler's checks, payable to "Thunderbird"; MasterCard, Visa, Discover and American Express credit cards are all acceptable for payment of tuition, fees, room and board. All checks must be in U.S. funds. Electronic funds transfers are also an acceptable method of payment. Thunderbird will not accept cash payments.

Students who fail to make payment in full will be charged a late registration fee and will be dropped from their classes. Reinstatement, on a space-available basis, requires payment of tuition plus a late registration fee. This includes those students who are expecting financial aid. Finance charges of 1 percent per month will accrue on the second day of any unpaid balance (except where prohibited by federal student loan regulations).

Students must clear up any unpaid balance or provide proof of ability to pay prior to registering for any subsequent trimester. Failure to make full restitution on any unpaid balance will result in the School withholding transcripts and diplomas. The School will avail itself, if necessary, of any or all legal means of collecting unpaid balances including charging reasonable and customary legal fees.

REFUND POLICY/SCHEDULE

- Tuition and fees for Winterim courses are not refundable after the first day of classes.
- The refund schedule also applies to any student who, in reducing his/her hours, becomes eligible for part-time tuition.

Period of Student Status from Start of Class	Percent of Tuition to be refunded
One week or less	100%
Two to three weeks	80%
More than three, up to four weeks	60%
More than four, up to five weeks	40%
More than five, up to six weeks	20%
Over six weeks	0%

FINANCIAL AID

The Financial Aid Office assists in administering loans and campus employment including Work-Study and other types of financial assistance, such as grants and scholarships. Our goal in the Financial Aid Office is to help you make the cost of attending graduate school financially feasible. Thunderbird is committed to fully utilizing government, private and on-campus resources to maximize its financial aid offerings to students for education-related expenses. Although federal financial resources are not available to cover all costs associated with a Thunderbird education, an aid program has been designed to assist students by means of scholarships, part-time employment and loans. Under guidance from the Department of Education, it is the policy of the Thunderbird Financial Aid Office that students may not receive aid greater than the published cost of attendance. The off- and on-campus cost of attendance is determined based on annual student surveys, local housing information and figures set by the institution and is published each year. Financial Aid Specialists are available to help students and to answer questions regarding financial aid eligibility, awards and the application process.

STUDENT LOANS

Student loans are the major funding source to help cover educational expenses associated with your enrollment. Thunderbird participates in a variety of student loan programs from federal and private sources that must be repaid. General information may be found on the Thunderbird external website at http://www.thunderbird.edu/academics/mbaim/financialaid/loanprograms.htm or on the MTB Financial Aid page under Loan/Lender Information.

U.S. GOVERNMENT PROGRAMS

The U.S. government has three types of federal student loan programs in which Thunderbird participates. U.S. citizens and permanent residents are eligible to apply for these need-based and non-need-based loans. The Financial Aid Office will determine your eligibility for these loans based on the information on your aid application. Regardless of whether loans are need-based or non-need-based, your total financial aid cannot exceed the published cost of attendance.

FEDERAL PERKINS LOAN (NEED-BASED AID)

- Award range is $500—$3,000 per trimester
- 5 percent interest during repayment
- Nine month grace period
- Interest begins to accrue at end of grace period
- 10-year repayment; $40 minimum per month
- $6,000 maximum per year; $40,000 aggregate loan limit
- Limited funding; awarded to the highest-need students, based on the FAFSA results
- Applicants must be enrolled at least half-time (minimum 6 credit hours) in the full-time MIM or MBA in International Management program
- First-time Perkins borrowers at Thunderbird must complete the Perkins Student Loan Interview Form in full. The completed form must be received in the Financial Aid Office no later than 3 weeks prior to the first day of classes. Continuing Thunderbird borrowers will receive a Perkins loan award letter to sign and return. During Financial Registration for each successive term of Perkins Loan eligibility, the Perkins Promissory Note and supporting documents need to be signed.
- First-time Perkins borrowers at Thunderbird must complete a Perkins Entrance Counseling session prior to funds being applied toward student accounts.

FEDERAL SUBSIDIZED STAFFORD LOAN (NEED-BASED AID)

- Variable interest rate based on 91-day T-Bill + 1.7 percent while in school and 91-day T-Bill + 2.30 percent while in repayment, capped at 8.25 percent
- Government pays interest during the in-school (at least 6 credit hours), grace and authorized deferment periods
- 10-year repayment; $50 minimum per month
- $8,500 maximum per year; $65,500 aggregate loan limit
- Up to 3 percent insurance/origination fee deducted from principal - this is forwarded to the Department of Education by the lender
- Up to 1 percent guarantee fee deducted from principal - this is forwarded to the guarantee agency by the lender
- Six (6) month grace period upon graduation, withdrawal or less-than-half-time enrollment

FEDERAL UNSUBSIDIZED STAFFORD LOAN (NON-NEED-BASED AID)

- Variable interest rate based on 91-day T-bill + 1.7 percent while in school and 91-day T-Bill + 2.30 percent while in repayment, capped at 8.25 percent
- Interest accrues from time of disbursement by lender. Borrowers are encouraged to make payments on the accruing interest to save money over the long term
- Payment of interest can be deferred until the end of the grace period
- 10-year repayment; $50 minimum per month
- $18,500 maximum per year MINUS the amount borrowed from the subsidized Stafford loan
- $138,500 aggregate loan limit including amount borrowed from the subsidized Stafford loan
- Up to 3 percent insurance/origination fee deducted from principal - this is forwarded to the Department of Education by the lender.
- Up to 1 percent guarantee fee deducted from principal - this is forwarded to the guarantee agency by the lender
- Six (6) month grace period upon graduation, withdrawal or less-than-half-time enrollment

Federal loan program regulations are subject to change. Federal Loans will not cover full expenses for academic year.

HOW TO APPLY FOR FEDERAL STUDENT LOANS:

STEP 1: COMPLETE THE FINANCIAL AID DATA FORM (AVAILABLE ON MY THUNDERBIRD [MTB] UNDER THE FINANCIAL AID FORMS HEADER OR IN THE FINANCIAL AID OFFICE)

To be considered as meeting the priority deadline, the financial aid data form must be received by:

Summer Trimester - November 30th
Fall Trimester - February 15th
Spring Trimester - September 1st

Meeting the priority deadline ensures consideration for the Perkins loan and federal Work-Study (funds are limited under these programs), adequate time for processing of your financial aid eligibility package and arrival of funding by the date

of Financial Registration. However, a student may apply for funds after the priority deadline as well as during the trimester for which funds are needed.

STEP 2: COMPLETE YOUR FAFSA-FREE APPLICATION FOR FEDERAL STUDENT AID (AVAILABLE ONLINE AT WWW.FAFSA.ED.GOV)

The FAFSA must be completed and submitted (preferably online) to the Federal Processor as early as possible once you have completed your federal tax return for the applicable tax year in question. To meet the priority deadline, the FAFSA needs to be submitted by the priority deadline date stated in Step 1. In about two weeks you will receive a Student Aid Report (SAR). Review the letter and your responses carefully. If the letter questions any of your responses, follow the instructions in the letter to correct it. If you are not certain how to proceed, call your Financial Aid Specialist. Keep all SARs for your records. Thunderbird will receive all information electronically, as long as our school code (G01070) is listed. If you do not receive your SAR within four weeks, call 1-800-4fedaid to check the status, or online at www.fafsa.ed.gov.

STEP 3: FOLLOW UP

All discrepancies or conflicting data indicated on your SAR must be resolved in order to continue the financial assistance process and receive your financial aid eligibility letter. This includes verification (see Financial Aid Regulations, Policies and Procedures section of this Bulletin). The Financial Aid Office will correspond with you requesting the appropropriate information and documents to be submitted to resolve any of these issues. If the SAR does not indicate any discrepancies or conflicting data, this step may be skipped and your file is considered complete for the award period.

STEP 4: FILE COMPLETE LETTER

First-time federal aid borrowers at Thunderbird: Once all documents are on file and discrepancies or conflicting data are resolved, you will be sent a File Complete letter. This step requires you to choose a lender through which you wish to borrow (federal and private). You will also need to complete an entrance counseling session prior to funds release. To complete this, see the Online Entrance Counseling link under the Weblinks header of MTB.

Continuing federal aid borrowers at Thunderbird: This step is skipped as the applicable information and documents are already on file.

STEP 5: RECEIVE FINANCIAL AID ELIGIBILITY LETTER

You will receive a Financial Aid Eligibility Letter outlining the assistance for which you are eligible. Sign the original and return it to us. To ensure that funds are received in a timely manner for financial registration, for on-time applicants we require the Financial Aid Eligibility letter to be returned by the date listed on the letter. Instructions are included directing you to complete any required promissory notes and/or other requirements. If after you receive a Financial Aid Eligibility letter you decide you are no longer interested in receiving aid, inform your Financial Aid Specialist.

STEP 6: LOAN APPLICATION CERTIFICATION/PROCESSING

When the Financial Aid Office has received your signed Financial Aid Eligibility letter confirming the aid you wish to accept along with any requested promissory note(s), we certify your loan and forward it to the lender. After the lender certifies the loan, it forwards the loan information to the guaranty agency which acts on behalf of the federal government. Once the guaranty agency approves the loan, it informs the lender, which in turn sends the funds electronically to Thunderbird.

STEP 7: FUNDS RECEIPT

When the funds are received from the lender, a Financial Aid Specialist reconfirms your eligibility (enrollment, etc.) and communicates with the Business Office so funds will be electronically transmitted to your student account from the financial aid system. You are sent a notification from Financial Aid via campus mail indicating what funds have been received and the amount of those funds being applied to your account. A hold on these funds will occur if there are any discrepancies including, but not limited to, changes in credit hours, new financial aid or an updated SAR. If this happens, we will communicate with you to resolve the discrepancies and handling of the funds.

NON U.S. GOVERNMENT PROGRAMS (NON-NEED BASED AID)

PRIVATE EDUCATIONAL LOANS

Some students may find it necessary to borrow through private alternative loan programs to help cover a portion of their educational expenses. The terms and conditions of these loans vary considerably, and students should carefully review all information before choosing a program. These loans are available to U.S. citizens and permanent residents and, in some cases, to international students with a qualified U.S. citizen or permanent resident as a co-borrower. Private agencies make the final decisions on these loans based on credit and/or debt levels. Private loans are still considered educational loans even though they are from a private source and are not subject to federal financial aid regulations. This type of loan may be used in conjunction with federal funds to help cover the cost of attendance for educational purposes only. Students may borrow from these sources as a supplement to other financial assistance up to the published cost of attendance.

- Interest rate varies based on lender policy
- Interest accrues from time of disbursement by lender. Borrowers are encouraged to make payments on the accruing interest to save money over the long term
- Repayment period varies by lender and amount borrowed (usually 10 - 15 years)
- Minimum monthly payment varies based on amount borrowed and length of repayment
- Maximum loan possible is cost of attendence less any financial aid (based on lender approval)
- Loan fees are 0 and up based on lender policy
- Six (6) month grace period upon graduation, withdrawal or less-than-half-time enrollment

Additional information on this type of loan may be found on MTB under the Private Loan header, including a comparison chart by lender. To obtain an application or to apply online, visit the financial aid page of MTB. Downloadable applications or links to lender websites are available under the Loan/Lender header. If you are completing a paper application, please return the completed application to the Financial Aid Office for processing.

DOUGHERTY FOUNDATION LOAN

- Maximum $2,000 per calendar year
- Must be a resident of Arizona for a minimum of two years prior to enrollment
- Interest rate is 5% for the first 5 years of repayment and jumps to 8% thereafter
- Interest begins to accrue at the end of the grace period
- Nine month grace period begins after full-time enrollment ends
- Minimum monthly payment is $40
- Applicants must be enrolled at least half-time (6 credits) in the full-time MIM or MBA in International Management program
- The Financial Aid Office will consider all Arizona residents. If eligible, application material will be included with your award letter

OTHER FUNDING SOURCES

STUDENT EMPLOYMENT

ON CAMPUS

The Federal Work-Study and non-Work-Study programs provide opportunities for students to work part-time on campus. Some full-time positions may also be available for qualified spouses. Typically the jobs are available in administrative and faculty offices and in various other offices. On-campus positions vary from office support to assisting professors for specific classes, dependent on talents. On average, students work about ten hours per week and can expect to earn about $1,000 per trimester. The pay rate is generally $7.50 per hour. The Financial Aid Office maintains a list of available positions it is aware of in its student employment folder on MTB. Access to this information is provided to assist you in locating a student employment position.

The Federal Work-Study program is available to qualified U.S. citizens and permanent residents. Both Thunderbird and the federal government provide the funding. The non-work-study program may be available to qualified spouses, U.S. citizens and permanent residents not eligible for Federal Work-Study and international students and is funded entirely by Thunderbird.

OFF CAMPUS

A limited number of positions with local non-profit agencies (elementary schools) are offered under the Federal Work-Study Community Service program to qualified U.S. citizens and permanent residents. This program fosters the relationship between Thunderbird and the community while providing assistance in areas such as reading and math tutoring for grade school children. The pay rate is $10.00 per hour and both Thunderbird and the federal government provide the funding.

Local companies and organizations also provide job opportunities to help Thunderbird students with part-time and full-time temporary positions.

The Financial Aid Office maintains a list of available positions it is aware of in its student employment folder on MTB. Access to this information is provided to assist you in locating a student employment position.

FEDERAL WORK-STUDY (NEED-BASED AID)

- Federal Work-Study positions may be available to eligible U.S. citizens and permanent residents.
- To determine eligibility for Federal Work-Study, a Free Application for Federal Student Aid (FAFSA) must be on file and all discrepancies resolved.
  - Students who qualify and answered yes to question #34 (interested in "Work-Study") on the FAFSA will receive a Work-Study award amount on his/her Financial Aid Eligibility letter.
  - Failure to answer yes does not necessarily preclude student eligibility.
- U.S. students who are not eligible for Work-Study based on the FAFSA results may be hired under non-work study based on funds availability within hiring departments.
- Federal Work-Study policy requires that students who are Work-Study eligible and whose need is met by other types of funding, including loans, will need to return loan funds in order to work.
- Work-Study wages are need-based aid and partially subsidized by the federal government (75 percent) and, therefore, are considered a financial aid resource in its entirety and are reportable to the IRS.
- For specific information regarding your Work-Study eligibility, you should contact your Financial Aid Specialist.

NON-WORK-STUDY (NON-NEED-BASED AID)

- Non Work-Study positions may be available to qualified foreign students and students who are ineligible for Federal Work-Study based on FAFSA results. U.S. and permanent resident students who have not applied for federal financial aid are strongly encouraged to complete the FAFSA to determine Federal Work-Study eligibility
- Foreign students with valid F-1 visas are eligible to work on campus in the United States
- J-1 visa holders need written permission from their sponsor on file with Financial Aid to work
- J-2 visa holders need INS approval to work
- F-2 visa holders are not permitted to work at all
- L visa holders are not permitted to work at all
- Positions are only available under non Work-Study
- The hiring department pays 100 percent of the earnings
- Earnings are reported to the IRS and are considered taxable

GENERAL INFORMATION, POLICIES & PROCEDURES FOR STUDENT EMPLOYMENT

The Financial Aid Office receives notification of positions and maintains these in the Financial Aid Office, provides them to the Thunderbird Student Government to post on the TSG bulletin board, or posts them on the Financial Aid department page of MTB under the Job Listing header. Some full-time positions may be available for qualified student spouses. Jobs that are posted are by no means the only jobs available on campus. Students are also encouraged to approach the Department Coordinators or faculty directly and indicate interest in working. All authorizations to work must go through the Department Coordinators who forward Work Authorizations and appropriate documentation to the Financial Aid Office for approval. Students must wait for approval before they begin work. Students are limited to working 20 hours per week while enrolled in classes.

All Work Authorizations are effective for 1 trimester. Approval to work ends no later than the last day of final exams. If a student continues in the same position or changes positions for a subsequent term, a new Work Authorization must be completed by the Department Coordinator and submitted to the Financial Aid Office prior to working.

Student spouses seeking employment on campus are encouraged to contact the Student Employment Coordinator in the

Financial Aid Office to determine availability of spouse positions on campus. Such positions can be available for up to 40 hours per week and extend over several terms.

Students and spouses must complete timecards which are signed by his/her supervisor and submitted to the Payroll Department by the Department Coordinator. Timecards should be submitted for each pay period at the end of the applicable pay period - timecards should not be held for future submission. Pay period cutoff is noon on the Monday before pay day for time card submission. Timecards should be submitted by 9 am on Monday. If a pay day is a holiday, the cutoff will be moved up to the Thursday or Friday of the prior week. Paychecks for student employees are issued on a bi-weekly period and placed in the payee's campus box. Paychecks for spouses are included in the departmental batch of payroll envelopes.

Students and spouses wishing to work on campus will need to provide certain documents once a job is obtained and prior to beginning work.

All students working on campus for the first time on a timecard must submit the following employment documents with the hiring Department Coordinator:

- Work Authorization
- I-9 (Employment Eligibility Verification)
- W-4

Identification documents to be provided to the Department Coordinator by U.S. students and permanent residents who will work on campus for the first time on a timecard:

- One of the following: U.S. passport; certificate of U.S. citizenship; certificate of naturalization; alien registration card with photograph

OR

- One of the following: state-issued driver's license; state-issued Identification (I.D.) card; U.S. military card

AND

- One of the following: original Social Security card; birth certificate

Identification documents to be provided to the Department Coordinator by non-U.S. or non-permanent resident students who will work on campus for the first time on a timecard:

- Valid passport
- Valid U.S. visa with I-94 card
- Original Social Security Card

Students wishing to work and who do not have a social security card will be required to apply for a card at the Social Security Administration Office and provide it to the Department Coordinator when received.

Students who continue in the same position or change positions in the current or subsequent trimester need to complete a new Work Authorization with the Department Coordinator for submission to the Financial Aid Office. Foreign students also need to provide a current I-94 to substantiate continued work status eligibility.

ENROLLED STUDENT SCHOLARSHIP OPPORTUNITIES

CONTINUING STUDENT GRANTS

Continuing Student Grant selections occur in the early portion of each trimester.

Funds are awarded on a competitive basis to continuing full-time MIM or MBA in International Management students who have completed at least one full trimester of study (12 credit hours). Approximately 68 percent of the qualified applicants receive an award.

- Demonstrated high level and quality of participation and/or leadership roles in extracurricular activities on campus.
- Thunderbird cumulative GPA of 3.600 for a minimum of 12 credit hours.
- The deadline is 4:30 pm on the second Friday of each trimester.
- Amounts range from $1000 to half-tuition in relief of tuition.
- The Continuing Student Grant Application is required and is located on the Financial Aid Department page of MTB under the Continuing Student Grant header. It is available approximately three weeks prior to the deadline.
- Decisions are made around the sixth week of the term and letters are sent to all applicants.

Recipients will have the award applied to the student account specifically for tuition; excess funds are applied toward the next term of enrollment.

THUNDERBIRD SCHOLARSHIP OPPORTUNITIES

At the start of each trimester, the Financial Aid Office announces prestigious, competitive scholarship opportunities for current U.S. and foreign students. These awards, made possible by donors, may range from $500 and up (generally $500 - $6,000). The announcement is made via MTB and the list of opportunities is found under the Scholarship Opportunities header on the Financial Aid Department page. Awards are applied in relief of tuition only to the student's tuition account.

How to Apply—the announcement includes criteria, instructions and deadlines. Generally students must be enrolled full-time (at least 12 credits) in order to apply. In some cases, students who are in their final trimester may be eligible to apply if enrolled for at least 6 credits.

Helpful Hints: Applicants will be assessed on originality of essay/statement content, how well directions are followed and how well requirements for specific award are met.

- Resume should include all work and education-related items that are discussed in statement or essay;
- Essay/statement should be well thought out and clearly articulated as well as Customized for each application;
- Each of the listed awards has specified requirements. Please review the spreadsheet carefully for criteria and application instructions;
- Follow the instructions carefully;
- Review your application for grammar and spelling;
- Proofread all information that will be submitted;
- Cover letter, at a minimum, should address interest in being considered for award and Customized for each application.
- Submit the release form as applicable.

PERSONAL RESOURCES

- Savings/Assets
- Relatives
- Personal Budget/Expense Reductions

VETERANS

Veterans Benefits are handled by the Registrar's Office. Please contact that office for further information and how to proceed.

EMERGENCY LOAN FUND

- Short term to help cover an unexpected emergency expense.
- Average loan is $500. May be higher depending on circumstances and ability to repay.
- Interest-free loan for 30 days (or less); thereafter 1% finance charge per month.
- Initiate request with Financial Aid staff
- Approved loans usually available within 48 hours.

SPECIAL PROGRAMS

Students planning to participate in one of the following programs are encouraged to meet with their Financial Aid Specialist in order to better understand eligibility and delivery of aid.

INTERNSHIPS (THROUGH THUNDERBIRD)

- Students on Internships are eligible to apply for a continuing student grant during the first term of the Internship.
- Registered students may apply for a non-federal loan to assist with any tuition charges and living expenses not expected to be covered by salary or other resources.
- Loan funds may not be available before departure so it is important to plan for personal financial needs.
- Students on Internships are not eligible for on-campus student employment.

OVERSEAS PROGRAMS (THROUGH THUNDERBIRD)

- Students attending one of our overseas programs are eligible to apply for financial aid, including loans and continuing student grants.
- Loan funds are not available before departure so it is important to plan for personal financial needs.
- Cost of attendance and other pertinent information is contained in the Overseas Programs folder on the Financial Aid Department page of MTB.
- Students receiving any aid funds in excess of institutional charges will receive a refund but must leave instructions for the handling of such refunds with the Finance and Accounting department. This is addressed in a document provided by Overseas Programs, and in the same document found in the Overseas Programs folder on the Financial Aid page of MTB.

WINTERIM

- Students may be eligible to apply for a non-federal private loan funds to help cover Winterim and Interim costs.
- Loan funds are generally not released prior to the start of Winterim.

FINANCIAL AID REGULATIONS, POLICIES, AND PROCEDURES

AWARD/LOAN FUNDS RECEIPT INFORMATION

All students need to participate in Financial Registration that takes place on the first day of each trimester.

- Students who have been awarded an assistantship or scholarship will have those funds posted to their student accounts by Financial Registration.
- Students having complete financial aid files within six (6) weeks of the priority deadline should have Stafford and private loan funds applied to their accounts by Financial Registration.
- Students whose files were not complete within (6) weeks of the priority deadline, receive proceeds after the start of the trimester, are notified via campus mail and are subject to all finance charges placed on their student account.
- Students who have been awarded a Federal Perkins loan and returned the appropriate documents will need to complete additional paperwork at Financial Registration before funds may be applied to their student account.
- Funds received on behalf of a student that exceed institutional charges, will be issued to the student in the form of a refund check or wired to the student's bank account via the ACH process. It is necessary to provide permission for this by completing and submitting the Wire Transfer Form to Finance and Accounting. The Finance and Accounting Office issues refunds after the drop/add period each trimester. Refund checks are sent to the student's campus mailbox unless a wire transfer form is submitted each trimester. Students having questions regarding the status a your refund, should contact the Finance and Accounting Office. Questions regarding receipt of Financial Aid funds, please contact the Financial Aid Office.
- Due to the timing of refunds, students should plan to cover expenses for at least the first month. Expenses may include books, rent, personal obligations, as well as other items.

COST OF ATTENDANCE

The cost of attendance information can be found on the Financial Aid department page of MTB.

The average indebtedness of the Thunderbird graduate in 2002, who is a U.S. citizen or permanent resident aid recipient, (not including prior student loan debt) is $51,790. The minimum annual salary required to pay off this amount of debt within a standard 10 year repayment period is $88,961. Contact the Career Management Center for current salary information. In some cases, the length of repayment may be extended. This calculation assumes that the average interest rate for this debt is 7% and that no more than 10% of earnings/income is required to make the minimum payment.

Students are expected to come to Thunderbird prepared to meet pre-existing financial obligations with their own savings, family assistance, or other personal resources. Financial aid is for educational expenses of the Thunderbird student associated to the period of study. Financial aid, including private loans obtained via Thunderbird, is not provided to meet pre-existing needs, replace salary, protect assets, or become the means for family support. Any questions pertaining to the availability of aid and personal circumstances should be directed to your Financial Aid Specialist.

ENTRANCE COUNSELING

- Mandatory for all first-time Federal Loan borrowers at Thunderbird before funds are made available and released. There is one session for Federal Stafford Loan borrowers and another for Federal Perkins Loan borrowers.
- Complete online via Web Links on the Financial Aid Department page of MTB.
- Financial Aid staff receives confirmation electronically that the Entrance Counseling has taken place.
- Failure to complete the entrance counseling requirement in a timely manner results in funds being returned to the lender

EXIT COUNSELING

- Required for all Federal Loan recipients prior to separation from Thunderbird.
- Financial Aid group sessions are held 3 - 4 weeks prior to the end of each trimester at which information regarding loan debt and repayment, repayment options, deferments, consolidation, etc. are provided.
- Several loan repayment topics are addressed in the Loan Repayment folder on MTB.
- See your Financial Aid Specialist with questions regarding repayment options, estimated monthly payments, etc. if needed prior to the group sessions.

FORMS

- The FAFSA form, which is in effect for the Fall, Spring and Summer trimesters, is required for Federal Loans. A new FAFSA must be filled out each year but not each trimester.
- The Application Data Form is required for each aid eligibility/loan period.

PRIORITY DEADLINES

Priority deadlines for submitting the following application/forms:

- Free Application for Federal Student Aid (FAFSA): Fall 2/15; Spring 9/1; Summer 11/30
- Financial Aid Application Data Form: Fall 2/15; Spring 9/1; Summer 11/30
- Meeting the priority deadline allows consideration for the Perkins loan and federal Work-Study (funds are limited under these programs) and adequate time for processing of your aid package. In the event that the priority deadline is not met, you may be responsible for any finance charges issued by the Finance and Accounting Office.
- If the priority deadline is met but federal loan funds are delayed by no fault of the student, the Financial Aid Office will request a finance charge waiver.

SATISFACTORY ACADEMIC PROGRESS FOR FINANCIAL AID

To receive financial aid from federally funded programs including Federal Perkins Loan, Federal Stafford Loans and Federal Work-Study, eligible students must maintain satisfactory academic progress as outlined in the following requirements.

GENERAL REQUIREMENTS

- Be admitted and enrolled for the purpose of obtaining a degree;
- Be progressing toward a degree at the minimum rate;
- Be in good academic standing unless:

  Admitted provisionally or placed on probation based on Academic Regulations;
- Complete degree requirements within the maximum credits allowed as discussed in this policy.

CREDIT HOUR INFORMATION & REQUIREMENTS

- All students will be required to successfully (3.0 GPA or better) complete a minimum of 12 credit hours per trimester to maintain progress toward renewal of federal aid eligibility.
- MBA in International Management Track I students are eligible for aid up to completion of 60 credit hours, if all level of language is required for completion before a degree audit is required. If some or all of the language levels (except 5000) are waived, Track I students are eligible for aid up to the completion of 48 credits before a degree audit is required.
- MBA in International Management Track II students are eligible for aid up to completion of 48 credit hours before a degree is audit required.
- Dual Degree and Post MBA students are eligible for aid up to completion of 30 credit hours for the MIM degree.
- Repeat courses are not counted in the total number of credits for that trimester. Example: A student does not receive a passing grade for a class and will take that class again in another trimester. The student has 9 credits of new courses and the one class to be taken again. The total number of credits that will be considered for financial aid eligibility is 9.
- Federal Financial Aid cannot be used to cover repeat courses.
- Students placed on probation forfeit scholarship/assistantship support for the trimester on probation.
- Awards are voided in the case of academic suspension and may not be reinstated.
- Less-than-full-time students are evaluated on a proportional basis and must successfully complete 24 credits of non-repeated courses to academically progress and have renewed eligibility for the Federal Stafford Loan.

- Students who drop below 12 credit hours have the obligation and responsibility to notify the Financial Aid Office.
- The grace period on Federal Stafford and/or Unsubsidized Stafford and/or Perkins Loans will begin at the time a student drops below six credit hours.

ACADEMIC STANDING & GRADE POINT REQUIREMENTS

In order to maintain eligibility for financial aid, students must maintain good standing. Good standing status is jeopardized when students fail to complete the number of credit hours for which they have received aid or the cumulative grade point average falls below 3.0. Students admitted provisionally have a lesser GPA requirement. The Financial Aid Office determines financial aid standing for credit hour completion.

- Academic standing is determined by the Registrar's Office and based on academic standing regulations set forth by the Registrar's Office. Review the Academic Regulations section of this Bulletin for applicable policies and regulations.
- All students' cumulative grade point averages will be monitored by the Registrar's Office.
- Students placed on probation must make progress toward regaining good standing status. Failure to do so will result in suspension (loss) of aid.
- Students placed on probation should review Credit Hour Information & Requirements and may wish to meet with their Financial Aid Specialist to discuss any financial aid issues in relation to their status.
- Students placed on suspension are not eligible for any financial aid.

SATISFACTORY ACADEMIC PROGRESS REVIEW

The Financial Aid staff reviews financial aid files each trimester at the point of request for federal financial assistance and at the point that funds are received. Students who fail to meet the requirements may lose part or all of the awarded assistance and/or may be required to repay funds received.

MAXIMUM CREDITS ALLOWED FOR COMPLETION OF DEGREE

Students are expected to complete their degree requirements within a reasonable time period for financial aid purposes. The maximum attempted credits allowed to complete a degree will be 120% of the credits needed to complete the specific program. The total credits attempted will be cumulative.

- The MBA in International Management Track I requires 48 - 60 credits; 58 - 72 credits would be allowed depending on the language level.
- The MBA in International Management Track II requires 48 credits; 58 credits would be allowed.
- The MIM program for Dual Degree and Post MBA students requires 30 credits; 36 credits would be allowed.

RIGHT TO APPEAL

Future aid will be terminated for students who fail to meet Satisfactory Academic Progress Standards. Students falling into this situation may submit a written appeal for an exception from the termination of financial aid to the Director of Financial Aid. The final decision will be made by the Director of Financial Aid or the Student Services Committee. There are certain conditions for which students may submit an appeal.

POLICY

Only written appeals will be reviewed. Students who do not successfully complete the required number of credit hours due to illness, death in the family or serious personal concerns may submit an appeal. The appeal must be well and plainly documented (accompanied by a letter from an attending physician or counselor addressing the specific problem, dates the student is/was unable to attend courses and comment on the student's current condition and ability to continue future coursework). Conflicts with work and/or personal schedules are not considered extenuating circumstances. There is no guarantee that an appeal will be approved. Appeals must be submitted, with all supporting documents, within 30 days of notification of aid termination.

APPEAL PROCESS

1. A student who has exceeded the maximum credits permitted for completing a degree must:

   a. Complete the "Credit Hour Appeal Form" and review it with your Academic Advisor and have the Advisor note any comments on the form.

   b. Have your Academic Advisor review your degree audit with you. The Registrar's Office may be required to verify that you are completing required coursework and the expected graduation date.

   c. Submit these documents, with any supporting documents, along with your written appeal to the Director of Financial Aid for review.

2. A student with a credit shortage must:

   a. Write a detailed letter stating the extenuating circumstance that prevented satisfactory academic progress and the student's plan for future success.

   b. Meet with an Academic Advisor. Have an Academic Advisor review a degree audit and have the Advisor note any comments on the form. The Registrar's Office may be required to verify that the student's completing the required coursework and the expected graduation date.

   c. Submit this document along with any supporting documents to the Director of Financial Aid for review.

It is the responsibility of the student to be aware of the conditions of satisfactory academic progress as it pertains to financial aid and to ensure compliance. Questions concerning satisfactory academic progress and aid eligibility should be directed to a Financial Aid Specialist.

VERIFICATION

The federal processor or Thunderbird may select to verify the information you reported on the FAFSA. Federal regulations require that 30 percent of Thunderbird aid applicants go through the verification process.

If you are selected for verification, complete the verification form we send you and return it with the documents requested within 30 days:

- Copy of tax return for year(s) requested on verification form, or overseas income verification
- Copies of W-2 forms
- Verification of certain untaxed income and any other documents requested to support your verification
- Non-filer statement

Note: If you do not have access to your federally filed documents, the IRS will provide you with a computer printout free of charge.

Any discrepancies in information may cause delays in release of funds. Finance charges may apply.

Each time a correction is submitted to the federal processor, the results are returned as transactions and each transaction is sequentially numbered. If we have already provided you with a Financial Aid Eligibility Letter (and your record was not chosen for verification) and a subsequent transaction is received that has chosen you for verification, the verification process will need to be completed in order for the award letter to be valid. If the process changes the awards on your Financial Aid Eligibility Letter, an amended Financial Aid Eligibility Letter will be provided to you within two weeks of your file being verified.

STUDENT RESPONSIBILITIES FOR VERIFICATION

You are responsible for providing the requested documents within 30 days of the request. If the 30-day deadline cannot be met, please make a written request for an extension. The extension may affect your eligibility for certain types of aid (Federal Perkins Loans and/or Federal Work-Study).

Should the verification process require a correction to your FAFSA data, we will notify you of those corrections and recalculate your expected student contribution through the federal processor or internally.

Once the process is complete, you will receive a 'File Complete' letter (first time federal aid applicants only) and move to the awarding step. A Financial Aid Eligibility Letter will not be sent until the verification step has ended.

WITHDRAWAL AND REDUCTION IN CREDIT HOURS FOR FINANCIAL AID RECIPIENTS

Financial aid monies used to pay for expenses while attending Thunderbird are subject to Return of Title IV procedures and the refund schedule in conjunction with both institutional and federal policies. A student who withdraws or changes to less-than-full-time status (<12 hours) must see a Financial Aid Specialist for an exit interview or recalculation of eligibility (respectively) prior to completing the withdrawal process or dropping credit hours below 12. The refund schedule is located in the Payment Regulations section of this Bulletin. A withdrawal or reduction in credit hours may result in the return of funds to the lender. This is dependent upon the time in the trimester when registration changes occur.

RETURN OF TITLE IV FUNDS - WITHDRAWAL

Federal regulations, in part, drive Thunderbird's refund policy. This is required because Thunderbird participates in Title IV programs (Federal Stafford Loan, Federal Perkins Loan and Federal Work-Study).

It is important that you meet with your Financial Aid Specialist prior to withdrawing from all classes so that you are well aware of your rights and responsibilities as well as how you will be affected by the withdrawal. Your change in status may affect your financial aid awards and may affect your personal finances.

The law specifies that Thunderbird must determine the amount of Student Financial Aid (SFA) program assistance that you earn if you withdraw. If you withdraw during a payment period or period of enrollment, the amount of SFA program assistance that you have earned up to that point is determined by a specific formula. If you received (or Thunderbird received on your behalf) less assistance than the amount that you earned, you will be able to receive those additional funds. If you received more assistance than you earned, you or Thunderbird or both must return the excess funds. Work-Study earnings are not subject to these regulations.

The amount of assistance that you have earned is determined on a pro-rata basis. That is, if you completed 30 percent of the payment period or period of enrollment, you earn 30 percent of the assistance you were originally scheduled to receive. Once you have completed more than 60 percent of the payment period or period of enrollment, you earn all of your assistance.

If you received excess funds that must be returned, Thunderbird must return a portion of the excess equal to the lesser of:

- Your institutional charges multiplied by the unearned percentage of your funds, or
- The entire amount of the excess funds.

If Thunderbird is not required to return all of the excess funds, you must return the remaining amount. Any loan funds that you must return, you repay in accordance with the terms of the promissory note. That is, you make scheduled payments to the holder of the loan over a period of time.

RETURN OF FUNDS - REDUCTION IN CREDIT HOURS

Students receiving financial assistance who reduce their enrollment below 12 credit hours in a given trimester after classes begin may no longer be eligible for the full amount of aid awarded. Students must contact their Financial Aid Specialist prior to making the change in status so that financial assistance may be recalculated and adjustments made to your financial aid. Student financial aid funds used to pay for expenses relating to attendance at Thunderbird, but not necessarily billed by the institution, are subject to the institutional refund schedule in conjunction with federal policies. The institutional refund policy schedule can be found in the Payment Regulations section of this Bulletin.

See the Financial Aid department page on MTB for announcements, published cost of attendance budgets for Glendale, overseas and off-site study, campus job postings, current scholarship and grant information, forms, policies and procedures, conditions of awards, and student loans and related topics.

Your Financial Aid Specialist is happy to assist you with any questions.

CAMPUS SECURITY & SAFETY

Thunderbird is concerned about the safety and welfare of all students, faculty, staff and guests and is committed to providing a safe and secure environment. Since no campus is isolated from crime, a series of policies have been developed to ensure that precautionary measures are taken to protect everyone on campus.

The Security & Safety Office is located near the 59th Avenue entrance to campus and is open 24 hours a day, providing around-the-clock protection and services to the campus community. The primary goal of Thunderbird Security & Safety is to provide a safe environment that will enhance the learning experience and will complement Thunderbird's educational mission. Routine campus-wide inspections are made concerning security issues.

Every campus building is equipped with both fire & security alarms. In addition, security cameras have been installed in several strategic locations around the campus to enhance security.

Security & Safety officers conduct vehicle, bicycle and foot patrols on-campus around the clock and are responsible for security and emergency response on the Thunderbird Campus. Security & Safety enforces campus traffic rules and regulations and can issue citations for the protection and safety of the campus community. Violations of law are reported to the City of Glendale Police Department for action. The Security & Safety Office works closely with the local authorities in the investigation and prosecution of crimes and in fire, safety and health-related issues.

CRIME AWARENESS

In compliance with the Crime Awareness and Campus Security Act of 1990, each institution of higher education is required to prepare an annual report listing campus crime statistics. This report is produced in October and made available through the Security & Safety Office.

HOW TO CONTACT THUNDERBIRD SAFETY & SECURITY

Report emergencies and criminal activity to Thunderbird Security & Safety at Ext. 7000 or 7223. If a security officer is not immediately available, dial 911 for the metropolitan area emergency services network. Contact Thunderbird Security & Safety as soon as possible following your call to 911 so Security & Safety can direct emergency personnel to the desired location.

SECURITY IN RESIDENCE HALLS

Exterior doors of on-campus residence halls should be locked 24 hours a day. Exterior doors to residence halls have their combinations changed every trimester. Interior room lock combinations are changed once per year, or more often if deemed necessary.

The cooperation, involvement, and personal support of students and staff in a campus safety program are crucial to its success. Students and staff must assume responsibility for their own personal safety and the security of their personal belongings by taking simple, common sense precautions:

- Exterior doors to residential areas and office buildings should never be propped open.
- Room doors should be locked even when a student leaves for a short period of time.
- Residents should ask visitors to identify themselves before allowing access to the building or to individual rooms.
- Cars should be locked at all times. Valuables in cars should be concealed.
- Suspicious-looking individuals or unsafe conditions should be reported immediately to Thunderbird Security & Safety.
- No firearms are allowed on campus.
- Personal belongings should be secured at all times.
- If you plan to go off-campus jogging, hiking or bicycling, let someone know where you are going and what time you plan to return.

OTHER SECURITY MATTERS

LOST AND FOUND

If you lose something, check with the Thunderbird Security & Safety Office. You are urged to place your name on all belongings. If your name is present in a book, paper, etc., Security & Safety will contact you. After 30 days, unclaimed items are donated to the Bizarre Bazaar.

VEHICLES AND PARKING DECALS

Students, faculty and staff who operate or park a motor vehicle on campus must register the vehicle(s) and display a current parking decal on the vehicle(s). Report transfer of ownership to the Security & Safety Office.

TRAFFIC REGULATIONS

The speed limit on campus is 15 mph. There are stop signs located at intersections. Speeding or failure to stop at stop signs may result in fines. The operation of a motor vehicle on campus is a privilege granted by the administration and is revocable at any time. Parking and traffic regulations are provided to students when vehicles are registered.

OUT-OF-STATE STUDENTS

All out-of-state students are encouraged to become familiar with Arizona traffic laws. Information concerning Arizona traffic laws are available at any office of the Department of Motor Vehicles (DMV). For general information regarding traffic laws and auto registration, call (602) 255-0072.

SECURITY POLICIES IN FOREIGN COUNTRIES

Students, faculty and guests who travel overseas will be responsible for the following:

- Abiding by all local rules, regulations or laws which may govern the conduct of citizens and visitors in that country.
- Understanding special health regulations and concerns for all countries to which you will be traveling, and taking necessary precautions to ensure your well-being.
- Making sure you have contacted a physician prior to traveling if you have an existing illness/disability (allergies, heart disease, etc.). Be aware that medical services in other countries are not always the same as service in the U.S.
- If you become seriously ill or injured, become the victim of a crime, or become detained by authorities, contact Thunderbird. Always let someone know where you are going and who you will be with.
- Becoming familiar with the town, country and neighborhoods you'll be traveling through, and taking precautions to ensure your safety.
- Maintaining ethical conduct and showing respect for host country citizens, institutions and procedures. Fulfilling any and all financial obligations that are incurred by you.

ON-CAMPUS RESIDENCE POLICIES

RESIDENCE HALL FURNITURE

Furniture may not be taken outdoors, moved from room to room, or borrowed from other areas.

USE OF ELECTRICAL APPLIANCES

Hot plates and any similar high-heat electrical appliances, including halogen lamps, are prohibited from use in student quarters. The following appliances may be used:

- TV sets with rabbit ears or built-in antennas (no exterior antennas are permitted)
- Radios
- Refrigerators
- Clocks
- Coffee Pots
- Microwaves
- Stereos
- Computers

HOUSEKEEPING

You are responsible for keeping your quarters clean and presentable. The housekeeping staff cleans all residence hall bathrooms and common areas once a week. Cleaning supplies, vacuum cleaners, light bulbs and ironing boards are available from the Resident Assistant (RA). You must furnish your own iron. Beds are not to be removed from residence halls. The hanging of clothes, towels, rugs, etc., around the outside of the residence hall rooms is prohibited.

ROOM DAMAGE

Damage and extraordinary wear and tear on your living quarters is chargeable and becomes payable when you settle your account at the time you vacate your room.

FIRE REGULATIONS AND INSTRUCTIONS

Each residence hall on campus has a smoke/heat detector in it. These alarms are pre-set to fire department specifications. They are very sensitive and can be easily activated. Each detector is wired to an alarm which when activated sounds a loud signal. The alarm automatically notifies a central dispatcher who then calls the fire department and Thunderbird Security & Safety. If you hear an alarm, quickly check your living area.

If there is a fire, follow these steps:

- Dial 911 to notify the Glendale Fire/Police Department.
- Call Thunderbird Security at Ext. 7000 or 7223.
- Alert other students in the area of the fire. Try to put the fire out by using the nearest fire extinguishers. Break the glass if the extinguisher is in a box.
- If a fire extinguisher is used, you must make Security & Safety aware that it needs to be recharged. Do not put the used extinguisher back in the holder or box. If the extinguisher was used on a small, unreported fire, please notify Security & Safety of the fire when asking to have the extinguisher recharged.
- False Alarms: If one of the smoke/heat detectors is accidentally activated, please call Thunderbird Security & Safety at Ext. 7000 so the alarm can be reactivated.
- Student Responsibility: You should take every precaution against fires.
- Do not cook in your room.
- Do not tamper with smoke/heat detectors or fire alarm panels in some suites.
- Do not burn incense or candles.

Students found tampering with detectors, fire extinguishers and other emergency equipment will be reported. It is a violation of state law to tamper with emergency equipment.

STUDENT TELEPHONES

Each room has a telephone. Students may make unlimited local calls at no charge. To make long distance calls, you must obtain a telephone calling card. Students may not add extension phones to their room phones. For more information, call Ext. 7510.

INSTITUTIONAL MARKETING AND BRAND MANAGEMENT

PHOTO PERMISSIONS

Students have the opportunity to participate in a variety of school-related activities within and outside of the classroom. From time to time, photographs may be taken of these situations and events for later use by Thunderbird to promote the School and its multiple programs. It is understood that, by registering as a student, Thunderbird is granted your consent to publish these photographs for publicity-related purposes.

COPYRIGHT

When copyrightable materials are produced by a student in the context of a student's work for a class or project, as a teaching assistant for a professor, or as a full- or part-time employee of any entity of the School, ownership of such materials shall belong to the School regardless of the form in which the work has been or is to be created. If materials are produced using any School facilities such as computers, copiers, typewriters, supplies, etc., the School has the right to use such materials. If students contemplate producing such materials outside of their relationship with the School, it is the student's responsibility to make prior contact with the Vice President of Student Services and Program Support and to seek appropriate written agreements.

USE OF DEGREE DESIGNATION

Degree designation may not be used on any official document until degree confirmation has occurred.

NAME TRADEMARK

The official trademarked name of the School is "Thunderbird, The American Graduate School of International Management." Informally, or in subsequent use in writing, the name should read "Thunderbird," which is also a registered trademark. The logo and seal are also protected by trademark; all trademarks are registered in the U.S. and in several other countries. For address purposes, "Thunderbird" or "Thunderbird Campus" with the street address is acceptable. Checks should be made out to "Thunderbird." The acronym "AGSIM" should never be used.

The seal and logo may not be used without the express written permission of the School.

STUDENT RECORD REGULATIONS

"Student Record" means all material concerning an individual student maintained in any form by the President of Thunderbird, The American Graduate School of International Management or its employees, or Board of Trustees, except personal notes maintained by academic or other School personnel solely for their own individual use and not communicated to any other person. If these personal notes are transmitted to any dean, department, chairperson, academic program director, advisor, or administrator, they become student records to be treated in accordance with these rules and regulations.

"Student" means any individual currently or previously enrolled in any academic offering of Thunderbird.

RETENTION AND SECURITY OF RECORDS

Records managers shall have the overall responsibility for maintaining and preserving the confidentiality and security of student records. The records managers may, however, designate another professional employee of the School to perform the duties of records manager.

- The Director of Human Resources shall be the records manager for academic records maintained regarding on-campus employment.
- The Registrar shall be the records manager for academic records maintained by the central administration of the School.
- The Director of Alumni Affairs shall be the records manager for the records maintained by the Alumni Office.
- The Director of Operations of the Career Management Center shall be the records manager for records maintained by the Career Management Center.
- The Business Manager shall be the records manager for records maintained by the Business Office.
- The Registrar shall be the records manager concerning discipline.
- The Director of Financial Aid shall be the records manager for the records maintained by the Financial Aid Office.
- The Vice President for Student Services and Program Support shall be the records manager for the records maintained by the Student Services Office.
- The Academic Program Directors shall be records managers for the records maintained by their programs.
- The Director of Programs for Foreign Students and Scholars shall be the records manager for the records maintained by the Programs for Foreign Students and Scholars Office.
- The Director of Health Services shall be the records manager for the records containing health information. Note: Health records are personal and confidential and will not be released except as applicable under state law.

STUDENT RECORD CONFIDENTIALITY

In accordance with federal guidelines for the implementation of the law on Student Record Confidentiality formulated by the U.S. Department of Education, Thunderbird, The American Graduate School of International Management, shall adhere to the following policy regarding student record confidentiality:

The Family Educational Rights and Privacy Act of 1974, a part of the Education Amendments of 1974, became law on November 19, 1974. This law permits students in post-secondary institutions to have access to their records, to challenge anything in the record that they consider inaccurate or misleading, and to limit the release of such information without consent.

Persons who are attending, or have attended, Thunderbird have the right to inspect and review certain official records, files and dates directly related to themselves in accordance with the School guidelines on access to student records.

Note: In no case will letters of recommendation and other information obtained or prepared before January 1, 1975, which are written on the assumption or expressed promise of confidentiality to the authors, be available for inspection, disclosure, or challenge.

ACCESS TO STUDENT RECORDS

The School reserves the right to make available the following directory information regarding students without their prior consent and considers this part of the public record of their attendance:

- Name
- Date and address (local, permanent home address and campus box number)
- Local telephone number
- Degrees and awards received
- Student activities
- Most recent educational institution attended
- Dates of attendance/graduation
- Class schedules
- Email address
- MTB photo

The student is entitled to request that this information not be made publicly available by a request, in writing, to the Registrar prior to the end of the first week of classes in a given term.

Note: It is still permissible for the School to release information to lenders, guarantee agencies, or the Office of Education concerning the enrollment status or address of any student who has obtained a loan under the Federal Perkins Loan, Federal Stafford Student Loan and/or Private Alternative Loan Programs.

No unauthorized person shall have access to inspect and review records concerning a student, with the following exceptions:

- Anyone who has the written, notarized permission of the student.
- School officials, including faculty members, who have been assigned classroom or advising responsibility to the student.
- Members of the Board of Trustees, School officials and teachers and their subordinates, including part-time and temporary, as long as the intended use of the data is consistent with their respective powers and responsibilities.
- Officials of other colleges or universities in which the student intends to enroll, upon the condition that the student be notified of the transfer, receive a copy of the record if desired, and have an opportunity to challenge the contents of the record according to the procedures set forth in this document.
- Bona fide researchers who explain in writing the nature of the research project and the relevance to it of the records sought, and who assure the Registrar or designee, in writing, that the records will be used under such conditions of anonymity and confidentiality that the identity of individual students cannot be discovered.
- Subpoenas or orders from any court of law or any government agency provided a reasonable effort is made to notify the student in advance.
- Specifically designated educational and governmental officials as required by Public Law 93-380 (Educational Amendments of 1974).
- Persons considering a student's application for receipt of financial aid.
- Such other persons as may be required by law.

Information from School records may be released without consent to appropriate persons in connection with an emergency necessary to protect the health or safety of the student or other individuals. Factors to be considered in determining an emergency include:

- The seriousness of the threat to the health or safety of the student or other individual.
- The need for the information to meet the emergency.
- Whether the parties to whom the information is disclosed are in a position to deal with the emergency.
- The extent to which time is of the essence in dealing with the emergency.

Information disclosed, as permitted above, may not be disclosed to a third party without written consent of student.

PROCEDURE FOR INSPECTION OF RECORDS

- Students may request, in writing, the opportunity to inspect personal records. The request should be made to the records manager or designee in the department in which the records are on file.
- Such requests must specify records to be inspected. A request to inspect the pertinent records will be granted within a reasonable period of time, but such time is not to exceed forty-five (45) days after the request has been made. Records will be inspected by the student, or other authorized individual, in the presence of the records manager or designee.

- A notation will be placed in the file each time it is inspected by anyone other than the School personnel authorized on page one of this document stating date of inspection, person inspecting and reason for inspecting.

PROCEDURE FOR FINANCIAL AID RECORDS INSPECTION

The general procedure for inspection of records also applies to financial aid records. The records and conversations between any aid applicant, his/her family and the staff of the Financial Aid Office are confidential. As a rule, all currently enrolled and former students have the right to review their financial aid records to determine their content and accuracy with the exception of those records including parental information and confidential references or recommendations for scholarships received from prior institutions attended, other individuals or from faculty and staff of Thunderbird. A student who wishes to obtain access to his/her financial aid records is able to do so in the presence of a Financial Aid Office full-time employee. Information may be disclosed to other institutional employees, if deemed appropriate, and representatives of federal and state agencies and accrediting organizations.

PROCEDURES FOR CHALLENGE OF RECORDS

In the event that a student objects to any decision of a records manager regarding the retention of any student data, in whole or in part, such student shall make the objection known in writing to the records manager of those records. If the objection is not satisfied by discussion with the records manager, the student shall have the right to appeal to the review panel. The student may challenge the retention of any data in the student record on the basis that it is inaccurate, misleading, or otherwise a violation of the privacy or other rights of the student. Request for appeal shall be in writing and must identify the specific portion(s) of the record to be challenged and state the reason for the challenge. Grades may be challenged under this procedure only on the basis of the accuracy of their transcription.

The President, or his designee, shall create a review panel composed of qualified professional personnel. The review panel shall decide, upon appeal of the student, whether the challenged student data should be destroyed or amended.

The review panel shall, within four (4) weeks after being notified of such appeal, or longer should the appellant request delay, conduct a fair hearing to decide the issues presented by the appellant.

The records manager shall have the burden of proof with regard to the issues presented by the appellant.

The appellant and the records manager shall have the right to: be represented by an advocate of his or her choosing, cross-examine witnesses, present evidence, make a tape recording of the proceedings, and request a written decision supported by reasons.

If the student appeals according to the provisions set forth above and obtains a favorable ruling, the contested data shall be expunged from the student's record or corrected.

If the student receives an unfavorable ruling upon appeal, then the objection must be noted in the student's record and the student be given the opportunity to insert a written rebuttal into the record.

The Department of Education has designated the following office to investigate, process and review violations and complaints. Any student who feels, after a hearing, that the School has not acted in accordance with the law may contact this office.

The Family Educational Rights and Privacy Act Office
Department of Education
Independence Avenue S.W.
Washington, D.C. 20201

THUNDERBIRD COMMUNITY REQUIREMENTS

THUNDERBIRD HONOR CODE

If matriculated at Thunderbird, each student must actively abide by and support the Thunderbird Honor Code. More detailed information about the Honor Code can be found under the Honor Code page of *My Thunderbird*.

STUDENT CONDUCT

Students are preparing themselves for careers in which they will likely be given supervisory responsibilities at a senior corporate level. They are, therefore, expected to demonstrate maturity and self-discipline through the period of their study.

Students are expected to treat all students, faculty, staff and other employees of the School with courtesy and in a professional manner. Verbal and/or physical threats or actions will not be tolerated at Thunderbird. Students who have concerns or complaints about the behavior of students, faculty or staff should submit a written letter to the Managing Director of the MBA in International Management.

A student's continued enrollment, the receipt of academic credits, graduation, and the granting of any degree or certificate are strictly subject to the disciplinary authority of the School. The School is free to cancel a student's registration at any time for conduct deemed inconsistent with the maturity expected of an international executive.

Students whose inappropriate behavior comes to the attention of the School may be subject to disciplinary measures including reprimand, suspension, fines, and dismissal. The Thunderbird Honor Code provides a method for adjudication of Honor Code violations that will be used in most situations. The Vice President for Student Services and Program Support or designated representative retains the authority to act expeditiously whenever immediate action is required to assure the safety and security of the campus and the community.

PUB RULES AND REGULATIONS

- No alcoholic beverages are to be taken off the patio and no alcohol may be brought in from outside the Pub. Violation of this rule carries a $500 state fine.
- Everyone must be over the age of 21, and at all times be able to present an ID that is accepted by state law. This includes a U.S. driver's license, a passport or military ID card.
- By state law, Pub staff are required to refuse service to intoxicated individuals and escort them off the premises. If problems arise from this situation, Thunderbird Security will be brought in to assist in the process and a report will be filed with the Registrar regarding conduct of the student in question.
- All students are responsible for their guests' conduct while at the Pub as well as on campus.
- Any intentional damage to Pub property or verbal abuse toward Pub staff will result in a report being filed with the Vice President of Student Services & Program Support and appropriate action will be taken.
- "Last Call" at the Pub is at 12:30 a.m.
- State law requires patrons to be outside the Pub by 1 a.m. and outside the patio by 1 a.m.

SEXUAL OFFENSES

The School will not condone any form of sexual assault or harassment. In addition to the potential for arrest, violations will result in disciplinary action that may include suspension or expulsion from the School. Please see the Equal Opportunity Policy and Grievance Procedure section of this Bulletin.

DRUGS, WEAPONS AND ALCOHOL POLICY

Thunderbird, The American Graduate School of International Management, in compliance with the Drug-Free Schools and Communities Act Amendments of 1989, prohibits the unlawful possession, use or distribution of mind-altering substances on School property or as a part of any School-sponsored or School-affiliated activity.

The use, possession, or distribution of illicit mind-altering substances is a felony, punishable by prison terms, fines or both, subject to applicable federal, state and/or local laws in

the U.S. and in host countries. Use, or abuse, of mind-altering substances, including the abuse of alcohol, can cause severe health risks, up to and including convulsions, coma, hallucinations, or death. In addition, the risk of accident increases while under the influence of mind-altering substances.

Several resources are available in the local community to help those struggling with substance abuse problems. Please contact the Student Health Center at Ext. 7230 for information on nearby rehabilitation centers.

Thunderbird complies with all federal, state and local laws in the U.S. and in host countries, including those which regulate the possession, use and sale of alcoholic beverages. Any use of alcoholic beverages on the Glendale campus must be in compliance with Arizona State law.

Possession and/or use of firearms, ammunition or other weapons, including any dangerous article or substance with the capability to injure or discomfort another person, is prohibited.

It is the personal responsibility of each individual to know and abide by the local laws involving drugs, alcohol, and weapons. Violation of these laws cannot be tolerated by the School, and violators are subject to severe penalties, up to and including suspension, expulsion and/or referral for prosecution to the appropriate authorities.

DISABILITIES AND SPECIAL ACCOMMODATIONS

Students with any type of disability or those who require special accommodations should report to the Human Resources Office and Housing Services.

The policy of the School is to comply with all laws and regulations concerning equal opportunity and equal access to persons applying for admission, access, and treatment in School programs and activities.

EQUAL OPPORTUNITY POLICY

Thunderbird, The American Graduate School of International Management, is committed to creating a positive educational environment that includes the talent and diversity that exists globally.

Therefore, in compliance with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments Act of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1992, the Family and Medical Leave Act of 1993, and the Age Discrimination Act of 1975, the School does not discriminate on the basis of race, color, national origin, religion, sex, sexual orientation, disability, or age in any of its policies, procedures or practices; nor does the School, in compliance with the Age Discrimination in Employment Act of 1967, amended in 1978 and 1986, and as amended with the older workers' Benefit Protection Act of 1990, and the Vietnam Era Veterans Readjustment Act of 1974, discriminate against any employees or applicants for employment on the basis of their age or because they are disabled veterans or veterans of the Vietnam Era.

This non-discrimination policy covers admission and access to, and treatment and employment in, the School's programs and activities. In conformance with School policy and pursuant to executive orders, pertinent laws and regulations, the School is an affirmative action, equal opportunity employer.

Inquiries regarding the School's equal opportunity policies and the filing of grievances, and requests for a copy of the grievance procedures covering discrimination complaints may be directed to:

Dane J. Jay, VP for Administrative Affairs
Human Resources Office
Title VI, Title IX and Section 504 Coordinator
Thunderbird, The American Graduate
School of International Management
Glendale, AZ 85306-6000; Telephone (602) 978-7103

Inquiries regarding Federal Laws and Regulations concerning non-discrimination in education and the School's compliance with those provisions may also be directed to:

Office for Civil Rights
U.S. Department of Education
221 Main Street, Suite 1020
San Francisco, CA 94105

GRIEVANCE PROCEDURE

This procedure is intended to provide the means to resolve any complaints of discrimination in any School program or activity. The procedure is for the use of any student or applicant for admission, employee or applicant for employment who believes there has been unlawful discrimination on the basis of race, religion, color, national origin, disability, age, sex or sexual orientation. It is the intent of the School to include sexual harassment as a prohibited aspect of sexual discrimination.

INFORMAL PROCEDURE

Individuals who believe they have been discriminated against may choose to attempt to resolve the matter informally with the person alleged to have committed the violation or with the appropriate supervisor/administrator. An informal resolution may occur at any time.

FORMAL PROCEDURE

If the person making the complaint is unsuccessful in obtaining an informal resolution or chooses to file the initial complaint formally, the following procedures should be followed:

The complaint should be presented in writing to the compliance officer within thirty (30) days of the date on which the person making the complaint could reasonably be expected to know of the alleged violation. The complaint will be investigated by the compliance officer and a written determination given within two (2) weeks of receipt of the complaint.

If the complaint is not resolved, a committee composed of the Vice President for Student Services and Program Support, the Associate Vice President for Admissions and Financial Aid, and the Chairperson/Manager of the department involved, with the compliance officer serving as non-voting Chairperson, will hear the complaint. A written decision will be given to the complaining person within ten (10) working days after hearing the complaint.

Based on a finding of discrimination, the compliance officer will take the necessary steps to provide for an appropriate remedy. Steps will be taken to overcome the conditions that caused the complaint. If the complaint cannot be resolved after exhausting the institution's grievance procedure, the student may file a complaint with the Arizona State Board for Private Post-Secondary Education. The student must contact the State Board for further details.

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FACULTY EMERITI

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John B. Conklin, Joaquim Duarte, Llewellyn Howell, Richard Mahoney, Robert T. Moran, Beverly Springer, Robert Tancer, Shoshana B. Tancer.

MODERN LANGUAGES

Suguru Akutsu, Carmen Boller, Andrew Chang, Dennis Corrigan, Mary Ann Critz, Matilde Franciulli, Racquel Gaona, Alice Parker Johnson, André Klein, Akihisa Kumayama, Zeddic Lanham, Rubén Menseses, Issa Peters, Maria Pinheiro, Lilith Schutte, Walter V. Tuman, Jorge Valdivieso.

WORLD BUSINESS

M. Edgar Barrett, Marshall Geer, Robert Gottlieb, Taeho Kim, Paul R. Johnson, Michael Woolverton.