THUNDERBIRD

THUNDERBIRD 60 years 1946 - 2006 TRULY GLOBAL EDUCATION

Student Bulletin

Fall 2006 - Summer 2007

THUNDERBIRD
THE GARVIN SCHOOL OF INTERNATIONAL MANAGEMENT
TRULY GLOBAL

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ACCREDITATION

Thunderbird is accredited by the North Central Association of Colleges and Schools (NCA) (1969), the International Association for Management Education (AACSB) (1994), and the European Quality Improvement System (EQUIS) (2002). 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.

SCHOOL NAME CHANGE

The School was founded under the name American Institute of Foreign Trade. The name changed to Thunderbird Graduate School of International Management in 1968, and in 1973, it was changed to American Graduate School of International Management. In 1997, the School's name was changed to Thunderbird, The American Graduate School of International Management. The most recent name change, Thunderbird, The Garvin School of International Management, occurred in 2004.

DEGREES CONFERRED

The Masters of International Management (MIM) was conferred upon all graduates from 1971 to 2001. In 2001 the degree name was changed to the Masters in Business Administration in International Management (MBA in International Management) for candidates successfully completing the full-time and executive programs. The MIM is still conferred on candidates who successfully complete the Dual Degree or Post-MBA programs.

In 2000, Thunderbird conferred the Masters of International Management for Latin American Managers (MIMLA) as a joint degree with Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM). In 2002 the name of this degree was changed to the Global MBA.

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A NOTE FROM THE PRESIDENT

It is a great pleasure to welcome you as new students to Thunderbird. In selecting Thunderbird, you have set yourself on an exciting path. At no time in history has there been greater need for managers who can lead global organizations, work with individuals from diverse cultures, and direct the global network of suppliers, customers, and partners that is now the norm in international business.

Ranked #1 in "international business" by both *U.S. News and World Report* and *The Wall Street Journal's* poll of corporate recruiters, Thunderbird is the recognized leader in educating global managers. A Thunderbird education will help you refine your global mindset and build your cross-cultural management skills while giving you the concrete knowledge of management theory and practice that will allow you to succeed in this global marketplace.

Since 1946, Thunderbird has guided exceptional individuals to shape meaningful careers in global management and you are now becoming a part of that grand tradition. While at Thunderbird you will have the opportunity to draw upon unparalleled expertise and resources in global business. Approximately half of our faculty members come from outside the United States, and virtually every faculty member has had significant international experience. They and our exceptional staff are dedicated to providing you with the support you need to achieve your goals here.

You have another great resource at your disposal while here: your fellow students. At Thunderbird you will meet and work with intelligent, motivated students from around the world. In fact, at any one time about 50 countries are represented in our student body. The rich variety of experiences these individuals bring to Thunderbird is a source of incredible learning for each of you, and I urge you to interact and learn from them — both inside and outside the classroom. Your fellow students will be lifelong colleagues, friends and business partners.

Being a T-bird is not just about learning but also about making a difference. As managers of business organizations, entrepreneurs or as public servants in international institutions you will have in your hands the potential of creating tremendous value for your fellow human beings. You will contribute to the wellbeing of those around you by creating employment, selling valuable products and services and producing financial returns for other people's savings. At Thunderbird, you will not only study business and management, you will also learn how to manage this responsibility and grow as a leader and a citizen of the world.

I urge you to take advantage of all that Thunderbird has to offer. Your time here will pass quickly. Challenge yourself to make the most it.

Congratulations on choosing Thunderbird and good luck with the hard work that lies before you. I look forward to our time together.

Dr. Angel Cabrera
President

THUNDERBIRD MISSION STATEMENT

- Our Mission
  - We educate global leaders who create sustainable prosperity worldwide.
- Our Vision
  - Be the world's foremost learning community for global managers and global enterprises.

At Thunderbird, we believe in and uniquely develop the following values:

Global Mindset – Effective global managers must be capable of leading global organizations, applying business knowledge in different social, economic and political environments, and working with individuals from diverse cultures

Global Citizenship – Global management is a true profession, dedicated to the creation of sustainable economic and social value worldwide

Global Entrepreneurship – Successful global managers must be resourceful, innovative and capable of pursuing new opportunities in uncertain environments

Global Thought Leadership – Management knowledge is advanced most effectively through academically rigorous and practically relevant research

Global Learning Network – Networking among managers and experts on a global scale and exposure to different cultures and business environments is essential for life-long learning and effective professional practice

Thunderbird Code of Honor and Conduct

"Ethics, Value Systems and Honor as a Way of Life"

I commit to live by these principles

Develop Trust through Honesty

- *Perform at the highest levels of excellence, as a member of the Thunderbird community, in my studies, research and learning and in my personal, professional and extra-curricular activities*
- *Maintain standards of exemplary integrity so that no place exists for lying, cheating, stealing, plagiarizing, piracy or violating intellectual property rights, or for diminishing the personal liberties of fellow students, professors or other persons or entities*

Respect All Members of the Community

- *Value diversity among colleagues and encourage cooperation by emphasizing positive human relationships and the honor of all people, whether pursuing personal or group results*
- *Behave in a professional manner, both on and off Thunderbird campuses, in order to secure my personal reputation and enhance that of the Thunderbird community*

Lead by Example

- *Have the courage to express disagreement respectfully, the strength to lead, and the wisdom to follow as essential parts of outstanding and mature character, always aiming to excel*
- *Confront all forms of unethical behavior or any inappropriateness including physical and emotional harassment; hold my colleagues and myself accountable, and, if necessary, report adverse issues to the Honor Council or appropriate administrative offices*

ACADEMIC DEGREE PROGRAMS

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

Courses are scheduled around the standard models listed below and are not offered every trimester. Completion time for both the MBA in International Management and MIM may be extended if a student elects to do an internship, exchange program or takes a lighter course load in any trimester, either voluntarily or otherwise.

Schedule Changes

At any time, the School 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. If a required course for a Focus Area is not offered, an approved substitute course will be made available. Please refer to the schedule on *My Thunderbird* (left column) for course availability and locations.

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 50 countries.

SUMMARY OF INSTITUTIONAL REQUIREMENTS

PROGRAM PREREQUISITES

Students must have either completed undergraduate course work in Microeconomics and Macroeconomics with a grade of "B" or better, successfully completed the CLEP exam, or successfully completed Thunderbird's Pre-MBA Economics Program. If a student does not meet these requirements they will not be allowed to register for classes at Thunderbird until the requirement is successfully fulfilled.

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. The program's action-learning approach includes cases discussions, exercises, simulations, group discussions, presentations, lectures, videos, and review workshops on quantitative skills

THE MBA IN INTERNATIONAL MANAGEMENT CORE

The MBA in International Management Core curriculum is a set of sequenced, integrated courses that all students complete. The Core focuses on business analysis and leadership skills tools for business environmental analysis, and provides grounding in important, emerging business areas.

FUNCTIONAL FOCUS AREA COURSES

These courses provide the opportunity to build depth and sophistication in Global Marketing, Global Finance, International Development or Global Management. Alternatively, a student could customize his/her focus area by taking any combination of electives. The declared Focus Area requires a minimum of 12 credit hours of electives. Students are allowed only one (1) Focus Area during the completion of their graduation requirements.

THUNDERBIRD GLOBAL EXPERIENCE (TGE)

All students are required to successfully complete a three-hour TGE course during either Winterim or Summer Interim. Approved TGE courses, which are two to three weeks in duration, are offered off-campus, primarily in Africa, Asia, Europe, Latin America and the USA (preferably for non US students). The idea is for Thunderbird students to enroll in TGE courses that are taught in different parts of the world, but may not register for courses that are offered in their native country. TGE courses purposely aim to contribute meaningfully to the student's development of a global mindset.

THUNDERBIRD INTEGRATIVE EXPERIENCE (TIE)

There are at least two opportunities to experience the integration of material across functional areas in the MBA in IM program. The first, TIE I, is part of Foundations Week, when students participate in a day-long simulation exercise. A second, TIE II, is also required and exists in those three-credit courses that naturally draw upon multiple functional areas (e.g., The Global Business Plan). Both TIE I and TIE II provide students with an understanding of how the different parts of the MBA in IM program fit together.

GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS

Students are required to complete at least three of five non-credit workshops, two of which are compulsory, in order to graduate. The "soft skills" workshops are designed to enhance students' competitiveness in the market. The non-credit courses are (a) Career Management Seminar (required), (b) Multi-Cultural Networking and Team Building (required), (c) Business Presentations and Public Speaking, (d) Business Report Writing, and (e) Business Etiquette in global business settings.

LANGUAGE REQUIREMENT

Proficiency in a second language is required for graduation from the MBA in International Management and MIM degrees. Non-Native English speakers who meet the admission requirements for either the MBA in International Management or the MIM satisfy the graduation requirement for language. Thunderbird requires a speaking proficiency of at least intermediate high for languages in group 1 and intermediate low for languages in group 2 on the ACTFL oral proficiency scale for Native English speakers.

Students are allowed a maximum of 6 credits in a language towards their graduation requirements. Students may take more credit hours in languages, but these will NOT count towards their degree requirements.

MBA IN INTERNATIONAL MANAGEMENT

Students matriculating in Fall 2006 and Spring 2007 for the Master of Business Administration in International Management degree are admitted into either the Traditional stream (60 credits) or the Accelerated stream (46.5 credits).

MBA IN INTERNATIONAL MANAGEMENT - TRADITIONAL STREAM

The curriculum for the 60-credit Traditional stream is spread across four trimesters. Students in this program are required to complete 36 credits of core courses during roughly three trimesters, and 18 credits of non-core electives that comprise 12 credits of focus area courses and may also include up to six credits of language courses. Additionally, students are expected to complete a three-credit Thunderbird Global Experience (TGE) during either Winterim or Summer Interim, a three-credit Thunderbird Integrative Experience (TIE II) during their final trimester, and at least three non-credit "soft skills" workshops during their first and second trimesters in order to graduate. Only those students who matriculate in fall can include an internship in their study.

Traditional Stream: Trimester 1 – Modules 1 & 2 (13.5 credits)

Module 1 - First Half	Module 2 - Second Half
GM-4000 International Political Economy	GM-4000 International Political Economy
GM-4100 Fund. of Accounting	GM-4201 Fundamentals of Finance
GM-4300 Data Analysis	GM-4300 Data Analysis
GM-4464 Competing through People	GM-4468 Competing through Strategy
	GM-4210 International Economics

Traditional Stream: Trimester 2 – Modules 3 & 4 (13.5 credits)

Module 3 - First Half	Module 4 - Second Half
GM-4101 Financial Accounting	GM-4102 Managerial Decision Making
GM-4202 Financial Management	GM-4203 Global Financial Management
GM-4505 Global Marketing	GM-4505 Global Marketing
GM-46XX Regional Business Environment	GM-46XX Regional Business Environment
	GM-4319 Global Operations Management

Traditional Stream: Trimester 3 – Modules 5 & 6 (15 credits)

Module 5 - First Half	Module 6 - Second Half
GM-4403 Global Enterprise	GM-4403 Global Enterprise
GM-4800 Cross-Cultural Communication	GM-4801 Global Negotiations
GM-5470 Global Strategy	GM-5486 Global Leadership
Language OR Focus Area Course	Language OR Focus Area Course
Focus Area Course or Elective	Focus Area Course or Elective

Traditional Stream: Trimester 4 – Modules 7 & 8 (15 credits)

Module 7 - First Half	Module 8 - Second Half
GF-XXXX Thunderbird Integrative Experience (TIE) II	GF-XXXX Thunderbird Integrative Experience (TIE) II
Focus Area Course	Focus Area Course
Focus Area Course	Focus Area Course
Focus Area Course	Focus Area Course
Language *OR* Focus Area Course	Language *OR* Focus Area Course

Additional Activities for the Traditional Stream

Activity	Period
Thunderbird Global Experience OR Focus Area/Elective OR Language	Winterim
Thunderbird Global Experience OR Focus Area/Elective	Summer Interim
Global Professional Development seminars	Trimester 1
Global Professional Development seminars	Trimester 2
Internship	Summer & for fall entry only
Thunderbird Integrative Experience (TIE) I	Foundations Week

MBA IN INTERNATIONAL MANAGEMENT - ACCELERATED STREAM

The curriculum for the 46.5-credit Traditional stream is spread across three trimesters. Students in this program are required to complete 28.5 credits of core courses during the three trimesters of study, and 12 credits of non-core electives that comprise 12 credits of focus area courses and may also include up to six credits of language courses. Additionally, students are expected to complete a three-credit Thunderbird Global Experience (TGE) during either Winterim or Summer Interim, a three-credit Thunderbird Integrative Experience (TIE II) during their final trimester, and at least three non-credit "soft skills" workshops during their first and second trimesters in order to graduate. This program includes the option of an internship, irrespective of when a student matriculates.

Accelerated Stream: Trimester 1 – Modules 1 & 2 (15 credits)

Module 1 - First Half	**Module 2 - Second Half**
GM-4000 International Political Economy	GM-4000 International Political Economy
GM-4105 Global Accounting	GM-4105 Global Accounting
GM-4213 Global Finance	GM-4213 Global Finance
GM-4505 Global Marketing	GM-4505 Global Marketing
GM-4466 Managing Global Business	GM-4303 Decision Tools

Accelerated Stream: Trimester 2 – Modules 3 & 4 (15 credits)

Module 3 - First Half	**Module 4 - Second Half**
GM-4403 Global Enterprise	GM-4403 Global Enterprise
GM-46XX Regional Business Environment	GM-46XX Regional Business Environment
GM-4800 Cross-Cultural Communication	GM-4319 Global Operations Management
Focus Area Course	GM-4210 International Economics
Language OR Focus Area Course	Language OR Focus Area Course

Accelerated Stream: Trimester 3 – Modules 5 & 6 (13.5 credits)

Module 5 - First Half	Module 6 - Second Half
GF-XXXX Thunderbird Integrative Experience (TIE) II	GF-XXXX Thunderbird Integrative Experience (TIE) II
GM-5470 Global Strategy	GM-5486 Global Leadership
Language OR Focus Area Course	Language OR Focus Area Course
Focus Area Course	Focus Area Course
Focus Area Course	Focus Area Course

Additional Activities for the Accelerated Stream

Activity	Period
Thunderbird Global Experience OR Focus Area OR Language	Winterim
Thunderbird Global Experience OR Focus Area	Summer Interim
Global Professional Development seminars	Trimester 1
Global Professional Development seminars	Trimester 2
Internship	Summer only
Thunderbird Integrative Experience (TIE) I	Foundations Week

Traditional & Accelerated Streams Overview

	Traditional	Accelerated
Core	36 credits	28.5 credits
Total Electives	18 credits	12 credits
Focus Area	12 credits	12 credits
Language	<= 6 Elective credits	<= 6 Elective credits
TGE	3 credits	3 credits
TIE II	3 credits	3 credits
GPDS	>= 3 non-credit	>= 3 non-credit
Total	**60 credits**	**46.5 credits**

MASTER OF INTERNATIONAL MANAGEMENT (MIM)

This advanced program allows qualified students the opportunity to internationalize their knowledge of business practices and business environments. Students may enter the program through an agreement with a partner institution (Dual) or after they have already received a MBA degree from another institution (Post).

DUAL DEGREE PROGRAMS

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 full-time Dual Degree program must start at the partner school and finish at Thunderbird except for those attending ESADE.

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

- Case Western Reserve University
- College of William and Mary
- Escuela Superior de Administracion y Direccion de Empresas (ESADE)
- Fordham University
- Instituto CentroAmericano de Administraction de Empresas, The International School of Management (INCAE)
- Michigan State University
- The University of Arizona
- The University of Colorado at Denver
- The University of Florida
- The University of Houston
- The University of Texas at Arlington
- Universidad Adolfo Ibanez
- Virginia Polytechnic Institute and State University

For more specific contact information for each partner school please see an Academic Advisor.

POST-MBA

Students who already hold a MBA degree from another institution may earn a Master of International Management (MIM) degree in the Post-MBA program. The program is identical to the Dual Degree Program. Eligibility is restricted to those with MBA degrees from:

- AACSB-accredited programs,
- EQUIS, and/or
- MBA programs outside the United States, as approved by the Senior Vice President for Academic Programs or designee.

DUAL DEGREE AND POST-MBA REQUIREMENTS

- 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 their MBA program with the exception of ESADE.

- Must complete a minimum of 30 credits at the 4000 or 5000 level with a grade of "C-" or better 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

- Maintain a cumulative GPA of at least 3.0.
- Complete a TGE
- Complete Foundations
- 6 credit hours of language for native English speakers. Language requirements may be waived through the Oral Proficiency Interview (OPI).
- All hours for degree completion must be done in residence.
- Any graduate level coursework used to fulfill the MIM degree requirements must be completed within 5 years of program initiation.

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

LANGUAGE REQUIREMENTS

NON-NATIVE ENGLISH SPEAKERS

Non-Native English speakers who meet the admissions requirements for either program satisfy the graduation requirement.

PRE-MBA INTENSIVE ENGLISH PROGRAM

A ten-week long non-credit intensive English program, offered through the Thunderbird Language and Culture Programs, 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/premba**.

NATIVE ENGLISH SPEAKERS

Thunderbird requires a speaking proficiency of at least intermediate high for languages in group 1 and intermediate low for languages in group 2 on the ACTFL oral proficiency scale for Native English speakers.

LANGUAGES

Group 1	**Group 2**	
Dutch	Arabic	Mandarin
French	Cantonese	Polish
German	Croatian	Russian
Italian	Czech	Serbian
Portuguese	Hebrew	Slovak
Spanish	Indonesian	Thai
Swedish	Japanese	Turkish
	Korean	

Native speakers of English can satisfy the requirement in a second language in one of three ways:

1. Take the ACTFL Oral Proficiency Interview (OPI) and receive a rating of intermediate high or better in group 1 languages and intermediate low or better in group 2 (see below). Students should take the OPI within 6 months of starting the program.
2. Take the Intensive Language Program offered at Thunderbird before starting the program.
3. Take up to six credits of language courses in lieu of electives, during the program.

Students who do not meet the required proficiency level in a foreign language may use any provider of their choice, such as other colleges, private tutors, commercial providers, or study abroad to improve their skills. They must then provide an OPI rating of intermediate high or intermediate low depending on the language to satisfy the requirement.

Thunderbird does not accept language course credits from other providers.

INTENSIVE LANGUAGE PROGRAM.

This 8-week program consists of four modules of two weeks each. Each module builds on the previous one. Participants can begin with any module according to the results of a placement interview. A student fulfills the MBA language graduation proficiency requirement upon successful completion of Module 4. The student's level of success is assessed through written exams and performance scenarios in which they speak the language.

BASIC LANGUAGE COURSES AT THUNDERBIRD

Two courses (4015/4020) are offered at Thunderbird for 3 credits each as part of the curriculum to assist students in meeting the language requirements. Classes meet 4 days a week for 90 minutes each**.** Mandarin Chinese, Spanish, French, German, Japanese, Italian, and Russian are offered regularly. Other languages are contingent on demand. Thunderbird

ADVANCED LEVEL LANGUAGE COURSES

Advanced language courses will be offered every trimester for Spanish & French. Other language courses will be offered based on sufficient demand.

Students are allowed a maximum of 6 credits in a language towards their graduation requirements. Students may take more credit hours in languages, but these will NOT count towards their degree requirements.

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. Individuals must apply for admission through the Office of Admissions and must complete all course requirements including examinations. They are subject to all School regulations. Students will be issued e-mail accounts during their course of study. Lifetime global e-mail is not available to non-degree students.

NON-DEGREE STUDENT POLICY INFORMATION

Complete a non-degree application and submit it to the Dean of Admissions at Thunderbird. Please submit these documents to the Admissions Office four weeks before the start of the desired trimester/program. Courses and seminars offered at Thunderbird are graduate level courses. Non-degree students must meet the following admission standards:

Policies:

- Courses/Seminars at the 1000 level (except language courses) require completion of a four -year degree.
- Courses offered during the Winterim session or for the Certificate of Advanced Studies require completion of a four-year degree, economics admission prerequisites, and graduate-level course work that meets the prerequisites for courses offered at Thunderbird.
- Students enrolling in courses for the Certificate of Postgraduate Studies must have completed a MBA or MIM and satisfy the prerequisite requirements for the focus courses.

Additional requirements:

- Non-U.S. citizens (except U.S. permanent residents) who are not native English-speakers and who have not completed a degree in an English-speaking country must submit a copy of the TOEFL exam result. A score of at least 600 is required on the paper-based exam; 250 on the computer-based exam. Exception is made for non-native English speakers who take intensive English as a participant in the Spouse program.
- Spouses of degree-seeking students will be required to submit proof of marriage. A spouse is not eligible to attend a Winterim/Summerim program unless they are registered for course credit.
- Thunderbird employees and their dependents must submit a completed authorization form available from the Human Resources Department.

REGISTRATION

The following registration requirements apply to all non-degree students attending classes offered by Thunderbird.

Individuals may enroll in a maximum of nine (9) credit hours as a non-degree student.

Non-degree students are registered after of all degree-seeking students have been registered and on a space-available basis. The exact time can be obtained from the Office of the Registrar. Non-degree students are subject to all School regulations and must meet the same course prerequisite requirements as degree-seeking students. Current course offerings and descriptions are available at www.thunderbird.edu.

APPLYING CREDITS TO DEGREE PROGRAMS

Non-degree students who wish to be considered as degree candidates at a later date must comply with the full admission procedures and standards at the time they apply as a degree-seeking student. Credits completed as a non-degree student may or may not apply toward a degree program. Any credits considered for a degree-seeking program will be evaluated based on the Bulletin in effect at the time the non-degree student applies as a degree-seeking student.

TUITION & FEES

All financial information is determined by the Finance and Accounting Department and posted on the Thunderbird website at http://www.thunderbird.edu/students/admissions/mbaim/tuition.fees.htm and "Tuition and Fees" in this Bulletin.

IDENTIFICATION CARD AND RESOURCE ACCESS

Upon acceptance, all non-degree students are required to get an Identification (ID) Card at the ID office in the Computer Services Building. ID cards give students' access to the International Business Information Centre (IBIC) and computer and e-mail accounts through the Information and Instructional Technology Department.

SCHOLARSHIPS - Non-degree students are not eligible for scholarships.

CAREER MANAGEMENT SERVICES - Not available to non-degree students.

ALUMNI STATUS - Thunderbird recognizes students who earn the Certificate of Advanced Study (CAS) or the Certificate of Post-graduate Study and are eligible for limited services. Other non-degree seeking students are not eligible for alumni status.

SPOUSAL ENROLLMENT

Spouses of full-time students may take a maximum of 9 credit hours of study as non-degree seeking students. Refer to schedule of tuition and fees for relevant charges. They must complete the non-degree application procedure in the Office of Admissions. Enrollment in Global Management (GM) courses requires satisfaction of all listed prerequisites.

Enrollment in a language-only program does not require completing the degree and GMAT test requirements. Spouses and dependents of foreign students on F1 or J1 visas may have limitations based on U.S. rules and regulations. Please contact the AIS office for information.

WINTERIM/SUMMERIM

Winterim is a three-week program beginning in early January and Summerim is a two week program in May. Course offerings vary each year. Programs are held on the Thunderbird campus, New York, Washington, D.C., Europe, South Africa, Asia, Latin America. For more information on Winterim/Summerim, type in "Winterim" in search on the external web page.

CERTIFICATE OF ADVANCED STUDY

Non-degree students and those admitted degree students who do not complete all requirements for the MIM or MBA in International Management may earn the Certificate of Advanced Study (CAS), provided they have completed 15 or more credit hours of specified course work with a cumulative grade point average of no less than 3.00. Courses required for the CAS are International Political Economy (IPE), Regional Business Environment (RBE), Cross-Cultural Communications, Global Negotiation, International Economics, Global Strategy, and three credit hours of GF elective courses.

Non-degree seeking candidates for the Certificate of Advanced Study must have a four year degree, the statistics and economics admission prerequisites, and graduate level course work that meets the pre-requisites for courses offered at Thunderbird. For non-degree candidates, these courses may apply to the full-time program provided the student meets the full admission procedures and standards in effect at the time they apply for the degree seeking program.

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 on their SEVIS I-20 form. It is therefore the responsibility of any foreign student interested in this program to work with the Academic and International Services office to make sure that all necessary classes will be offered within the time frame allowed on the I-20 form.

**The International Development Focus Area requires additional prerequisite coursework that could lengthen the program. Courses such as International Political Economy, Regional Business Environment, Cross-Cultural Communication, and Global Negotiations are prerequisites to many of the advanced International Development Focus Area courses.*

FOCUS AREAS

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

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

Students who wish to take additional courses beyond their (46.5 or 60 credits) graduation requirements may take any (GM, GF, Language) courses, and may only do so during their final trimester if they have room in their schedule or after they have completed their graduation requirements.

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)

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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 5700 International Risk Management (3.0)
GF 5290 Advanced Topics in Finance: Global Private Equity (1.5)
GF xxxx: Winterim/Summerim (3.0)
(Only 3 credits may be applied to Focus Area)

Prerequisites for all Finance Focus Area classes: GM 4203 or GM-4213 and other specific course prerequisites as designated in the Bulletin.

GLOBAL MANAGEMENT

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

Required Course: 6.0 credit hours
GF 5412 Leading Change and Transformation(3.0)
GF 4402 Corporate Strategy(1.5)
GF 4404 Managing Relationships in Global Context(1.5)

Plus an additional 6.0 credit hours from the following:
GF 4406 Contemporary Topics in Global Management(1.5)
GF 5274 Global Supply Chain Leadership(3.0)
GF 5401 Strategic Management of Technology and Innovation(1.5)
GF 5404 Business Consulting Tools(3.0)
GF 5712 Business Intelligence (3.0)
GF 5740 Technology Policy and International Competitiveness(3.0)
GF XXXX: Winterim/Summerim (3.0) (Only 3 credits may be applied to Focus Area)

The prerequisites for all of the above courses are specified in the Bulletin.

GLOBAL MARKETING

Students selecting the Global Marketing Focus Area must complete 12 credit hours from the following courses.
GF 4508 International Marketing Communications (1.5)
GF 4531 International Marketing Research (1.5)
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 4701 Export /Import Management(1.5)
GF 5520 International Brand Management (3.0) *
GF 5524 Analysis for Strategic Marketing
GF 5541 International Business-to-Business Marketing (3.0) **
GF xxxx: Winterim/Summerim (3.0) (Only 3 credits may be applied to Focus Area)
* GF4508 and GF4531 must be taken prior to GF5520 International Brand Management
** GF4510 and GF4531 must be taken prior to GF5541 International Business-to-Business Marketing.

*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.

INTERNATIONAL DEVELOPMENT

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

Required Course: 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 4701: Export/Import Management (1.5)
GF 4790: Regional Economic Agreements (1.5)
GF 5274: Global Supply Chain Leadership (3.0)
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/Summerim (3.0) (Only 3 credits may be applied to Focus Area)

The prerequisites for all of the above courses (except Managing Projects, Export/Import Management, and Global Supply Chain Leadership) are: Regional Business Environment (RBE) and other specific course prerequisites as specified 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 an Academic Advisor along with a Focus Area declaration form.

Emphasis within customized focus include: Business Intelligence, Supply Chain Management, Entrepreneurship. Students may obtain a list of approved classes for these emphases from an academic advisor.

EXPLANATION OF COURSE NUMBERING

1000-level courses - non-credit/professional development/prerequisite courses.
2000-level courses - Foundations Week.
4000-level courses provide a common foundation for students to move to the 5000-level courses.
5000-level courses are advanced courses.
GM indicates Core curriculum courses.
GF indicates Global Focus Area/elective courses.

REQUIRED NON-CREDIT PROFESSIONAL DEVELOPMENT SEMINARS

CS-1000
CAREER MANAGEMENT CENTER SEMINAR

The CMC Seminar equips students with a standard set of career management skills that can be used in any future career search process including: delivery and management of self assessment tools, identification of strengths and career options, various search techniques, job search tools and usage, professional networking skills, salary negotiation skills and business etiquette. The course emphasizes accountability and ownership of the job search process and teaches students how to leverage skills for future career moves. The Career Management Center Seminar is required for access to all Career Management Center sponsored career events, employer career fairs and access to the MTB career search tools.

Prerequisite: None. Required Non-Credit Course.

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 case discussions, exercises, simulations, group discussions, presentations, lectures and videos.

Prerequisite: None. Required Non-Credit Course.

PD- 1000
BUSINESS REPORT AND WRITING

In this workshop, students will develop writing strategies that take into account the audience, purpose and channels of communication. By assessing their own writing skills and writing processes, they will identify and employ strategies to make them more effective and efficient writers, resulting in writing that is clear, concise, logical and compelling, and professional.

Prerequisite: None. Non-Credit Course.

PD-1001
BUSINESS PRESENTATIONS AND PUBLIC SPEAKING WORKSHOP

In this workshop, students will develop public speaking strategies that take into account the audience, purpose and channels of communication. Students will be able to effectively deliver a variety of presentations: informational, impromptu, and persuasive. Students will incorporate a variety of techniques for improving various aspects of their presentations skills: non-verbal communication, connecting with their audience, facilitating Q/A, developing and using visuals effectively (including PowerPoint) etc.

Prerequisite: None. Non-Credit Course.

PD- 1002
MULTICULTURAL TEAM BUILDING AND NETWORKING

The first part of the course will be (covered during foundations and 1st trimester) will examine the following questions: Team communication protocol, team goals and objectives, creating and measuring performance, conflict management. In addition, students will discuss two case studies from "Managing Team Communication at Union Bank of Switzerland" and "Managing Cohesion and Conflict at Baxter International".

The second part of the workshop (second trimester) will be the implementation of previously discussed theoretical principles. During the trimester, students will work in cross cultural teams within some of their classes. The professor will act as facilitator, advisor and consultant, and will meet with each student team during the trimester, to assess the team's objectives, measure the team's performance, and discuss any problem or difficulty that may arise.

Prerequisite: None. Required Non-Credit Course.

PD- 1003
BUSINESS ETIQUETTE

In this workshop, students will discuss 6 main components of Business Etiquette. Dressing appropriately, meeting people: verbal and non-verbal communication, dining-table etiquette , behavior with members of the opposite sex, etiquette and distance business communication, and interacting within the corporate hierarchy.

Prerequisite: None. Required Non-Credit Course.

GF- XXXX
THUNDERBIRD INTEGRATIVE EXPERIENCE II

(3.0) The TIE II is required of all students in the MBA in IM degree program. It entails a range of courses that afford students another opportunity during the program to integrate what they had learned theretofore in functional business, international studies, and modern languages (if applicable) classes. Qualified courses integrate material from multiple disciplines or are cross-functional in content, and are typically taken during a student's final trimester. Examples of courses include Global Business Plan, and other courses that require integration of material across two or more disciplines as approved by the CAC.

Prerequisites: Prerequisites are dictated by the specific TIE II course.

CORE COURSE DESCRIPTIONS

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.

Prerequisite: None. 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 inter-corporate investments.

Prerequisite: None. Required CORE course Traditional program.

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 Traditional program.

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. Required CORE course Traditional program.

GM-4105
GLOBAL ACCOUNTING

This course is an accelerated course in external financial report and managerial accounting. It includes financial statement preparation and analysis and the study of US generally accepting accounting principles as well as international accounting standards. It also includes the study of management account and decision-making, manufacturing and service industry costing and accounting and performance measurement.

Prerequisite: None. Required CORE course Accelerated program.

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 Traditional program.

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 Traditional program.

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 Traditional program.

GM 4210
INTERNATIONAL ECONOMICS

(1.5 hours) This course investigates the nature of foreign exchange markets and hedging instruments; international financial markets and the transmission of funds; balance of payments; alternative international monetary arrangements and institutions; and the respective adjustment mechanisms in response to fiscal and monetary policy changes. The course also examines how countries grow successfully and the causes of economic crisis.

Prerequisites: Macro/Micro Economics. Required CORE course.

GM 4213
GLOBAL FINANCE

This course explores the theory and practice of financial management in a corporate context and market environment. Topics addressed include discounted cash flow analysis; capital budgeting and project appraisal techniques; security valuation; the efficient markets hypothesis; portfolio selection; risk calibration and pricing; debt policy determinants; capital structure including M-M orthodoxy and agency/signaling: the computation and implementation of WACC; dividend policy; working capital management; fundamentals of option pricing and contingent claims; hedging protocols; and corporate valuation in cross-border settings.

Prerequisite: None. Required CORE course Accelerated program.

GM 4300
DATA ANALYSIS

(3 hours) This course concentrates on a number of commonly applied quantitative tools in everyday business which can be used to improve the quality of managerial decisions. Topics covered include descriptive statistics, basic probability, confidence interval, simulation, sampling, hypothesis testing, regression analysis, and linear programming. Different managerial

applications of these probabilistic as well as deterministic techniques in a variety of business areas will be demonstrated. Using Microsoft Excel, SPSS, @Risk, and LINDO computer packages is emphasized throughout the course.

Prerequisite: None. Required CORE course Traditional Program.

GM-4304

DECISION TOOLS

(1.5 hours) This course focuses on several commonly applied probabilistic as well as deterministic quantitative models used to make better decisions in problem solving for management. Topics covered include simulation and risk analysis, regression analysis, forecasting and linear programming. Different managerial applications of these tools in a variety of business areas will be demonstrated. The use of Microsoft Excel, Decision Tools, SPSS and LINDO computer packages is emphasized throughout the course.

Prerequisites: None Required CORE for the Accelerated Program.

GM 4319
GLOBAL OPERATIONS MANAGEMENT

(1.5 hours) This course provides an overview of the design, control, and improvement of manufacturing and service productions systems. Topics include operations strategy, product design and process selection, quality management inventory management, lean thinking, service design and delivery, and global supply chain management.

Prerequisites: GM 4300. Required CORE course Traditional program.

GM-4403
GLOBAL ENTERPRISE

(3.0 hours) This course focuses on the many aspects of creating and growing a global venture. The concepts of going to market, competitive sustainability and building a company to last are discussed along with the aspects and characteristics of global entrepreneurs and the global entrepreneurship process. The concepts of creativity, innovation and opportunity analysis are discussed in both an individual and corporate setting as are global ethics, citizenship and intrapreneurship (corporate venturing).

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 Traditional program.

GM-4466
MANAGING GLOBAL BUSINESS

COURSE INFORMATION NOT AVAILABLE AT THE TIME OF PUBLICATION

Prerequisite: None. Required CORE course Accelerated program.

GM 4468
COMPETING THROUGH STRATEGY

(1.5 hours) This foundation course in strategy covers a range of Core concepts and analytical techniques relating to competitive 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 Traditional program.

GM 4505
GLOBAL MARKETING

(3 hours) This course provides a managerial orientation to the topic of global marketing in today's complex, rapidly changing international business environment. A key focus is developing competitive advantage by creating customer value. Course participants will gain a fundamental understanding of marketing strategy and marketing analysis (i.e., customer, competitor, and company analysis) as well as an appreciation of the basic strategic issues involved in market segmentation, market targeting, and market positioning in the international arena. The major tactics/tools used by global marketers to facilitate the management of their international marketing plans (i.e., product development, pricing strategies, marketing communications, distribution management) are also examined. Throughout the course, an emphasis is placed on developing skills for entering new markets and sustaining or growing current markets.

Prerequisite: None. Required CORE course.

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 socio-cultural 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-4000. Required CORE course Traditional program.

GM 4801
GLOBAL NEGOTIATIONS

(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. Required CORE course.

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. standardization, and centralization v. decentralization. The treatment of issues transcends the typical multidomestic, 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 or GM-4466. 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 achievements of leaders, characteristics of leaders, leading across cultures, leading change and relationship between leaders and followers.

Prerequisites: GM 4464 and GM 4468 or GM-4466. Required CORE course.

FOCUS AREA COURSE DESCRIPTIONS

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 or GM-4105.

GF 4390
MANAGING PROJECTS

(1.5 hours) This course focuses on initiation planning, execution and control of complex projects in a global context. Some use of project management software (MS Project) will be integrated throughout the course. This class fulfills educational requirements for the Project Management Professional Certification exam.

Prerequisites: GM 4300 and GM 4505.

GF-4402
CORPORATE STRATEGY

(1.5 hours) This course focuses on issues that define the scope of the firm and its competitive environment. Organization scope is impacted by a variety of factors such as ownership structure, country context, and firm-specific resource endowments. Consequently, this course will explore these influences within a multi-disciplinary perspective, drawing on research and practice from areas such as finance, industrial organization economics, organizational behavior and organization theory. The objective is to provide students with a rigorous and practical course that offers a deeper understanding of several key management areas, including diversification, mergers and acquisitions, strategic alliances, and corporate restructuring.

Prerequisites: GM 4468 or GM-4466

GF-4405
CONTEMPORARY TOPICS IN GLOBAL MANAGEMENT

(1.5 hours) Current topics in management will be offered on a timely basis to address cutting-edge issues. The content and emphasis will vary by trimester.

Prerequisites: Prerequisites will be determined by the topic.

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); social entrepreneurship; innovation and creativity as competitive strategy; family enterprise; and franchising. The term project is the development of a feasibility study for a new venture.

Prerequisites: GM 4300 and GM 4505.

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 4300 and GM 4505

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 4505.

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 4505.

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 through 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 4505.

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 4505.

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 4505.

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 4505.

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 4505.

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 4505.

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 counter-trade is introduced.

Prerequisites: GM 4505 and GM 4300.

Note: Students who have successfully completed GF 4599 (Export/Import Management) during Winterim are not eligible for this course (GF 4701).

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 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. Course is only offered in the fall.

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. Not offered every trimester.

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. Not offered every trimester

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 CFAAE emphasis prevails. Not offered every trimester

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. Not offered every trimester

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? Offered in Fall and Spring.

Prerequisites: GM 4300 and GM 4505.

GF 5290
ADVANCED TOPICS IN FINANCE: GLOBAL PRIVATE EQUITY

(1.5) This course provides an overview of the private equity industry globally, its role in economy, its participants, its operations, and its recent development. It covers different phases of the private equity investment process and the players involved at each stage. The phases include: setting up a fund, selection and screening of investments, exploring valuation techniques, structuring a deal, managing and exiting investments. Emphasis will be on the practical aspects of private equity transactions through case studies and interactions with private equity professionals. Not offered every trimester

Prerequisite: GM4203

GF-5401
STRATEGIC MANAGEMENT OF TECHNOLOGY AND INNOVATION

This course is an overview of the process of the management of technology and innovation including the strategic, managerial and organizational structure variables that influence its success or failure. Topics include the impact of new technologies on industries, dominant designs and platform leadership, incremental and transformational innovations, lifecycle dynamics, technology transfer, entrepreneurship, critical success factors in managing innovative projects and managing innovation professions in co-located and virtual environments. Tools include technology audits, technology portfolios, technology road maps, make versus buy decisions, scenario planning and technology forecasting.

Prerequisites: GM-4464, GM-4468 and GM-5470 or GM-4466 and GM-5470.

GF-5408
BUSINESS CONSULTING TOOLS

(3 hours) The consulting course provides an overview of the field of consulting and the role of the management consultant. It familiarizes students with the tools and techniques used during a consulting engagement, including project entry, problem definition, intervention planning, data collection, problem solving, alternative generation, feedback, project exit, client relations skills, and project management. The course requires students to work in project teams to solve business problems in organizations through the application and expansion of technical skills acquired in other classes.

Prerequisites: GM-4468 or GM-4466. (Traditional and Accelerated)

GF-5412
LEADING CHANGE AND TRANSFORMATION

(3 hours) This course will (1) increase your understanding of the nature of organizational change (through conceptual frameworks, readings and discussions), (2) increase your skill in managing change (through a project) and (3) enhance your sensitivity to the contribution and consequences of the human element as related to change. As a pivotal requirement of this course, you will create and manage a change project. This project will be the platform through which you will apply the issues and concepts that we cover in this course. Project efforts and analyses will include (1) the nature of the change agreement, (2) the goals of the change, (3) the identification and management of key stakeholders, (4) the challenges faced as change agents, (5) your own and you're a client's assessment of the relative success and failure of the change, and (6) the lessons learned in completing this leading change project.

GF-5414
MANAGING WORK RELATIONS IN A GLOBAL CONTEXT

(1.5 hours) This course covers concepts and skills essential to managing work relationships in organizations of increasing cross-cultural complexity. Relationships examined include those with your direct reports, your boss, and your peers. Concepts and skills associated with self-management; interpersonal, one on one management; and group/team management are covered and practiced. Relevant, and challenging, relationship topics are examined, such as: managing your boss; dealing with a problem subordinate; exercising influence without authority; maintaining work/life balance---and simultaneously dealing with the stress inherent in managing these and other relationship issues. Course coverage ranges from the "micro", e.g. self-awareness of your own personal orientation to the challenges and ambiguities of relationship management in a global context, i.e. your own global mindset, to the more " macro" e.g. your competencies in building cohesive teams from diverse members, even virtually around the world. The course will utilize lecture and case discussion, but will also use self-diagnostic work and experiential exercises to help build hands-on self awareness and relationship management competencies.

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 4300 and GM 4505.

GF 5422
ENTREPRENEURSHIP - THE GLOBAL BUSINESS PLAN

(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. Qualifies for TIE II.

Prerequisites: GM 4300 and GM 4505.

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. Not offered every trimester.
Prerequisites: GF 4508 and GF 4531.

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 4505.

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: GF 4510 and GF 4531.

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 on 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 AND COMPETITIVE ASSESSMENT

(3 hours) This course examines the role that business and competitive intelligence—the systematic collection, synthesis, and analysis of information on a company's external operating environment—should play in strengthening corporate strategies and decision-making. Through lecture cases and a client-sponsored competitive assessment or project*[s]*, the course has two goals: to help students understand this management tool and to train them to utilize it for competitive advantage. Students work in teams on real world competitive assessment consulting engagements for sponsoring companies. Findings are delivered "live" in a 2-4 hour interactive presentation to clients, whose evaluations also play a role. This course also addresses the related issues of corporate/industrial espionage and information security.

Prerequisites: GM 4300 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 5820
CORPORATE PARTNERS

(3 Hours) Corporate Partners consists of classroom meetings and hands-on business projects conducted by Thunderbird students for U.S. and International entities. The course will focus on a specific industry and/or region depending on the location and projects available. The projects require close interaction among students and their assigned business entities covering topics across the spectrum of business operations to include but not limited to strategy, marketing, import/export, operations, supply chain, and finance. Students will be required to make a formal presentation on their business analysis project as well as a written report of the analysis.

This course will not be offered every trimester and is subject to available projects, faculty, and sufficient enrollment. The course will satisfy a custom focus requirement.

Prerequisites: GM 4300, GM4505, GM4464, & Faculty Permission.

GF 5883
INTERNATIONAL BUSINESS ETHICS

(1.5 hours) As business enters the 21st century, a radical shift in thinking about the business' role in society is underway. Many companies continue to hold that "the business of business is business" and that for managers to divert corporate resources to creating public goods is a breach of fiduciary responsibility. Others argue that strategic management of societal concerns can reduce risk and create competitive advantage in a global economy. This course does not intend to answer these questions definitively. Instead it will explore the broad spectrum of issues facing global managers including: professional ethics, corporate governance, codes of conduct, strategic philanthropy, corporate social responsibility, shareholder activism, socially responsible investing and sustainable development as well as lobbying and government regulation. Course participants will finish the seminar with a better understanding of the complex landscape that managers must increasingly navigate.
Prerequisites: GM 4000

GF 5915 (1.5 HOURS) - GF 5903 (3.0 HOURS)
TOPICS IN INDEPENDENT RESEARCH

An Independent Research/Study is a special program on an approved topic in a particular subject or focus graded on a Pass/No Credit basis. The intent of this program is to allow a student to conduct in depth research into a particular subject area. The program is not open to first or second trimester students. The topic must be approved the preceding trimester and an independent research contract completed. Regularly scheduled consultations between student and instructor are required. A maximum of three credit hours in Independent Research study may count towards the total credit hour requirement for graduation. Independent Research studies will only satisfy a GF elective and/or upon approval a specified focus area. An independent research project can not substitute for a core course. Approval for an independent research project will be based on the following:

1. All restrictions in the current bulletin and subsequent regulations
2. Appropriate background in the subject selected; relevance of the study to course objectives
3. Student must be in Good Academic Standing
4. Timely submission of the request (before end of trimester prior to attempting the project) including a 3-5 page description of the project, including background, objectives, methodology, and bibliography.
5. Consultation with professor periodically and to his/her satisfaction.
6. Completion in residence unless approved by the Academic Program Director
7. Lack of comparable subject matter in a structured course/focus.
8. Prerequisites: Appropriate course work completed for a 5000-level course in the topic of research. Permission of the instructor and concurrence of the Academic Director and Registrar.

Please Note: Participation in an Independent Study by a faculty member is voluntary.

GF 5898 (1.5 HOURS) - GF 5899 (3.0 HOURS)
SEMINAR IN SPECIAL TOPICS

These special topics courses are offered as appropriate in elective topics. The content and emphasis of these courses will vary from trimester to trimester. Any prerequisites will be determined by the subject matter.

MODERN LANGUAGE COURSE DESCRIPTIONS

ML 4015
FUNDAMENTALS I

This is an introductory course for beginning language learners. No prior knowledge is required. Students study language fundamentals such as pronunciations, vocabulary and grammar. The emphases are: a) establishing a solid foundation in pronunciations; b) building up vocabulary and sentence patterns in communicative contexts; c) introducing Spanish writing system and preparing students to read characters. In addition, cultural and social information that go along with language use are also included in the teaching.

Lessons address common topics such as greeting and farewell, identifying oneself and family members, talking about hobbies and school life/workplace, telling time and dates, making invitation/appointment, shopping, dining in a restaurant, and exchanging information about weather/transportation.

ML 4020
FUNDAMENTALS II

This course is a continuation of Fundamentals I and II. It aims to help students further develop communicative skills in listening and speaking, with an additional emphasis on reading texts. The emphases of this course are: a) building up more vocabulary and grammatical structures for communications purposes, b) integrating the linguistic and cultural knowledge acquired in Fundamentals I and II with the new knowledge, c) introducing business content and terminology in instructions and activities.

Lessons address common topics such as asking/giving directions, reserving flight tickets, seeing a doctor, renting an apartment, and using postal service and library. Other topics include describing physical surroundings/personal appearances, and giving advice and opinions.

ML 4100
BUSINESS LANGUAGE

(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 OR ML 4020.

ML 4200
BUSINESS LANGUAGE

(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.

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. Many employers use interns as a source of later full-time MBA hires. It is increasingly important for students to identify and pursue preferred employers early in their MBA studies.

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

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 for Economics.

Have a minimum 3.000 cumulative GPA.

Have completed GM 4000
GM 4505
GM 4213 or 4203
GM 4501 or 4102
GM 4300 or 4304

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.

Hold or be able to obtain proper work authorization for the employment location (See academic and career advisors for assistance in identifying work authorization).

REGISTRATION AND LIMITATIONS

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 company) 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 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 international students, a TNE that was previously approved by AIS is required. All students must contact their advisor to determine eligibility or 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.**

All Internships are full-time, consisting of 10-12 weeks, 40 hours per week.

All Internships are for one trimester during the Summer trimester only.

U.S. Immigration regulations require that international 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 AIS about eligibility.

Students on Internships are not eligible for on-campus, student employment (including TA, GA and RA positions).

CREDIT OPTIONS AND FINANCIAL ARRANGEMENTS

Students have the option of registering for 0, 1.5 or 3 credits. International 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.

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 Administrative and Financial Services prior to leaving campus for an Internship. Registration fees are subject to change.

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 at the end of that trimester.

- Prior to completion of the Internship, the intern will provide a Thunderbird evaluation form to the company supervisor which must be returned and satisfactory in order to receive a Pass. An internal evaluation form by the company is acceptable, also. Withdrawal from an Internship must be "for cause" and requires permission of the Academic and International Services Office. International students must also immediately notify an International Student Advisor of any changes in their employment.
- All interns must complete the Internship Experience Questionnaire at the end of the Internship.
- All students taking the Internship for 0, 1.5 or 3. 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).

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.

THUNDERBIRD OVERSEAS EXPERIENCES

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 educational programs located around the globe. Study options include Winterim and Summerim, exchange programs and a trimester abroad.

Each of these options emphasizes exposure to other business environments, cultures, and political and economic systems, and may include 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.

Each student who plans on attending an international 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 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 at the international campus 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 judgement, will not contribute to the success of the program, or who will not receive full benefit from participating in the program.

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. Thunderbird students who attend non-partner institutions during their program will not be eligible for transfer credit to Thunderbird.

The number of students permitted in each program is limited and placement is competitive. Depending on the program selected, instruction is in the native language or occasionally in English. Those students wishing to participate in any of these programs should make their English. Those students wishing to participate in any of these programs should make their intentions known to the Exchange Programs Advisor during their first trimester. 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 ML 4200) via the OPI and receive a written recommendation from the relevant language faculty.
3. Students can take up to 15 hours of pre-approved electives and language.
4. Thunderbird students are only eligible to participate in an exchange program during their third or fourth trimester having successfully completed all of their first two trimester core courses. See Guidelines below.
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.

Guidelines on Exchange Programs under the new curriculum

Under the new curriculum/program, only the following categories of students can participate in an exchange program, and under the following conditions, as well as all other rules and regulations that govern exchange programs at Thunderbird and at the partner school.

Fall matriculation Traditional MBA in IM stream students (no internship path)

The student completes the first two trimesters (i.e., fall & spring) in residence
The student goes on an exchange program during the penultimate trimester (i.e., summer)
The student must complete 15 credits of pre-approved (focus area) elective courses, including up to 6 credits of language courses, during the exchange program
The student returns for his/her final trimester at Thunderbird (i.e., fall), and completes 9 credits of outstanding core courses (GM 4403, 4800, 4801, 5470, 5486), 3 credits of (focus area) elective(s), and 3 credits of Thunderbird Integrative Experience II (TIE II).

Fall matriculation Traditional MBA in IM stream students (internship path)
The student completes the first two trimesters (fall & spring) in residence
The student completes his/her internship in the summer trimester
During the student's third trimester in residence (i.e., fall), he/she completes the required third trimester curriculum of 9 credits of core courses (GM 4403, 4800, 4801, 5470, 5486) and 3 credits of (focus area) elective(s), as well as the required fourth trimester 3 credits of TIE II

The student goes on an exchange program during his/her final trimester (i.e., spring)
The student must complete 15 credits of pre-approved (focus area) elective courses, including up to 6 credits of language courses, during the exchange program in order to be graduated by Thunderbird.

Spring matriculation Traditional MBA in IM stream students (no internship path)
The student completes the first two trimesters (i.e., spring & summer) in residence.
During the student's third trimester in residence (i.e., fall), he/she completes the required third trimester curriculum of 9 credits of core courses (GM 4xxx, 4800, 4801, 5470, 5486) and 3 credits of (focus area) elective(s), as well as the required fourth trimester 3 credits of TIE II.

The student goes on an exchange program during his/her final trimester (i.e., spring).
The student must complete 15 credits of pre-approved (focus area) elective courses, including up to 6 credits of language courses, during the exchange program in order to be graduated by Thunderbird.

Please note:
Any student who is enrolled in the Accelerated MBA in IM stream, irrespective of the matriculation point, will not be able to participate in an exchange program unless the student is prepared to extend his/her program by one trimester, or the following obstacles are surmounted.
The student is required to take core courses throughout the curriculum, that is, during the three trimesters of the program.
Thunderbird policy stipulates that core courses are not to be outsourced to exchange program partner institutions, but must be completed in residence.

<u>Procedures</u>

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 and pay a deposit by Friday of the fourth week of the proceeding trimester at 4:30 p.m. Deadlines are determined based on partner application deadlines. Students should check with the Exchange Advisor and the Exchange page of MTB to confirm application deadline.
B. The Exchange Program Committee makes the final determination about who can attend an exchange program. Selection will be based on the qualifications of the applicant.
C. Thunderbird students must meet with the AIS Exchange Advisor before the start of their exchange program for pre-approval of the coursework. Thunderbird can not guarantee course availability at partner schools. Credit for classes not pre-approved may not be eligible for course equivalencies or GF (electives) credit. No credit will be given for equivalent GM (core) courses.

D. Students may apply pre-approved elective credits towards a focus area.

E. Students must be responsible for having their final transcripts provided to the AIS Exchange Advisor at the end of the exchange term. Those students graduating at the end of an exchange term must have their final transcripts provided within 30 days of Thunderbird graduation for their degree to be conferred and their diploma ordered.

F. No grade with less than the equivalent of a B (3.0 in a 4.0 scale) will be transferable for credit. Transfer credits will not be computed for the purposes of G.P.A.

G. Students participating in an exchange program are required to meet the minimum Thunderbird standards and credits for graduation.

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:

Brazil: COPPEAD, Graduate School of Business /UFRJ, Rio de Janeiro

France: HEC - MBA program only

France: Ecole de Management de Lyon

Finland: Helsinki School of Economics

India: India School of Business

Mexico: Instituto Tecnológico y de Estudios Superiores de Monterrey, ADE-Tec de Monterrey

South Korea: Yonsei University

Spain: Escuela Superior de Administracion y Direccion de Empresas (ESADE)

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 limit on the number of books that can be checked out at any given time. Only 2 reserve items may be checked out at the same time, however. A 24-hour book drop is available at the south entrance to the IBIC. 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, DVDS 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.

All fines are payable at the IBIC Circulation Desk; cash, checks or credit cards are accepted for payment.

Borrowing privileges are suspended until fines are paid. Registration for classes may also be blocked and diplomas will not be issued until IBIC fines have been cleared.

Students with outstanding fines may not be allowed to register for classes until they are paid.

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. Items can be renewed 6 times unless a hold is played by another user. 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.

LOST, DAMAGED AND OVERDUE MATERIALS

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

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. Users may place holds on items currently checked out online using THOR, and will be notified when item is available.

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.

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.

ACADEMIC DATES AND DEADLINES

WEEK	TRIMESTER 1	TRIMESTER2	TRIMESTER 3	TRIMESTER 4
1	Adjustment to Registration by exception only	Adjustment to Registration by exception only	Drop/Add	Drop/Add
2				
3				
4	Deadline to withdraw from 1st module courses	Deadline to withdraw from 1st module courses	Deadline to withdraw from 1st module courses	Deadline to withdraw from 1st module courses
5			Deadline to apply for an exchange program for the following trimester	Deadline to apply for an exchange program for the following trimester
6				
7	Exams	Exams	Exams	Exams
8	Deadline to Withdraw from 3 credit hour classes	Deadline to Withdraw from 3 credit hour classes	• Deadline to Withdraw from 3 credit hour classes • Add/drop 2nd Module classes • Cannot change focus after the 8th week of the final trimester.	• Deadline to Withdraw from 3 credit hour classes • Add/drop 2nd Module classes • Cannot change focus after the 8th week of the final trimester.
9			Submit Graduation petition (always the trimester before actual graduation)	Submit Graduation petition (always the trimester before actual graduation)
10	Block Registration	Early Registration for Trimester 3	Early Registration	Early Registration
11	Withdrawal from 2nd half courses	Withdrawal from 2nd half courses	Withdrawal from 2nd half courses	Withdrawal from 2nd half courses
12				
13				
14				
15	EXAMS	EXAMS Deadline to complete all incomplete grades from Trimester 1	EXAMS Deadline to complete all incomplete grades from Trimester 2	EXAMS Deadline to complete all incomplete grades from Trimester 3

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

[b] Student changing Streams 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 2006 or Spring 2007; The Registrar is responsible for maintaining the policies and integrity of the Thunderbird degree. Thunderbird's Academic Advisors are available to guide students throughout their program. Students are encouraged to consult with an Advisor or the Registrar's office regarding academic policies, procedures and regulations in this Bulletin. **An individual employee (staff or faculty) of Thunderbird does not have the authority to override or change Thunderbird policies, course prerequisites, 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/Summerim periods. The maximum number of credit hours per half trimester is 9 hours.

ACADEMIC OVERLOAD

In special circumstances, Thunderbird will allow a student to enroll in an additional 1.5 credit hours above the 15 credit hour load. Students must see their advisors for approval for the additional 1.5 credit hours. The minimum standards to be considered for an academic overload are:

- A minimum GPA at Thunderbird of 3.5
- The student's final trimester
- No previous academic overload

Students will be charged the full-time per credit hour rate for the additional 1.5 credit hours.

CROSS REGISTRATION

Thunderbird does allow students to cross register for up to 15 credit hours between other degree programs excluding the Global MBA for Latin American Managers. Students must submit a petition to cross register to their advisor to begin the process. Cross registration into another program is subject to approval by the academic director of the receiving program. Program deadlines for petitions vary with each degree. For example, if you want to enroll in an on-line course (On-Demand) you must submit your petition nine (9) weeks in advance of enrolling in the course.

International students are limited to 3 credits of on-line courses per trimester per immigration policies. A student considering registering for an on-line course must consult with an Academic Advisor prior to enrolling to ensure adherence to academic and immigration guidelines.

Proof (a receipt from the business office) of a deposit of $ 75.00 must be submitted with each petition to cross register. The deposit will be applied toward tuition of the course(s). The fee will be forfeited if the student drops or withdraws from any course. Students cross registering

for a degree program for a full-trimester (12 hours) will be responsible for the pricing policy of the guest program. Students cross registering for a single course will be charged at the rate of their official degree program plus materials, fees, and other additional cost of the guest program.

TRANSFERS BETWEEN DEGREE PROGRAMS.

Thunderbird does allow students to transfer between degree programs excluding the Global MBA for Latin American Managers. Students must submit a petition to transfer to the registrar's office to begin the process. Transfers into another program are subject to admission requirements and approval by the academic director of the receiving program. International students must consult with an Academic Advisor prior to requesting a transfer to ensure adherence to academic and immigration guidelines.

Proof (a receipt from the business office) of a deposit of $ 150.00 must be submitted with each petition to transfer. The deposit will be applied toward tuition of the course(s). The fee will be forfeited if the student does not join the new program.

TRANSFER CREDITS

A student who has completed relevant graduate-level study at an acceptable institution may, subject to academic approval, transfer up to a maximum of three trimester hours of graduate work completed after receipt of the undergraduate or other qualifying degree with a grade of B (3.0) or better, provided that such work meets the standards set by the individual departments. Additional credits are allowed in conformity with special institutional agreements.

The School is the sole judge of what constitutes the qualifying degree for admission into graduate study and therefore what credits may be considered for transfer. For example, transfer-credit petitions will not be approved for work taken during or prior to the completion of such degrees as the B.A. or B.S., Licenciado, MaEEtrise, Diplom or Staatsexamen, Civilingenjor, or Meester, to name a few. Students who transfer in credits from courses which, in the opinion of the relevant department, substantially duplicate courses offered here, may not enroll in the duplicated courses for credit. Grades for transfer work are not considered in computing the student's grade point average at Thunderbird. Transfer credit does not satisfy graduation requirements, it only counts toward overall credit hours. (Dusty, please clarify)Transfer credit in no way constitutes a waiver for a course. Language courses are not acceptable for transfer. Any transfer credit is subject to the Five-Year Rule.

WAIVERS

Waivers are granted only for the following:

1. Students who hold a CPA/CA certification from the U.S., the U.K., 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 present 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 a CPA/CA certification are not eligible to waive any additional Accounting courses at Thunderbird.

   Alternatively, any student who wishes to waive either or both of the first two Accounting courses – GM 4100 and GM 4101 – but does not have a CPA/CA certification must take and

pass the relevant Accounting waiver exam, when it is given during the Foundations Week that precedes a student's first trimester at Thunderbird. A student is allowed only one opportunity to take the exam, and Thunderbird does not give make up waiver exams.

Waived courses must be replaced with an equal number of elective (GF) credits, because students are still required to complete the required graduation hours for their chosen stream.

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 present 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 a student's first day of classes at Thunderbird. Students with a CFA certification are not eligible to waive any additional Finance courses at Thunderbird.

   Alternatively, any student who wishes to waive the first two Finance courses-- GM 4201 and GM 4202-- but does not have a CFA certification must take and pass the Finance waiver exam, when it is given during the Foundations Week that precedes a student's first trimester at Thunderbird. A student is allowed only one opportunity to take the exam, and Thunderbird does not give make up waiver exams. Only students with formidable Finance education or experience should contemplate the waiver exam.

   Waived courses must be replaced with an equal number of elective (GF) credits, because students are still required to complete the required graduation hours for their chosen stream.

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 program format a student chooses upon matriculation. The MIM program for Dual Degree and Post-MBA students is designed to be completed in at least 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.

GRADING REGULATIONS

GRADE CHANGES

Grades, when filed with the Registrar are considered final and are not subject to change by reason of a revision of the instructor's judgment or additional work submitted by the student. Changes may only be made to correct a validated error in calculation or transcription or faculty approved delayed completion of course work (incomplete grades).

Students must follow the academic appeal process if they have a question related to their grade. All grade changes must be submitted and recorded in the Registrar's Office before the end of the next trimester (excluding Winterim/Summerim) for the courses in question. Grade changes will not be accepted after the end of the next trimester.

DISCHARGING INCOMPLETE GRADES

A grade of Incomplete ("I") may be assigned by a professor to a student who has completed all of the required course work except the final exam (and/or final project) and is successfully passing a course but who, for compelling and unanticipated reasons, is unable to complete the course during the term of enrollment. The student and faculty/instructor must enter into an "Incomplete Grade Contract." The contract can be located on the Registrar's web page under Faculty Forms.

It is the student's responsibility to make necessary arrangements with the instructor with regard to receiving and removing the Incomplete. Grades of "I" may be discharged upon completing the course requirements to the satisfaction of the instructor before the last day of the subsequent trimester. If the contracted requirements are not fulfilled according to this schedule, the Incomplete is converted to a failing grade (F) which can not be changed. The instructor may impose additional restrictions, but may not allow additional time for completion of the course requirements or add additional requirements. An Incomplete grade in a course does not qualify as having completed that course for prerequisite purposes. A degree or certificate may not be conferred to a student who has any grade(s) of Incomplete. Students with incomplete grades from the current trimester that are not discharged within 30 days of their anticipated graduation will not have their degree conferred until the next official graduation date.

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 of 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

SCHEDULE REGULATIONS

EARLY REGISTRATION CODE SELECTION

The early registration 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 early registration code by the computer.

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

This process is repeated each term with new early registration codes being assigned by computer random assignment. The computer does not know the previous term's early registration 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/Summerim courses. Students are permitted to withdraw from courses up to the end of the eighth week of the trimester for full term classes, 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 enrollment 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 Coordinator of Modern Languages. Federal Financial Aid cannot be used to cover repeat courses.

CLASS ATTENDANCE

Class attendance policies for officially registered students are set by individual instructors. Chronic absences or misconduct in the classroom may be grounds for dismissal from the class/course.

Non-Registered Students - A student must be officially registered for a course in the academic system to receive credit for the course.

Auditing - Thunderbird does not allow auditing of courses.

Visiting - Visitors (non-registered 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 STANDING REGULATIONS

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.

ACADEMIC GOOD STANDING

A student is in academic good standing when the student has completed nine hours or more of graded course work with a cumulative grade point average of 3.00 or higher. A student cannot have any institutional or judicial disciplinary action pending to remain in good academic standing.

ACADEMIC PROBATION

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.
- receives a sanction from judicial, disciplinary or honor council proceedings.

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.

- Academic probation may affect financial aid.
- Students placed on probation forfeit scholarship support for the trimester on probation.
- Students on probation are not eligible for an internship.
- Students on probation are not eligible to hold office in the TSG

Winterim/Summerim - Students on probation may be accepted for Winterim/Summerim classes but shall be advised that suspended students may not participate in these classes.

Off Campus-Students on probation may participate in off-campus and international classes.

Students may neither be placed on probation nor be removed from probation as a result of a Winterim/Summerim class. The status as of the end of the Fall/Spring term shall remain in effect through the Spring term.

Students may not be placed on probation nor removed from probation during a term as the result of completing a half term class, unless that class is the last class that will be completed prior to graduation.

SUSPENSION

Suspension is mandatory when a probationary student fails to bring his/her cumulative GPA to a minimum of 3.00 at the end of the next Spring, Summer, or Fall term for which the student is registered for any courses.

1. 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.
2. Suspended students may not receive any School services including but not limited to housing, career services, computer use, MTB, and IBIC resources.
3. Awards are voided in the case of academic suspension and will not be reinstated.
4. Students who are on academic suspension are not eligible for federal financial aid.
5. Students on academic suspension are not eligible for employment at the School.
6. Students on suspension shall not be allowed enrollment in Winterim or in overseas programs.
7. International students suspended from the program must make plans to leave the U.S. immediately.

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 Academic Standing Committee by submitting a letter to the Registrar's Office addressed to the committee. Only under extreme extenuating circumstances will any additional term of grace be granted.

ACADEMIC APPEALS

This appeal process applies to academic policies and grades. There are separate appeal channels for academic standings and disciplinary proceedings. Issues related to faculty conduct, absences, or classroom instruction should be reported directly to the Dean of Faculty. General issues and recommendations for policy changes should be presented to the Thunderbird Student Government (TSG).

The committee cannot over rule the faculty judgment on the quality of work; it 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 unless there is evidence of one or more of the conditions below.

CONDITIONS FOR AN APPEAL

1. Circumstances requiring the exception to policy must be beyond the student's control to act in good faith per the Thunderbird Bulletin in effect at the time of his/her matriculation.
2. Professor did not follow the grading process and criteria presented in the course syllabus. Any changes to the syllabus should be made by the Thursday of the first week of classes.
3. There has been a significant departure from school policy or published schedule.
4. Evidence of bias or prejudice.

For all other situations the student should seek clarification from the Vice President MBA-IM Program or, his/her designee, or the Registrar.

APPEAL PROCESS

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

Step 2: If not resolved, or the faculty member cannot be contacted, discuss the situation with the Academic Director for the MBA program, who will try to help the student and the faculty resolve the situation. The Academic Director will 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 Vice President of the MBA-IM PROGRAM or designee. The formal appeal may be submitted either by letter or by electronic mail with a word document attachment. Students must make the formal appeal within 45 days of the beginning of the next term if they are seeking a grade change.

Step 4: The Vice President of the MBA-IM Program will appoint an individual to gather all pertinent information to be presented to a committee. The Vice President of the MBA-IM Program or designee will convene a meeting of the Academic Appeals Committee, which is comprised of the Senior Vice President of Academic Programs, Dean of Faculty & Programs, Vice President of the MBA-IM Program and the Academic Director. The committee will review the complaint, and the Vice President of the MBA-IM Program will send a written decision to the student within ten (10) business days after the conclusion of the hearing.

POTENTIAL OUTCOMES:

1. Student's appeal is denied based on insufficient evidence.

2. Faculty may be required to give full or partial credit for the project/exam/assignment challenged.

3. Committee changes the grade based on evidence supporting one or more of the conditions above.

Neither the Academic Director nor the Academic Appeals Committee can change a disputed grade before the exhaustion of the appeals process.

Step 5: 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 at the address below:

Arizona State Board for Private Postsecondary Education
1400 W. Washington, RM 260
Phoenix, AZ 85007
(602) 542-5709
Fax: 602-542-1253
Website – http://azppse.state.az.us

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 3.000 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 Registrar's 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. The numerical score is completed at the time the degree is conferred and will not change with a subsequent change in grade. In the graduating trimester, grade changes must be recorded in the Registrar's office within 30 days of the graduation date for the grade change to be accepted and processed. Students convicted of an Honor Code violation will not be eligible to graduate with Distinction or 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 for fee. 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 Garvin 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. International students must also consult with an International Student Advisor prior to leaving Thunderbird. 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.

UNAPPROVED 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/Summerim) must follow all regulations in effect for students entering in that trimester. 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. International students should contact the Academic and International Services office to request the appropriate immigration documents to resume study at Thunderbird. Candidates returning will be subject to the graduation requirements and tuition and fees of the Bulletin in effect at the time of re-entry.

ACADEMIC AND INTERNATIONAL SERVICES

Thunderbird's Academic and International Services is part of a larger group of services provided by the Office of Student Services and Program Support. Services provided by the office are:

- Class registration
- Individualized long-range academic plan
- Materials covering academic and immigration policies
- Advisement of U.S. immigration policies and benefits
- Referral to relevant resources
- Overseas and exchange study options
- Internship registration
- Work authorization for international students
- U.S. tax reporting (international students only)

Students at Thunderbird may meet with an Advisor at any time during their program. Appointments and walk-in advising are available throughout the trimester. Students are encouraged to meet with an advisor to discuss the relevance of their program to their academic, personal and career goals, and to assist with any problems that are directly or indirectly related to academic performance.

For questions related to advising services, please e-mail ais@t-bird.edu and review the detailed information on the AIS Homepage of MTB.

ADVISING PROCESS

Students are encouraged to meet regularly with an Advisor to design and implement an appropriate academic plan that will comply with all relevant financial aid or immigration guidelines, and will satisfy requirements for graduation. Students can discuss with an Advisor class schedules, course load, degree requirements, academic policies and procedures, individual options, special opportunities available at Thunderbird, and any relevant matters specific to each student's program .

At Thunderbird, students are block-registered for their first and second trimesters. Provisionally admitted students are sent a letter from the Admissions Office to meet with an Academic Advisor for additional support and guidance when they first begin at Thunderbird. Additionally, the Registrar places students on Probation if they drop below the minimum 3.00 GPA and directs them to work with an Advisor for additional assistance and possible schedule modification.

All continuing students should meet with an Advisor prior to registering for classes to discuss individual progress, academic program and Focus Areas. Focus Area selection should be decided by the end of the first trimester, but may be changed through the eighth week of the final trimester before graduation. If students wish to change their Focus Area, study off-campus or register an Internship, they must see an Advisor for a degree audit first.

In addition to the above, reports are generated each trimester to monitor incomplete coursework, whether prerequisites have been met and academic progress. Students are contacted by either the Registrar's Office or an Advisor as needed to academic issues.

CAREER MANAGEMENT CENTER REGULATIONS

POLICY ON STUDENT PROFESSIONAL CONDUCT DURING THE JOB SEARCH PROCESS

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 or online at www. naceweb.org. 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 Academic Programs and Services and/or the Associate Vice President for Career and Professional Development. If it is determined that there has been a willing breach of these standards, the Senior Vice President and/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.
- Failure to attend confirmed initial interviews.
- Failure to attend confirmed 2nd (or fly back) interview.
- Failure to attend required CMC sponsored workshops or presentations.

Upon permanent suspension of recruiting privileges, a student will have the right to appeal the decision to the Senior Vice President for Academic Programs and 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.

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.

JOB SEARCH OPTIONS FOR STUDENTS NOT AT GLENDALE CAMPUS

Students studying off the Glendale campus can not be guaranteed an interview slot for a job posting when selected for an interview. Interviewing options for non-Glendale campus students will be discussed with the employer (video conference, telephone, deferral interview). Ultimately, interviews are at the discretion of the employer and not the Career Management Center.

WORK AUTHORIZATION

It is the responsibility of the student and the employing company to identify and obtain proper work permits, visas and authorizations for internships and full time employment.

TUITION AND FEES

TUITION SCHEDULE

Any figures provided are in U.S. dollars, unless otherwise noted. This applies to any and all Thunderbird communications.

Tuition and Fees	**Fall 2006**	**Spring 2007**
Amount due at Registration		
Housing ***(per person)***		
A and B Residence Halls	**$1,275**	**$1,275**
West A Residence Hall	**$1,100**	**$1,100**
West B Residence Hall	**$1,275**	**$1,275**
East Residence Hall	**$1,180**	**$1,180**
Board ***(Campus Residents Only)***	**$675**	**$675**
Tuition:		
New Students (Fall 2006 and Spring 2007 matriculants)		
Per-credit tuition (full-time students, incl. Winterim)	**$1,163**	**$1,163**
Per-credit tuition (spouses of students, 9 credits max.)	**$1,163**	**$1,163**
Foundation	**$500**	**$625**

Internships: .		
Zero credit hours	**$384.00**	**$384.00**
1.5 credit hours	**$ 1744.50**	**$ 1744.50**
3.0 credit hours	**$ 3489.00**	**$ 3489.00**
Other Fees:		
Student Health Insurance	**$440[1]**	**$440[1]**
T-Bird Student Government Fee	**$125[2]**	**$125[2]**
Overseas Administrative Fees (in addition to tuition)	**$700**	**$700**
Exchange Programs	**$350**	**$350**
Winterim/Summerim Fees (in addition to tuition)		
Off-Campus Administrative Fee	**$350 [3]**	**$350 [3]**
On-Campus Lodging (per person/week)	**$180**	**$180**
Housing Fee per night in excess of trimester	**$30**	**$30**
Financial Registration Late Fee	**$50**	**$50**

1. 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. Regardless of whether a waiver is granted, $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.

   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.

2. The Thunderbird Student Government Fee is $125 per trimester. The money is managed by TSG.

3. For New Students matriculating in Fall 2006 and Spring 2007, the $350 fees will be accessed only for the second Interim

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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.

THUNDERBIRD'S POLICY REGARDING ACCEPTANCE OF PERSONAL CHECKS:

Personal checks submitted for any fees will have the student I.D. number written on them. If students prefer not to have the I.D. number on the check, they must submit payment by cashier's check or money order. School personnel will write student I.D. numbers on checks where a student has not done so.

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/Summerim 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.

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. The goal in the Financial Aid Office is to help students 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 Representatives 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 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 (www.thunderbird.edu) 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 eligibility for these loans based on the information on the federal (FAFSA) aid application. Regardless of whether loans are need-based or non-need-based, 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 as well as a Perkins Master Promissory Note. The completed form must be received in the Financial Aid Office no later than 3 weeks prior to the first day of classes.
- First-time Perkins borrowers at Thunderbird must complete a Perkins Entrance Counseling on-line prior to funds being applied toward student accounts.
- All Perkins borrowers need to have their signed Financial Aid Eligibility letter on file to have funds posted to student accounts.

FEDERAL SUBSIDIZED STAFFORD LOAN (NEED-BASED AID)

- Fixed 6.8% interest rate
- 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)

- Fixed 6.8% interest rate
- 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)

To be considered as meeting the priority filing date, the financial aid data form should be received by:

Fall Trimester - February 15th
Spring Trimester - September 1st

Meeting the priority filing date ensures consideration for the Perkins loan and federal Work-Study (funds are limited under these programs), adequate time for processing your financial aid eligibility package and arrival of funding by the date payment is due. However, a student may apply for funds after the priority filing date as well as during the trimester for which funds are needed.

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

The FAFSA should be completed online to the Federal Processor as early as possible, once the student has completed the federal tax return for the applicable tax year in question, and submitted within three weeks of the priority filing date stated in Step 1. In about two days the student will receive an electronic Student Aid Report (SAR). Review the letter and responses carefully. If the letter questions any responses, follow the instructions in the letter to correct it. If the student

is not certain how to proceed, call the Financial Aid Office. Keep all SARs for records. Thunderbird will receive all information electronically, as long as the school code (G01070) is listed. If the student does not receive the 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 the SAR must be resolved in order to continue the financial assistance process and receive a 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 the student requesting the appropriate 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 might be skipped and the student's file may be considered complete for the award period.

STEP 4: RECEIVE FINANCIAL AID ELIGIBILITY/LENDER SELECTION LETTER

The student will receive an email advising that the aid eligibility letter is available to view on Access Thunderbird. The student will need to print the letter and mark Accept or Reject, based on his/her needs and resources, for the awards listed, then sign date. If the student is a first time applicant he/she will need to indicate a lender choice and the date the application(s)/ promissory notes were submitted to the lender for the federal Stafford and/or Private loan . To select a lender, review the Loan/Lender folder on MTB; to apply and submit an application(s) to the lender, go to the Lender website links in the same folder. Applying takes place online and often uses your FAFSA PIN for e-signing. 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 within two weeks of receipt. Instructions are included providing additional directions. If after the student receives a Financial Aid Eligibility letter he/she decides he/she is no longer interested in receiving aid, mark awards as rejected, sign and return the letter.

STEP 5: LOAN APPLICATION CERTIFICATION/PROCESSING

When the Financial Aid Office has received the signed Financial Aid Eligibility letter confirming the aid the student wishes to accept and certification requests from the lender(s), we certify the 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 6: FUNDS RECEIPT

When the funds are received from the lender, we reconfirm the student's eligibility (enrollment, etc.) and communicate with the Finance & Accounting Office so funds will be electronically transmitted to the student's account from the financial aid system. The student is sent a notification from Financial Aid via email indicating what funds have been received and the amount of those funds being applied to the student's 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 the student to resolve the discrepancies and handling of the funds.

STEP 7: REFUND CREDIT BALANCES

If financial aid posted to the student account creates a credit balance, a refund will be processed during the second week of classes (after the drop/add period). If financial aid does not cover all charges, the student will need to make arrangements with the Finance & Accounting Office regarding payment/

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

PRIVATE EDUCATIONAL LOANS- INTERNATIONAL AND US STUDENTS

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 attendance less any financial aid (based on lender approval)
- Loan fees vary from 0% to 12% based on lender policy
- Grace period begins upon graduation, withdrawal or less-than-half-time enrollment as determined by Lender (6/9/12 months)

Additional information on this type of loan may be found on MTB under Loan/Lender information, including a comparison by lender chart. To apply online, visit the financial aid page of MTB. Links to lender websites are provided under the Loan/Lender header.

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
- Nine month grace period begins after full-time enrollment ends
- Interest begins to accrue at the end of the grace period

- 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 financial aid eligibility 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 for a maximum of 20 hours per week during periods of enrollment. 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. Students may also contact departments or faculty with whom they may want to work.

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)

- 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 #28 (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 the Financial Aid office.

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

International Students and other 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 (20 hours per week maximum while enrolled)
- 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 and H1Bvisa 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 Campus Employment 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.

Students on internships are not eligible for on-campus student employment.

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. Social Security card must be received within 90 days of beginning of employment for student to continue working.

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 STUDENTS SCHOLARSHIP OPPORTUNITIES
CONTINUING STUDENT GRANTS

Continuing Student Grants

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 60-70 percent of the qualified applicants receive an award.

- Demonstrated high level and quality of participation and/or leadership roles in extracurricular activities on campus during the most recent prior trimester.
- 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 submitted online 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 students. These awards, made possible by donors, may range from $1000 and up (generally $1000 - $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.

OTHER FUNDING RESOURCES

Personal Resources

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

Outside Scholarship Opportunities

There are organizations that offer scholarships that are not affiliated with Thunderbird but wish to help students through their philanthropic activities. When this information is received by these organizations, it is located in the Outside Scholarships link under the Scholarship Opportunities section on the Financial Aid MTB page.

VETERANS BENEFITS

Veterans Benefits are handled by the Registrar's Office. Please contact the Thunderbird Veteran Representative at Veterans@t-bird.edu for further information and how to proceed if you are a qualified, eligible veteran..

EMERGENCY LOAN FUND

- Short term to help cover an unexpected emergency expense.
- Average loan is $1000. May be higher depending on circumstances and ability to repay.
- Interest-free loan for 30 days (or less); thereafter 1% finance charge per month on balance.
- 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 a Financial Aid Specialist in order to better understand Financial Aid options, eligibility and delivery of aid.

REGISTERED INTERNSHIPS (THROUGH THUNDERBIRD)

- Students on registered 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 registered Internships are not eligible for on-campus student employment.

INTERNATIONAL OPPORTUNITIES (THROUGH THUNDERBIRD)

- Students attending one of our international opportunities 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 is contained in the Cost of Attendance header 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 Office.

WINTERIM/SUMMERIM

- Students may be eligible to apply for non-federal private loan funds to help cover Winterim 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 scholarship will have those funds posted to their student accounts by the first day of classes.
- Students having complete financial aid files within six (6) weeks of the priority filing date should have Stafford and private loan funds applied to their accounts by the first day of classes.
- Students whose files were not complete within (6) weeks of the filing date, and receive disbursements l after the start of the trimester, are notified via email and are subject to all finance charges placed on 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 during the second week of classes. 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 cost of attendance information is derived from surveys of students, approved Board of Trustees charges and local economic information

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.

The average indebtedness of the Thunderbird graduate in 2005, who is a U.S. citizen or permanent resident aid recipient, (not including prior student loan debt) is $58,000. The minimum annual salary required to pay off this amount of debt within a standard 10 year repayment period is $106,776. 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.

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.

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 a Financial Aid Representative with questions regarding repayment options, estimated monthly payments, etc. if needed prior to the group sessions.

FORMS

- Submission date to Federal Processor of 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 FILING DATES

Priority filing dates for submitting the following application/forms:

- Free Application for Federal Student Aid (FAFSA): Fall 2/15; Spring 9/1;
- Financial Aid Application Data Form: Fall 2/15; Spring 9/1;
- Meeting the priority filing date 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 filing date 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 of 12 credits per trimester;
- Be in good academic standing unless:
- 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 should successfully (3.0 GPA or better) complete a minimum of 12 credit hours per trimester to maintain progress toward renewal of federal aid eligibility in a timely manner.

Traditional

- MBA in International Management students are eligible for aid up to completion of 60 credit hours before a degree audit is required

Accelerated

- MBA in International Management Stream II students are eligible for aid up to completion of 46.5 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 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. Eligibility for aid received may be affected.
- 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 3.000. . 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 a Financial Aid Representative 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 110% of the credits needed to complete the specific program. The total credits attempted will be cumulative.

Traditional

- The MBA in International Management requires 60 credits; 66 credits would be allowed

Accelerated

- The MBA in International Management requires 46.5 credits; 52 credits would be allowed.
- The MIM program for Dual Degree and Post-MBA students requires 30 credits; 33 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.

CONDITIONS FOR APPEALING 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.

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 transcript 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 Eligibility 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, a Financial Aid Eligibility Letter will be provided.

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 Representative 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 a Financial Aid Representative 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.

The Financial Aid Office team is happy to assist you with any questions.

CAMPUS SAFETY & SECURITY

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 Safety & Security 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 Safety & Security 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.

Safety & Security officers conduct vehicle, bicycle and foot patrols on-campus around the clock and are responsible for security and emergency response on the Thunderbird Campus. Safety & Security 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 Safety & Security 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 Safety & Security Office.

HOW TO CONTACT THUNDERBIRD SAFETY & SECURITY

Report emergencies and criminal activity to Thunderbird Safety & Security at Ext. 7223. If a security officer is not immediately available, dial 911 for the metropolitan area emergency services network. Contact Thunderbird Safety & Security as soon as possible following your call to 911 so Safety & Security 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 Safety & Security.
- 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 Safety & Security Office. You are urged to place your name on all belongings. If your name is present in a book, paper, etc., Safety & Security will contact you. After 30 days, unclaimed items are donated to the Bizarre Bazaar.

REGISTRATION 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 Safety & Security 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:

- Review Thunderbird's General Travel Safety policy on the Finance and Administrative Services Department page prior to planning travel.
- 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
- Microwaves
- Refrigerators
- Stereos
- Clocks
- Computers
- Coffee Makers

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 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.

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 Safety & Security. 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. 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 Safety & Security 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 Safety & Security 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 Safety & Security 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

INTELLECTUAL PROPERTY

Students agree that all inventions, patents, patent applications, copyrightable materials, trademarks (and associated goodwill), domain names, data, studies, computer code, improvements, derivative works, and any related intellectual property rights, produced by the Student based upon a Student's work for, or exposure to, a Thunderbird class, project, materials, club, professor, employment or activity, shall be owned by Thunderbird. Students hereby assign such items to Thunderbird. If Students wish to retain any ownership or license rights to such items, it is the Student's responsibility to submit a prior written request to the Vice-President of Student Services and obtain appropriate approvals.

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 Garvin 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 seal, logo and all other Thunderbird trademarks may not be used on marketing materials, websites, or any other medium, 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 Garvin 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 Controller shall be the records manager for records maintained by the Finance and Accounting 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 MBAIM programs 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 Academic and International Advising shall be the records manager for the records maintained by the Academic and International Advising 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 Garvin 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
- Email address
- MTB photo
- Hometown (for graduation)
- Citizenship (for graduation)
- Dates of attendance
- Thunderbird degree and awards received
- Student activities
- Class schedules

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 Department 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, its procedures, and organization can be found under the Honor Code page of *My Thunderbird*. Students can click on the Honor Council button on the left hand side of their home page.

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, employees of the School and any company/organization representative on campus for recruiting, presentation or recognition purposes 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 Vice President MBA programs.

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 Council provides a method for adjudication of disciplinary/Honor Code violations that will be used in most situations. The Vice President for MBA in International Programs 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 1:30 a.m.
- State law requires patrons to be outside the Pub by 2 a.m. and outside the patio by 2 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 Garvin 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.

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

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

EQUAL OPPORTUNITY POLICY

Thunderbird, The Garvin 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:

Marilyn Lueders
Human Resources Office
Title VI, Title IX and Section 504 Coordinator
Thunderbird, The Garvin 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.

Arizona State Board for Private Post-Secondary Education
1400 W. Washington, Room 260
Phoenix, AZ 85007
Telephone: 602-542-5709
Fax: 602-542-1253
Website: http://azppse.state.az.us

THUNDERBIRD FACULTY

More information can be found on Thunderbird faculty at http://www.thunderbird.edu/about_thunderbird/faculty_research/index.htm

BABARINDE, OLUFEMI A.
Associate Professor of International Studies

BOOTH, LENA CHUA
Director, Private Equity Center
Associate Professor of Finance

BOWEN, DAVID
Robert and Katherine Herberger Chair in Global Management
Professor of Management

BUCHANAN, LAURANNE
Associate Professor of International Marketing

CARNEY, CARMEN
Associate Professor of Spanish

CAVINATO, JOSEPH L.
ISM Professor of Supply Chain Management

DASH, KISHORE C.
Assistant Professor of International Studies

DAVISON, DALE L.
Clinical Professor of Accounting

ETTENSON, RICHARD
Associate Professor of International Marketing

FEDERICO, SALVATORE
Associate Professor of French

FONG, GLENN R.
Associate Professor of International Studies

GODDARD, C. ROE
Associate Professor of International Studies

GOTTLIEB, ROBERT
Professor of Export-Import Management, Emeritus

HISRICH, ROBERT
Director, Center for Entrepreneurship and Garvin Professor of Global Entrepreneurship

HOSSEINI, HASSAN K.
Associate Professor of Global Business

INKPEN, ANDREW
J. Kenneth and Jeannette Seward Chair in Global Strategy
Professor of Management

JAVIDAN, MANSOUR
Director of the Garvin Culture and Language Center
Professor of Cross Cultural Management

KINSINGER, PAUL
Professor of Business Intelligence

MACDONALD, ELIZABETH
Instructor of English Business Communication & Director of Thunderbird Writing Program

MATHIS, F. JOHN
Dean of Faculty, and Professor of International Finance and Banking

MICHEL, STEFAN
Assistant Professor of International Marketing

MOFFETT, MICHAEL H.
Associate Professor of Finance

NELSON, ROY C.
Associate Professor of International Studies

O'CONNELL, JOHN J.
C.V. Starr Professor of International Insurance & Risk Management

PEARSON, CHRISTINE M.
Associate Professor of Management

POZA, ERNESTO

Professor of Applied Family Business

RAM, SUNDARESAN
Associate Professor of International Marketing

RAMASWAMY, KANNAN

William D. Hacker Chair in Global Management
Professor of Global Strategy

RANKINE, GRAEME
Associate Professor of Accounting

SIEHL, CAREN
Associate Professor of Management

SOURS, MARTIN H.
Professor of International Studies

STRALSER, STEVEN
Clinical Professor of Entrepreneurship

STRINGFELLOW, ANNE
Assistant Professor of International Marketing

SULLY DE LUQUE, MARY F.
Assistant Professor of Management

TEAGARDEN, MARY B.
Professor of Global Management

TUZZOLINO, FRANK
Associate Professor of Finance

UNRUH, GREGORY
Director Lincoln Center for Ethics and Assistant Professor of Global Business

VALENCIA, HUMBERTO
Associate Professor of International Marketing and Director, Global MBA

WALCH, KAREN S.
Associate Professor of Cross Cultural Communications and Negotiations

WIDING, ROBERT
Senior Vice President of Academic Programs and Professor of Marketing

YOUNGDAHL, WILLIAM E.
William D. Hacker Fellow in Production Management
Associate Professor of Operations Management

ZERIO, JOHN M.
Associate Professor of International Marketing

Academic Calendar
2006
Proposed Change

8/30/2006

January 2006						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February 2006						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March 2006						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April 2006						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May 2006						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June 2006						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July 2006						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
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2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August 2006						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September 2006						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

October 2006						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November 2006						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December 2006						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Legend:

- Trimester (MBAIM)
- Commencement/Grads' Reception (Aug)
- Mid Term Exams
- Final Exams
- Foundations
- Winterim/Summerim
- Non-Class Time
- Proposed Holiday
- CMC Week
- Boot Camp

The Make-up day for Monday, April 17th is Friday, April 21st.

The Make-up day for Monday, May 29th is Friday, June 2nd.
The Make-up day for Tuesday, July 4th is Friday, July 7th.

The Make-up day for Monday, September 4th, is Friday, September 15th
The Make-up day for Thursday, November 23rd is Friday, December 1st.

Academic Calendar
2007

January 2007

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February 2007

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2007

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2007

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

May 2007

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

June 2007

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

July 2007

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

August 2007

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

September 2007

Sun	Mon	Tue	Wed	Thu	Fri	Sat
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

October 2007

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

November 2007

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

December 2007

Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Legend:

- Trimester (MBAIM)
- 1st Half finals/mid terms
- Foundations
- Non-Class Time
- English bootcamp (2 weeks)
- Commencement
- Final Exams
- Winterim/Summerim
- Proposed Holiday
- Intensive Language Start (8 week program)
- Make-up Days
- CMC Week
- Boot Camp
- Proposed Equis Review
- Pre-MBA Intensive English Program (10 Week program)

The Make-up day for Monday April 9th, is Friday, April 13th.

The Make-up day for Monday, May 28th is Friday, June 1st.

The Make-up day for Monday, Sept 3rd, is Friday Sept 7th.
The Make-up day for Thursday, Nov 22nd, is Friday Nov 30th.

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