



# Student Bulletin

Fall 2008- Summer 2009



Clockwise from top: Project Artemis women entrepreneurs from Afghanistan; Thunderbird students ring the closing bell at 2008 *Winterim on Wall Street*; Laura Libman '05 founded Tia Foundation; Richard Cunningham '72 and Katie Doyle '72 founded Virunga Artisans

## **THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT**

1 Global Place

Glendale, AZ 85306

Phone:

Main switchboard 1-602-978-7000

Toll free (in U.S.) 1-800-848-9084

Fax 1-602-439-5432

E-mail: [registrars@thunderbird.edu](mailto:registrars@thunderbird.edu)

Web site: [www.thunderbird.edu](http://www.thunderbird.edu)

### **ACCREDITATION**

Thunderbird is accredited by the North Central Association of Colleges and Schools (NCA, 1969) and the Association to Advance Collegiate Schools of Business (AACSB International, 1994). 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. A subsequent name change to Thunderbird, The Garvin School of Global Management, occurred in 2004. The most recent and current name, Thunderbird School of Global Management, occurred in February 2007.

### **DEGREES CONFERRED**

The Master of International Management (MIM) was conferred upon all graduates from 1971 to 2001. In 2001, the degree name was changed to the Master of Business Administration in International Management (MBA in International Management) for candidates successfully completing the full-time and executive programs. The Master of International Management (MIM) was conferred on candidates who successfully completed the Dual Degree or Post-MBA programs. In October 2006, the full-time degree title was changed to the MBA in Global Management. The title of the MIM degree was changed at that time to the Master of Global Management.

In 2000, Thunderbird conferred the Master 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. This degree is also given to graduates of the OnDemand Program instituted in 2005.

Thunderbird introduced the Master of Science in Global Management and the Master of Arts in Global Affairs and Management degrees in Fall 2007.

# Table of Contents

A Note from the President .....	1
Thunderbird Mission Statement.....	2
Thunderbird Code of Honor and Conduct .....	3
Academic Degree and Certificate Programs .....	4
MBA in Global Management.....	6
Master of Global Management .....	15
Dual Degrees with Vermont Law School .....	20
Master of Science in Global Management.....	30
Master of Arts in Global Affairs and Management .....	35
Articulation between MBA-GM, MS-GM, and MA-GAM.....	40
Language Requirements.....	43
Technology Requirements .....	45
Non-Degree Students .....	46
Focus Areas.....	50
Concentrations .....	54
Explanation of Course Numbering .....	55
Required Non-Credit Professional Development Seminars.....	55
MBA Core Course Descriptions .....	57
MS-GM and MA-GAM Core Course Descriptions .....	66
Focus Area and Elective Course Descriptions .....	73
Language Course Descriptions .....	89
Internships.....	91
Thunderbird Overseas Experiences .....	96
Academic Dates and Deadlines.....	100
Academic Regulations .....	101
Grading Regulations .....	106
Academic/Grade Appeals .....	107
Academic Standing Regulations .....	109
Schedule Procedures .....	111
Graduation Regulations .....	112
Office of the Registrar Regulations .....	114

Student Record Regulations.....	115
Academic and International Services.....	121
Career Management Center Regulations .....	124
Tuition and Fee Schedule.....	126
Payment Regulations .....	127
Financial Aid.....	128
Institutional Marketing and Brand Management .....	153
Merle A. Hinrichs International Business Information Centre (IBIC).....	154
Campus Safety and Security .....	157
Thunderbird Community Requirements .....	160
Disabilities and Special Accommodations.....	168
Grievance Procedure .....	169
Administration .....	170
Thunderbird Faculty.....	171
Board of Trustees .....	175

## 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 *Financial Times*, *U.S. News and World Report*, and *The Wall Street Journal*’s poll of corporate recruiters, Thunderbird is the unquestioned 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 well-being 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.

A handwritten signature in black ink, which appears to read "Angel Cabrera". The signature is fluid and cursive, with a long horizontal line extending to the right.

**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 Connections**—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 AND CERTIFICATE PROGRAMS**

Thunderbird offers four Masters level degrees in the full-time program:

Master of Business Administration in Global Management (MBA-GM);  
Master of Global Management (M-GM) for select Post-MBA and Dual (partner) MBA students;  
Master of Science in Global Management (MS-GM);  
Master of Arts in Global Affairs and Management (MA-GAM);

Thunderbird also provides an opportunity to earn the following dual degrees in partnership with the Vermont Law School:

JD/MBA in Global Management  
JD/MS in Global Management  
JD/MA in Global Affairs and Management  
MBA in Global Management/Master of Environmental Law & Policy (MELP)  
MS in Global Management/ Master of Environmental Law & Policy (MELP)  
MA in Global Affairs and Management/ Master of Environmental Law & Policy (MELP)

Thunderbird offers seven certificates through the full-time program:

Certificate of Postgraduate Studies in Global Development  
Certificate of Postgraduate Studies in Global Entrepreneurship  
Certificate of Postgraduate Studies in Global Finance  
Certificate of Postgraduate Studies in Global Management  
Certificate of Postgraduate Studies in Global Marketing  
Certificate of Advanced Studies (post-baccalaureate)  
Certificate of Global Studies  
Certificate of Advanced Global Studies

All courses in the full-time program are designed and taught from a global, regional, or cross-cultural perspective. The goal of all Thunderbird programs is to equip the next generation of global leaders/managers with the tools they need to be successful leaders/managers anywhere in the world.

An optimum program model is described in this bulletin for each degree program. Courses for degree programs and certificates are scheduled around the optimum models. Completion time for individual degree programs may be extended if a student elects to do an internship, exchange program, term of non-enrollment, or reduces their course load in any trimester, either voluntarily or otherwise.

## **ASSURANCE OF LEARNING**

Thunderbird School of Global Management is committed to achieving the learning goals that correspond to the School's mission and values. Thunderbird directly measures student learning in six areas; Global Leadership, Global Citizenship, Global Entrepreneurship, Global Mindset, Global Connections and Language. The purpose of the assurance of student learning is to support and improve student learning by developing methods to: articulate the goals of each

academic program, gain feedback on each unit's progress towards achieving those goals, and use the feedback to modify the academic programs to ensure that the goals are effectively achieved. Individual student learning results are for the exclusive use of Thunderbird. With the exception of the language oral proficiency interview (OPI) which is used to waive language requirements, individual outcomes taken while in courses, to include the OPI, will not be used for evaluation of any student.

## **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 “Class Schedule” icon on the left-hand column of *My Thunderbird* 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 other countries.

## **AWARDS**

***BARTON KYLE YOUNT*** - The School's highest award for a full-time student is the Barton Kyle Yount Award, created to preserve the ideals of the first president and founder of the School, the late Lt. Gen. Barton Kyle Yount. The award, established in 1949, is given by the faculty to the member of each graduating class who most reflects those ideals from the standpoint of scholarship, accomplishment and character. The award is honorary and does not carry a stipend.

***ALFRED E. KNIGHT*** - This award, presented in the name of Alfred K. Knight, one of the founders and officers of the American Institute of Foreign Trade, is conferred upon the MBA in Global Management student (Traditional or Accelerated) from the preceding graduating class with the highest cumulative grade point average. The award, established in 1954, is honorary and does not carry a stipend.

## **ALUMNI DISCOUNT**

An individual is considered an alumnus once s/he has completed all degree requirements and upon the confirmed conferral of his/her degree. Alumni who wish to enroll in courses at Thunderbird as non-degree seeking students or to participate in a Winterim or Summerim receive a 30% discount on tuition. The discount only applies to courses that are not used to earn a second degree. If the individual decides to apply the course(s) toward a second degree the student will be responsible for the full cost of the course at the time the individual enrolled in the course as a non-degree seeking student.

## MBA IN GLOBAL MANAGEMENT

Students matriculating in Fall 2008 and Spring 2009 for the MBA in Global Management degree are admitted into either the Traditional program (60 credits) or the Accelerated program (46.5 credits) depending on their academic and professional work experience. The Traditional program is designed to be completed in 16 months and the Accelerated Program is designed to be completed in 12 months.

### Traditional & Accelerated Programs Overview

	<b>Traditional</b>	<b>Accelerated</b>
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
Global Professional Development Seminars	>= 3 non-credit	>= 3 non-credit
Total	60 credits	46.5 credits

Students who wish to take additional courses beyond their (46.5 or 60 credits) graduation requirements may take any (GM, GF, Language) courses during their final trimester provided they do not exceed 15 credit hours in their final trimester. Students should be aware that credit hours beyond those that satisfy their degree requirements may not be eligible for Federal Financial Aid, and may also have an adverse effect on their anticipated graduation date and visa status. Students must consult with both their AIS advisor and their financial aid advisor before adding additional credits to their schedule.

### SUMMARY OF ADMISSION REQUIREMENTS FOR THE MBA IN GLOBAL MANAGEMENT

MBA in Global Management degree candidates may enter the program in the fall or spring trimesters. Thunderbird seeks diversity and quality in the backgrounds, work experience, and education of its students, recognizing that success in Global Management requires a wide variety of skills and characteristics.

The School encourages applications for admission from students of all countries. College and university graduates who hold a bachelor's degree, or equivalent, or higher, awarded after four or more years of university study from an accredited institution recognized by Thunderbird, are eligible to apply. Please submit the following:

- A completed On-line Application form with the \$125 fee, which may not be waived or refunded.
- Official notice of the score received on the Graduate Management Admission Test (GMAT) for the MBA in Global Management. The Thunderbird code number is 4003. Scores must be current within the previous two years.

- An official transcript from each college attended validating completion of a four-year degree or equivalent.
- Two letters of reference from people who have known the applicant in a professional or academic role and can testify to his or her ability to succeed academically and professionally.
- Three (3) personal essays responding to application questions.
- A current, sequential resume of educational and professional accomplishments.
- Financial certification for student visa forms (non-U.S. Citizens).

### ***APPLICATION REVIEW***

Admission to Thunderbird's MBA-GM program is a comprehensive process. Acceptance requires academic excellence, professional work experience, satisfactory test scores, and good recommendations. However, there is no single factor that hinders or ensures acceptance. An admissions portfolio is reviewed as a whole. All documents submitted are considered in a complete review of your credentials.

### ***NOTIFICATION OF ADMISSION***

Admission decisions are made within six to eight weeks of the priority deadlines, and applicants are initially notified by e-mail. Applications received after priority dates are considered on a space-available basis. Admission is determined only for the designated term and a space in the class is not reserved until the tuition deposit of \$500 is received. Documents are valid for one year. Deferrals are discouraged and, if requested, are considered on a case-by-case basis. Admitted foreign nationals requiring a student visa must arrange and give proof of complete financing for one academic year (three trimesters) before needed documents will be issued.

### ***GMAT***

The Graduate Management Admission Test (GMAT) is required of all applicants for the MBA in Global Management. A GMAT preparation program is available through the *Thunderbird Language and Culture Program*. Scores submitted to Thunderbird must be within the past five years.

### ***TOEFL/IELTS***

Applicants whose undergraduate instruction was not in English must submit proof of proficiency in English by submitting their Test of English as a Foreign Language (TOEFL) scores. The minimum for consideration is 600 on the paper-based test, and 250 on the computer-based test, and 100 on the Internet-based exam, and must be from a test taken within the past two years. Applicants who have a degree from an institution located in an English-speaking country are exempt from submitting the TOEFL.

Prospective students with TOEFL scores minimally below the minimum scores listed above will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation. See [www.thunderbird.edu](http://www.thunderbird.edu) for Pre-MBA Intensive English Program dates, overview, program content, prerequisites, tuition and contact information.

Thunderbird will also accept the **IELTS** evaluation for non-native English speakers. Students must achieve a score of 8.0 or better to be accepted into the full-time programs. Scores between

6.5 and 7.9 will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation (FS0808).

## **SUMMARY OF INSTITUTIONAL REQUIREMENTS—MBA IN GLOBAL MANAGEMENT**

### ***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 Economics Boot Camp Program. Failure to meet the program prerequisites will result in reduction of the courses available in the first trimester and the inability of the student to move forward in their program. Students may also be required to enroll in a regular scheduled first module course at the current tuition rate.

### ***FOUNDATIONS***

Foundations is a mandatory, one-week, zero-credit 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, ethics, and cross-cultural communication. The program’s action-learning approach includes case discussions, exercises, simulations, group discussions, presentations, lectures, and videos.

### ***CORE CURRICULUM***

The MBA in Global Management Core Curriculum is a set of sequenced, integrated courses that all students complete. Core courses focus on business analysis and leadership skills tools for business environmental analysis, and provide grounding in important, emerging business areas.

### ***FUNCTIONAL FOCUS AREA COURSES***

These courses provide the opportunity to build depth and sophistication in Global Entrepreneurship, Global Finance, Global Management, Global Marketing, or Global Development. A student can 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)***

TGE courses purposely aim to contribute meaningfully to the student’s development of a global mindset. All students are required to successfully complete a three-hour TGE requirement in a country other than their citizenship or permanent residence by one of the following:

- Winterim or Summer Interim approved TGE courses, which are two to three weeks in duration, and offered off-campus, as available, in Africa, Asia, Europe, Latin America, and the USA. Expenses for Winterim/Summerim may extend beyond the cost of tuition and fees for the course. Students should also factor in the cost of travel and living expenses when considering a course that is appropriate for their academic/professional needs.

Approved interim courses may be used to satisfy more than one graduation requirement such as a Focus Area and TGE or Language and TGE. However, only three credit hours may be counted toward the degree requirements. The total number of credit hours to complete the

degree will not be reduced by simultaneously completing two requirements. If the student completes an interim that is approved for their declared focus area and also counts as a TGE the three credit hours will be counted toward the focus area requirement and the TGE requirement will be satisfied. The student must enroll in three credit hours of elective to meet the required number of credit hours for their program. In the case of language and TGE the three credit hours will be counted toward the TGE and the student will replace the remaining hours with three credits of electives.

- An approved Thunderbird three (3) credit hour internship outside of the student's country of primary citizenship or permanent residence.
- A Thunderbird Exchange Program partner or a Thunderbird Overseas module abroad. Students are responsible for paying the tuition and fees, books, materials, travel and living expenses. Either of these methods will meet the TGE graduation requirement; however, the student must make up the three (3) academic credits by registering for a global focus elective or language course.

### ***THUNDERBIRD INTEGRATIVE EXPERIENCE (TIE)***

Thunderbird provides two opportunities to experience the integration of material across functional areas in the MBA in Global Management program. The first, TIE I, is part of Foundations, when students participate in a day-long simulation exercise. A second, TIE II, is required and exists in select three-credit courses that draw upon multiple functional areas. Both TIE I and TIE II provide students with an understanding of how the different parts of the MBA in Global Management program fit together. The following courses have been approved to fulfill the TIE requirement:

GF-5408 Business Consulting Tools  
GF-5274 Global Supply Chain Leadership  
GF-5524 Analysis for Strategic Marketing  
GST-5430 Technology Policy and Entrepreneurship  
GF-5250 Multinational Corporate Finance (FORAD)  
GF-5712 Business Intelligence and Competitive Assessment  
GF-5422 Global Business Plan Development

If a student completes a TIE that is approved for their declared focus area the three credit hours will be counted toward the focus area requirement and the TIE requirement will be satisfied. The student must enroll in three credit hours of elective to meet the required number of credit hours for their program (FS0707). A student may not apply a TIE course toward a Concentration (FS0707).

### ***GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS***

Students are required to complete at least three of four 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 Teams and Leadership (required), (c) Business Presentations and Public Speaking and (d) Business Report Writing.

*\*Students are automatically registered for CS 1000 Career Management Seminar in the first module of the trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird.*

### ***LANGUAGE REQUIREMENTS***

Proficiency in a second language is required for graduation from all full-time degrees. Non-Native English speakers who meet the admission requirements for any of the full-time programs will 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. For additional information regarding languages in Groups 1 and 2, please write to: [testing@languagetesting.com](mailto:testing@languagetesting.com) or access its Internet site at [www.languagetesting.com](http://www.languagetesting.com).

Waivers for languages other than English are accepted as a result of the Foreign Service Institute (FSI), Defense Language Institute (DLI) or Peace Corps ratings when taken within one year of matriculation.

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.

### ***GRADUATION REQUIREMENT***

Students must complete all course work with a grade of “C-” or better to satisfy graduation requirements. In addition, students must achieve a cumulative GPA of at least 3.0, complete and receive credit for Foundations, complete and receive credit for three professional development seminars, and complete or waive all language requirements.

### ***MBA IN GLOBAL MANAGEMENT—TRADITIONAL PROGRAM***

The Traditional program is designed to be completed in four (4) trimesters and a Winterim or Summerim, excluding an internship. Students in this program are required to successfully complete a minimum of 60-credit hours of course work. The curriculum consists of thirty-six (36) credits of core courses and eighteen (18) credits of non-core electives. Twelve (12) credits of the non-core electives will be used for the student’s focus area. The remaining six (6) credits may be used for language courses or if the student waives language, these six hours can be used for additional electives. In addition, students are expected to complete a three-credit Thunderbird Global Experience (TGE), 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 and/or exchange after the student has successfully completed all program pre-requisites, Foundations, all second trimester courses and remains in good academic standing. Either of these options will extend a student’s anticipated graduation date.

There are opportunities to satisfy two requirements simultaneously or waive some courses through challenge exams; however, students must complete 60 credit hours minimum in this program. If the student satisfies two requirements simultaneously (i.e. focus/TGE) only three credit hours will be applied toward the total 60 credits and the student will need to enroll in an additional three hours of elective course work. Likewise, waivers satisfy a graduation requirement but do not count toward the total credit hours required in the program. Therefore the student must enroll in an equal number of elective credits matching the credit hour value of courses waived to obtain the required 60 credit hours. Students should be aware that credit hours beyond those that satisfy the student's degree requirements may not be eligible for Federal Financial Aid. Students may not exceed 15 hours of credit through an exchange program.

**Traditional Program: Trimester 1—Modules 1 & 2 (13.5 credits)**

<b>Module 1—First Half</b>	<b>Module 2—Second Half</b>
GM-4000 Global Political Economy	GM-4000 Global Political Economy
GM-4100 Fundamentals of Accounting	GM-4201 Fundamentals of Finance
GM-4300 Data Analysis	GM-4300 Data Analysis
GM-4464 Competing through People	GM-4468 Competitive Strategy
CS 1000 Career Management Seminar <sup>1</sup>	GM-4210 Global Economics
PD 1002 Multicultural Teams & Leadership	

<sup>1</sup>Students are automatically registered for CS 1000 Career Management Seminar in the first module of the trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird.

**Traditional Program: Trimester 2—Modules 3 & 4 (13.5 credits)**

<b>Module 3—First Half</b>	<b>Module 4—Second Half</b>
GM-4101 Financial Accounting	GM-4102 Managerial Decision Making
GM-4202 Financial Management	GM-4203 Global Financial Management
GM-4501 Global Marketing Strategy	GM-4502 Global Marketing Management
GM-46XX Regional Business Environment	GM-46XX Regional Business Environment
	GM-4319 Global Operations Management
PD 1001—Business Presentations and Public Speaking <sup>2</sup>	PD 1000—Business Report Writing**

<sup>2</sup>The student must take only one of these courses unless they waive the CS 1000 course then they must take both courses. A student who completes both courses is eligible for a Certificate in Global Management Communications.

**Traditional Program: 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 Program: Trimester 4—Modules 7 & 8 (15 credits)**

Module 7—First Half	Module 8—Second Half
GF-5XXX Thunderbird Integrative Experience (TIE) II	GF-5XXX 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 Program**

Activity	Period
Thunderbird Integrative Experience (TIE) I	Foundations
Thunderbird Global Experience (TGE) OR Focus Area/Elective OR Language	Approved Winterim/Summerim Approved and registered T-bird module overseas e.g. Czech Rep and/or Mexico Approved and registered Internship Approved and registered Exchange Program
Winterim/Summerim <sup>3</sup>	Thunderbird Global Experience (TGE) OR Focus Area/Elective OR Language
Internship <sup>4</sup>	Optional

<sup>3</sup>Winterims and Summerims may include additional expense such as costs for travel, meals, lodging, etc., in addition to tuition. A student may use separate interims to satisfy each of the following only once: focus area, language, or elective/TGE.

<sup>4</sup>Students should be aware that enrolling for internships outside the normal flow of their program or extending internships may have an adverse effect on their anticipated graduation, financial aid, and visa status.

### ***MBA IN GLOBAL MANAGEMENT—ACCELERATED PROGRAM***

The curriculum for the 46.5-credit Accelerated program is designed to be completed in three trimesters plus a Winterim/Summerim experience. Students in this program are required to complete 28.5 credits of core courses and 12 credits of non-core electives. The 12 credits of non-core electives comprise 12 credits of focus area courses or a combination of at least 6 credits of electives and up to six hours of language. Additionally, students are expected to complete Foundations, a three-credit Thunderbird Global Experience (TGE) as noted in *Additional Activities* below, 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 or an approved Thunderbird module abroad after the student has successfully completed all program prerequisites, Foundations, and all first trimester courses and remains in good academic standing. Participation in a module abroad may extend a student’s anticipated graduation date. Participation in an internship will extend a student’s anticipated graduation date.

The Accelerated program is not designed for a student to participate in an exchange program. A student must have all core, language and TIE requirements completed prior to participating in an exchange program. Students should be aware that credit hours beyond those that satisfy the student’s degree requirements may not be eligible for Federal Financial Aid. Students may not exceed 15 hours of credit during an exchange program.

There are opportunities to satisfy two requirements simultaneously or waive some course work through challenge exams. However, students must complete 46.5 credit hours minimum in this program. If the student satisfies two requirements simultaneously (i.e. focus/TGE) only three credit hours will be applied toward the total 46.5 credits and the student will need to enroll in an additional three hours of elective course work. Likewise, waivers satisfy a graduation requirement but do not count toward the total credit hours required in the program. Therefore the student must enroll in an equal number of elective credits matching the credit hour value of courses waived to obtain the required 46.5 credit hours.

#### **Accelerated Program: Trimester 1—Modules 1 & 2 (15 credits)**

<b>Module 1—First Half</b>	<b>Module 2—Second Half</b>
GM-4000 Global Political Economy	GM-4000 Global 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-4304 Decision Tools
CS—1000 Career Management Seminar <sup>1</sup>	
PD—1002 Multicultural Teams & Leadership	

<sup>1</sup>Students are automatically registered for CS 1000 Career Management Seminar in the first module of the trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird.

**Accelerated Program: Trimester 2—Modules 3 & 4 (15 credits)**

<b>Module 3—First Half</b>	<b>Module 4—Second Half</b>
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 Global Economics
Language OR Focus Area Course	Language OR Focus Area Course
PD-1001 Business Presentation and Public Speaking Workshop <sup>2</sup>	PD-1000 Business Report Writing**

<sup>2</sup>The student must take only one of these courses unless they waive the CS 1000 course then they must take both courses. A student who completes both courses is eligible for a Certificate in Global Management Communications.

**Accelerated Program: Trimester 3—Modules 5 & 6 (13.5 credits)**

<b>Module 5—First Half</b>	<b>Module 6—Second Half</b>
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 Program**

<b>Activity</b>	<b>Period</b>
Thunderbird Integrative Experience (TIE) I	Foundations
Thunderbird Global Experience (TGE)	Approved Winterim/Summerim course Approved and registered T-bird module overseas (Czech Republic or Mexico) Approved and registered internship
Winterim or Summerim <sup>3</sup>	Thunderbird Global Experience (TGE) OR Focus Area/Elective OR Language
Internship <sup>4</sup>	Optional

<sup>3</sup>Winterims and Summerims may include additional expense such as costs for travel, meals, lodging, etc., in addition to tuition. A student may use separate interims to satisfy each of the following only once: focus area, language, or elective/TGE.

<sup>4</sup>Students should be aware that enrolling for internships outside the normal flow of their program or extending internships may have an adverse effect on their anticipated graduation, financial aid, and visa status.

## MASTER OF GLOBAL MANAGEMENT

This advanced program allows individuals who are pursuing an MBA degree or have earned an MBA from another qualified institution the opportunity to globalize their knowledge of business practices and business environments. Individuals may enter the program through an agreement with a partner institution (Dual) or after they have already received a MBA degree from another qualified institution (Post). **It is expected that the student has mastered the fundamental business courses of an MBA before arriving at Thunderbird.** Thunderbird will not count credit for fundamental core business courses that were counted toward the MBA. If you have questions, please contact your AIS advisor. The Thunderbird portion of the program is designed for a Dual or a Post MBA student to successfully complete a minimum requirement of 30 credit hours of 4000 and 5000 level course work above the fundamental business core level in two (2) trimesters excluding an internship. Twelve (12) of the 30 credit hours are required Thunderbird core courses and the remaining 18 credit hours are a combination of focus courses (12 hours) and/or language (6 hours). Students who meet the language requirement through the TOEFL or OPI may choose additional elective courses.

### DUAL MBA DEGREE PARTNERS

Thunderbird has established dual Master of Global Management/MBA programs with select universities around the world. At the end of the combined program, successful students will receive both the Master of Global Management from Thunderbird and the MBA of the partner school. The program requires students to apply to and be accepted at both schools prior to initial matriculation at either school. Students in the full-time Dual Degree program must start at the partner school and finish at Thunderbird unless otherwise specified per the agreement of Thunderbird and the partner school.

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 Administracion de Empresas, The International School of Management (INCAE)
- Michigan State University
- Soochow 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 AIS advisor.*

## **SUMMARY OF ADMISSION REQUIREMENTS—DUAL AND POST-MBA DEGREE**

- A completed On-line Application form with the \$125 fee, which may not be waived or refunded.
- Official notice of the score received on the Graduate Management Admission Test (GMAT). Dual Degree students must have a GMAT score valid within the last five years. Post-MBA students who have graduated with an MBA from an AACSB or EQUIS accredited institution do not require the GMAT score.
- An official transcript from each college attended validating completion of an at least four-year degree, if equivalent and/or the MBA.
- Two letters of reference from people who have known the applicant in a professional or academic capacity and can attest to his or her ability to succeed academically and professionally.
- Three (3) personal essays responding to application questions.
- A current, sequential resume of educational and professional accomplishments
- Financial certification for student visa forms (non-U.S. Citizens).
- Students interested in the Thunderbird Dual Degree program must apply to and be accepted by Thunderbird within their first term of enrollment at the partner institution.
- Dual Degree students enter the Master of Global Management program after the completion of the partner school's portion of their MBA program unless otherwise specified per the agreement of Thunderbird and the partner school.
- Eligibility for Post-MBA students is restricted to those with MBA degrees from:
  - AACSB-accredited programs,
  - EQUIS, and/or
  - MBA programs outside the United States, as approved by the Provost or designee.

### ***GMAT***

The Graduate Management Admission Test (GMAT) is required of all applicants for the MBA in Global Management. A GMAT preparation program is available through the *Thunderbird Language and Culture Program*. Scores submitted to Thunderbird must be within the past five years for Dual Degree students.

### ***TOEFL***

Applicants whose undergraduate instruction was not in English must submit proof of proficiency in English by submitting their Test of English as a Foreign Language (TOEFL) scores. The minimum for consideration is 600 on the paper-based test, and 250 on the computer-based test, and 100 on the Internet-based exam, and must be from a test taken within the past two years. Applicants who have a degree from an institution located in an English-speaking country are exempt from submitting the TOEFL.

Prospective students with TOEFL scores minimally below the minimum scores listed above will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation. See [www.thunderbird.edu](http://www.thunderbird.edu) for Pre-MBA Intensive English Program dates, overview, program content, prerequisites, tuition and contact information.

Thunderbird will also accept the **IELTS** evaluation for non-native English speakers. Students must achieve a score of 8.0 or better to be accepted into the full-time programs. Scores between 6.5 and 7.9 will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation (FS0808).

## **SUMMARY OF INSTITUTIONAL REQUIREMENTS—DUAL AND POST-MBA PROGRAM**

### ***PROGRAM PREREQUISITES***

It is expected that the student has mastered the fundamental business courses of an MBA before arriving at Thunderbird except for programs where students may begin at Thunderbird. Thunderbird will not give credit for fundamental core business courses counted toward the MBA. If you have questions, please contact your AIS advisor.

### ***FOUNDATIONS***

Foundations is a mandatory, one-week, zero-credit 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, ethics, and cross-cultural communication. The program's action-learning approach includes case discussions, exercises, simulations, group discussions, presentations, lectures, and videos.

### ***THE MASTER OF GLOBAL MANAGEMENT CORE***

- Global Political Economy (3)
- Regional Business Environment (3)
- Cross-Cultural Communication (1.5)
- Global Negotiations (1.5)
- Global Economics (1.5)
- Global Strategy (1.5)

### ***FUNCTIONAL FOCUS AREA COURSES***

These courses provide the opportunity to build depth and sophistication in Global Entrepreneurship, Global Marketing, Global Finance, Global Management, Global Marketing, or Global Development. Alternatively, a student can 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)***

TGE courses purposely aim to contribute meaningfully to the student's development of a global mindset. All students are required to successfully complete a three-hour TGE requirement in a country other than their citizenship or permanent residence by one of the following:

- Winterim or Summer Interim approved TGE courses, which are two to three weeks in duration, and offered off-campus, as available, in Africa, Asia, Europe, Latin America, and the USA. Expenses for Winterim/Summerim may extend beyond the cost of tuition and fees

for the course. Students should also factor in the cost of travel and living expenses when considering a course that is appropriate for their academic/professional needs.

Approved interim courses may be used to satisfy more than one requirement such as a Focus Area and TGE or Language and TGE. However, only three credit hours may be counted toward the degree requirements. The total number of credit hours to complete the degree will not be reduced by simultaneously completing two requirements. If the student completes an interim that is approved for their declared focus area and also counts as a TGE the three credit hours will be counted toward the focus area requirement and the TGE requirement will be satisfied. The student must enroll in three credit hours of elective to meet the required number of credit hours for their program. In the case of language and TGE the three credit hours will be counted toward the TGE and the student will replace the remaining hours with three credits of electives.

- An approved Thunderbird three (3) credit hour internship outside of the student's country of primary citizenship or permanent residence.

### ***GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS***

Dual Degree and Post-MBA students are required to complete the Career Management Seminar in their first trimester if they intend to use services offered by the Thunderbird Career Management Center (CMC). Other Global Professional Development workshops that address "soft skills" designed to enhance students' competitiveness in the market are optional. The other non-credit courses are Business Report Writing, Business Presentations and Public Speaking and Multi-Cultural Teams and Leadership.

### ***LANGUAGE REQUIREMENT***

Proficiency in a second language is required for graduation from all full-time degrees. Non-Native English speakers who meet the admission requirements for any of the full-time programs will 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. For additional information regarding languages in Groups 1 and 2, please write to: [testing@languagetesting.com](mailto:testing@languagetesting.com) or access its Internet site at [www.languagetesting.com](http://www.languagetesting.com).

Waivers for languages other than English are accepted as a result of the Foreign Service Institute (FSI), Defense Language Institute (DLI) or Peace Corps ratings when taken within one year of matriculation.

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.

**GRADUATION REQUIREMENT**

Dual and Post-MBA students must complete a minimum of 30 credits above the fundamental business core at the 4000 or 5000 level with a grade of “C-” or better and a cumulative GPA of at least 3.0, successfully complete and receive credit for Foundations and complete or waive all language requirements. All hours for degree completion must be done in residence.

**Dual and Post-MBA: Trimester 1—Modules 1 & 2 (15 credits)**

Module 1—First Half	Module 2—Second Half
GM-4000 Global Political Economy	GM-4000 Global Political Economy
GM-5470 Global Strategy	GM-4210 Global Economics
Focus Area Course	Focus Area Course
Focus Area Course	Focus Area Course
Language OR Focus Area Course	Language OR Focus Area Course
CS-1000 Career Management Seminar <sup>1</sup>	

<sup>1</sup>Students are automatically registered for CS 1000 Career Management Seminar in the first module of the trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird.

**Dual and Post-MBA: Trimester 2—Modules 3 & 4 (15 credits)**

Module 3—First Half	Module 4—Second Half
GM-46XX Regional Business Environment	GM-46XX Regional Business Environment
GM-4800 Cross-Cultural Communication	GM-4801 Global Negotiations
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 Dual/Post-MBA Program**

Activity	Period
Thunderbird Integrative Experience (TIE) I	Foundations
Thunderbird Global Experience	Approved Winterim/Summerim course Approved and registered internship
Winterim/Summerim <sup>2</sup>	Thunderbird Global Experience OR Focus Area/Elective OR Language
Internship <sup>3</sup>	Optional

<sup>2</sup>Winterims and Summerims may include additional expense such as costs for travel, meals, lodging, etc., in addition to tuition. A student may use separate interims to satisfy each of the following only once: focus area, language, or elective/TGE.

<sup>3</sup>Students should be aware that enrolling for internships outside the normal flow of their program or extending internships may have an adverse effect on their anticipated graduation, financial aid, and visa status

## **DUAL DEGREES WITH VERMONT LAW SCHOOL**

Vermont Law School (VLS) and Thunderbird have entered into an agreement designed to enable students to pursue both a law degree (JD or Master of Environmental Law & Policy [MELP]) and a business degree (MBA, MA-GAM, MS-GM) concurrently over a four-year period. Students are encouraged to begin the dual degree program at VLS, but are not required to do so. No credit will be given by VLS for courses taken at Thunderbird prior to matriculation into the JD program at VLS or another ABA-accredited law school. Students must begin the JD program in the fall semester. Please see the schedules on pages 27 & 28 for optimum schedules to complete both degrees.

## **SUMMARY OF ADMISSION REQUIREMENTS TO THUNDERBIRD**

At the time of application, students shall notify both schools of their intention to apply for the dual degree program. A candidate for the dual degree must apply separately to, and be accepted by, both VLS and Thunderbird. Each school will admit students according to its own criteria per the admissions requirements of the degree they are seeking at that institution.

## **SUMMARY OF INSTITUTIONAL REQUIREMENTS—*ALL FULL-TIME PROGRAMS***

### ***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 Economics Boot Camp Program. Failure to meet the program prerequisites will result in reduction of the courses available in the first trimester and the inability of the student to move forward in their program. Students may also be required to enroll in a regular scheduled first module course at the current tuition rate.

### ***FOUNDATIONS***

Foundations is a mandatory, one-week, zero-credit 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, ethics, and cross-cultural communication. The program’s action-learning approach includes case discussions, exercises, simulations, group discussions, presentations, lectures, and videos.

### ***THUNDERBIRD GLOBAL EXPERIENCE (TGE)***

TGE courses purposefully aim to contribute meaningfully to the student’s development of a global mindset. All students are required to successfully complete a three-hour TGE requirement in a country other than their citizenship or permanent residence by one of the following:

- Winterim or Summerim approved TGE courses, which are two to three weeks in duration, and offered off-campus, as available, in Africa, Asia, Europe, Latin America, and the USA. Expenses for Winterim/Summerim may extend beyond the cost of tuition and fees for the course. Students should also factor in the cost of travel and living expenses when considering a course that is appropriate for their academic/professional needs.

Approved interim courses may be used to satisfy more than one requirement such as a Focus Area and TGE or Language and TGE. However, only three credit hours may be counted toward the degree requirements. The total number of credit hours to complete the degree will not be reduced by simultaneously completing two requirements. If the student completes an interim that is approved for their declared focus area and also counts as a TGE the three credit hours will be counted toward the focus area requirement and the TGE requirement will be satisfied. The student must enroll in three credit hours of electives to meet the required number of credit hours for their program. In the case of language and TGE the three credit hours will be counted toward the TGE and the student will replace the remaining hours with three credits of electives.

- An approved Thunderbird three (3) credit hour internship outside of the student's country of primary citizenship or permanent residence.

### ***THUNDERBIRD INTEGRATIVE EXPERIENCE (TIE) II***

This requirement has been waived for participants in the JD/MBA or MELP/MBA.

### ***GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS***

MBA students are required to complete at least three of four 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 Teams and Leadership (required), (c) Business Presentations and Public Speaking and (d) Business Report Writing.

MA-GAM and MS-GM students are required to complete at least two of three non-credit workshops, one of which is 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) Business Presentations and Public Speaking and (c) Business Report Writing.

*\*Students are automatically registered for CS 1000 Career Management Seminar in the first module of the trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird.*

### ***LANGUAGE REQUIREMENTS—ALL FULL-TIME PROGRAMS***

Proficiency in a second language is required for graduation from all full-time degrees. Non-Native English speakers who meet the admission requirements for any of the full-time programs will 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. For additional information regarding languages in Groups 1 and 2, please write to: [testing@languagetesting.com](mailto:testing@languagetesting.com) or access its Internet site at [www.languagetesting.com](http://www.languagetesting.com).



**TRADITIONAL PROGRAM:**

Global Political Economy	GM 4000	(3.0)
Fundamentals of Accounting	GM 4100	(1.5)
Financial Accounting	GM 4101	(1.5)
Managerial Decision Making	GM 4102	(1.5)
Fundamentals of Finance	GM 4201	(1.5)
Financial Management	GM 4202	(1.5)
Global Financial Management	GM 4203	(1.5)
Data Analysis	GM 4300	(3.0)
Competing Through People	GM 4464	(1.5)
Competitive Strategy	GM 4468	(1.5)
Global Marketing Strategy	GM 4501	(1.5)
Global Marketing Management	GM 4502	(1.5)
Regional Business Environment	GM 46XX	(3.0)
Cross Cultural Communication	GM 4800	(1.5)
Global Negotiations	GM 4801	(1.5)
Global Economics	GM 4210	(1.5)
Operations Management	GM 4319	(1.5)
Global Leadership	GM 5486	(1.5)
Global Strategy	GM 5470	(1.5)
Global Enterprise	GM 4403	(3.0)
Language (if needed)*		(3-6)
Electives, including TGE		(3-9)
<b>TOTAL HOURS</b>		<b>45</b>

***DEGREE REQUIREMENT- MASTER OF ARTS IN GLOBAL AFFAIRS MANAGEMENT AND MASTER OF SCIENCE IN GLOBAL MANAGEMENT.***

Students must complete all course work with a grade of “C-” or better to satisfy graduation requirements. In addition, students must achieve a cumulative GPA of at least 3.0, complete and receive credit for Foundations, complete and receive credit for two of three professional development seminars, and complete or waive all language requirements.

***DEGREE REQUIREMENTS – J. D.***

1. Students must complete 87 semester credits.
2. Students must have a cumulative grade point average of 2.20.
3. Students must satisfactorily complete all required JD courses at VLS.
4. Students must be “in residence” at VLS for the last four semesters.

Required Courses – for specifics related to required courses in the JD degree please refer to the VLS catalog/bulletin or contact Assistant Dean Clara Gimenez at VLS.

## **Residence Requirement**

1. JD students must be “in residence” at VLS for the last four semesters of the JD degree. One trimester at Thunderbird may be considered to satisfy this requirement.
2. Students in the accelerated JD scheduling option will be granted a waiver of the residence requirement, but they are required to pay the equivalent of five semesters of JD tuition.

## **Completion of All Requirements**

1. Students are required to complete all graduation requirements for both degrees before either degree will be awarded.
2. Students must complete the program within 84 months from matriculation into the JD program. Thunderbird will honor the 84 months requirement for JD dual degree students.

### ***CREDITS – JD/MBA, JD/MA-GAM, AND JD/MS-GM DEGREES***

#### **Credits Required**

- The JD requires 87 semester credits.
- The Traditional MBA requires 60 credits and the Accelerated MBA requires 46.5 credit hours.
- The MA-GAM and MS-GM programs require 45 credit hours.

### ***DUAL DEGREE TRANSFER CREDITS***

#### **JD/MBA**

- Students may transfer **up to 15 credits** from Thunderbird to VLS; students are therefore required to take 72 JD credits at VLS.
- Thunderbird will accept **15 JD credits** as electives from VLS; students are therefore required to take 45 MBA credits at Thunderbird for the Traditional program or 33 credits for the Accelerated program.

#### **JD/MA-GAM and JD/MS-GM**

- Thunderbird **does not accept any transfer credits** from VLS for the JD/MA-GAM or JD/MS-GM programs. Students in these programs must complete 45 credit hours in residence at Thunderbird.

### ***TRANSFERABLE COURSES***

- The following Vermont Law School courses are designated as transfer credits for Thunderbird students in the JD/MBA degree programs upon successful completion of these courses in the VLS programs. These courses match the required first year courses for VLS and are common to all students in the program.
  - Constitutional Law I (3 hours)
  - Contracts (4 hours)
  - Property (4 hours)
  - Torts (4 hours)

- VLS will accept in transfer any credits earned at Thunderbird with the following exceptions:
  - No credits earned prior to matriculation in the JD program at VLS or another ABA-accredited law school will be accepted.
  - No credits earned for internships, in language classes, or in courses that duplicate offerings at VLS will be accepted.
- Transferred credits will appear on the VLS transcript. While grades earned at Thunderbird will appear on the VLS transcript, they will not be included in the grade point average.
- Thunderbird transcripts will only reflect 15 hours of credit transferred from VLS. Grades will not appear on the Thunderbird transcript nor be included in the grade point average.

### ***DEGREE REQUIREMENTS – MASTER OF ENVIRONMENTAL LAW & POLICY (MELP)***

- A total of 30 credits, including a minimum of 21 MELP-only credits.
- MELP/MBA students are required to complete a minimum of 45 credits at Thunderbird.
- Minimum cumulative grade point average of 2.2 required for successful completion of the MELP degree.
- Thunderbird requires a minimum cumulative GPA of 3.0 on courses completed at Thunderbird and a grade of “C-” or better for each course.
- Students have up to five years from the date of matriculation to complete the MELP.

MELP Required Courses - for specifics related to required courses and distributional requirements in the MELP program please refer to the VLS catalog/bulletin or contact Assistant Dean Clara Gimenez at VLS.

### ***CREDITS – MELP/MBA, MELP/MA-GAM AND MELP/MS-GM***

#### **Credits Required**

- The MELP program requires 30 semester credits, including a minimum of 21 MELP-only credits.
- The Traditional MBA requires 60 credits and the Accelerated MBA requires 46.5 credits.
- The MA-GAM and MS-GM programs require 45 credit hours.

### ***DUAL DEGREE TRANSFER CREDITS***

#### **MELP/MBA**

- Students in the MELP/MBA, MELP/MA-GAM and MELP/MS-GM programs may transfer **up to 9 credits** from Thunderbird to VLS; students are therefore required to take 21 MELP credits at VLS.
- Thunderbird will accept **15 MELP credits** as electives from VLS; students are therefore required to take 45 MBA credits at Thunderbird for the traditional program and 33 credits

for the accelerated program.

### **MELP/MA-GAM and MELP/MS-GM**

- Thunderbird **does not accept any transfer credits** from VLS for the MELP/MA-GAM or MELP/MS-GM programs. Students in these programs must complete 45 credit hours in residence at Thunderbird.

### ***TRANSFERABLE COURSES***

- VLS will accept in transfer any credits earned at Thunderbird except credits earned for internships, in language classes, or in courses that duplicate offerings at VLS.
- Transferred credits will appear on the VLS transcript. While grades earned at Thunderbird will appear on the VLS transcript, they will not be included in the grade point average.
- Thunderbird transcripts will only reflect 15 hours of credit transferred from VLS (for the MELP/MBA program). Grades will not appear on the Thunderbird transcript nor be included in the grade point average.

### ***GENERAL INFORMATION FOR VLS – THUNDERBIRD DUAL DEGREE PROGRAMS.***

Students are expected to follow the policies and procedures of each institution while enrolled in that school. Policies and procedures for Thunderbird are contained in this bulletin. It is the student's responsibility to ensure fulfillment of all requirements of the degree. Questions regarding degree status should be directed to the appropriate Registrar for each program.

### **ACADEMIC PERFORMANCE**

- Students must be in good academic standing at both schools to remain in the dual degree program. VLS requires a cumulative GPA of 2.2 or better in courses completed at VLS and Thunderbird requires a cumulative GPA of 3.0 or better and no grade below "C-" to remain in good academic standing.
- If a student leaves the program or fails to complete the program requirements for the MBA. at Thunderbird, the student will no longer be considered a dual degree student. As a result, the student will be required to meet the graduation and residence requirements of the JD degree and credits earned at Thunderbird will not be transferred to the VLS transcript. Likewise Thunderbird will not accept transfer credits from VLS.
- A dual degree student must confer with the VLS Assistant Dean Clara Gimenez and receive her approval for the proposed course of study and the Registrar's Office at Thunderbird for an academic contract.

## TUITION AND BILLING

- VLS students are billed by the semester.
- Students in the JD/MBA program will be charged for five semesters' enrollment by VLS
- Students will pay on a per credit hour basis plus any fees to the Thunderbird Business Office while attending Thunderbird.

## FINANCIAL AID

Financial Aid will be handled by the respective institution at the time the student is attending courses for that institution. Please contact [finaid@thunderbird.edu](mailto:finaid@thunderbird.edu) for additional information.

## VETERANS ASSISTANCE

Each School will serve as the certifying official for the veteran for credits taken at their institution. Please contact [veterans@thunderbird.edu](mailto:veterans@thunderbird.edu) for more information.

## SCHEDULING OPTIONS

- Students must begin the JD program in the fall semester at VLS.
- Students may begin the MBA program at Thunderbird in the fall or spring semesters.
- Students may begin the MA-GAM and MS-GM in the Fall trimester at Thunderbird.
- Students may begin the MELP in the Fall or Summer semesters at VLS.

Tables 1 – 6 below list the optimum schedule for each dual degree. While variations may exist it is strongly recommended students follow the schedule below for their dual program to smoothly move through their program. Students should discuss their options with Assistant Dean Clara Gimenez at VLS or the Academic and International Student Office at Thunderbird. **Scheduling options may vary with changes in curriculum or course offerings.**

### JD/MBA

**Table 1: Accelerated MBA**

Fall	Spring	Summer	Fall	Spring	Summer	Fall	Interim	Spring	Summer
VLS	VLS	VLS	VLS	VLS	Off or Intern	T-bird	T-bird TGE	T-bird	Off or Intern
16 Credits	16 Credits	11 Credits	14 Credits	15 Credits	Or Bar	15 Credits	3 Credits	15 Credits	Or Bar

### JD/MA

**Table 2: Traditional MBA**

Fall	Spring	Summer	Fall	Spring	Summer	Fall	Interim	Spring	Summer	Fall
VLS	VLS	VLS	VLS	VLS	Off or Intern	T-bird	T-bird TGE	T-bird	Off or Intern	T-bird
16 Credits	16 Credits	11 Credits	14 Credits	15 Credits	Or Bar	15 Credits	3 Credits	15 Credits	Or Bar	12 Credits

**Table 3: JD/MS or MA**

Fall	Spring	Summer	Fall	Spring	Summer	Fall	Interim	Spring	Summer	Fall
VLS	VLS	VLS	VLS	VLS	Off or Intern	T-bird	T-bird TGE	T-bird	Off or Intern	T-bird
16 Credits	16 Credits	11 Credits	14 Credits	15 Credits	Or Bar	15 Credits	3 Credits	MA 13.5 Credits, MS 15 Credits	Or Bar	MA 13.5 Credits, MS 12 Credits

**Table 4: MELP/MBA - Traditional**

Summer	Fall	Interim	Spring	Interim	Summer	Fall	Spring
VLS	T-bird	T-bird TGE	T-bird	T-bird TGE (optional)	Off or Intern	T-bird	VLS
12 Credits	15 Credits	3 Credits	12 Credits	3 Credits		15 Credits	9 Credits

**Table 5: MELP/MBA - Accelerated**

Summer	Fall	Interim	Spring	Interim	Summer	Fall
VLS	T-bird	T-bird TGE	T-bird	T-bird TGE (optional)	Off or Intern	VLS
12 Credits	15 Credits	3 Credits	15 Credits	3 Credits		9 Credits

**Table 6: MELP/MA or MS**

Summer	Fall	Interim	Spring	Interim	Summer	Fall	Spring
VLS	T-bird	T-bird TGE	T-bird	T-bird TGE (optional)	Off or Intern	T-bird	VLS
9 or 12 Credits	15 Credits	3 Credits	15 Credits	3 Credits		15 Credits	9 or 12 Credits

## OVERVIEW OF VLS-THUNDERBIRD DUAL DEGREE PROGRAMS

### JD/MA, JD/MS, MELP/MA, MELP/MS degree requirements overview

	JD/ MS-GM	JD/ MA-GAM	MELP/ MS-GM	MELP/ MA-GAM
MA/MS credits	45	45	45	45
Transfer credit to Thunderbird	None	None	None	None
Credits taken at Thunderbird*	45	45	45	45
VLS requirement	87	87	30	30
Transfer credit to VLS**	15 credits	15 credits	9 credits	9 credits
Credits taken at VLS	72	72	21	21
Total Credits for Dual Degree	117	117	66	66
Completion Limit	84 months	84 months	60 months	60 months

\* Includes the TGE requirement

\*\* Please read the stipulations on what credit can be transferred into the VLS program.

### JD/MBA and MELP/MBA Degree Requirements Overview

	JD/ MBA (Traditional)	MELP/ MBA (Traditional)	JD/ MBA (Accelerated)	MELP/ MBA (Accelerated)
MBA GM credits	60 credits	60 credits	48 credits	48 credits
Transfer credit to Thunderbird	15 credits	15 credits	15 credits	15 credits
Credits taken at Thunderbird	45	45	33 <sup>1</sup>	33 <sup>1</sup>
VLS requirement	87 credits	30 credits	87 credits	30 credits
Transfer credit to VLS <sup>3</sup>	15 credits	9 credits	15 credits	9 credits
Credits taken at VLS	72	21	72	21
Total Credits for Dual Degree	117	66	105	54
Completion Limit	84 months	60 months	84 months	60 months

<sup>1</sup>If language is waived, an accelerated student will complete 28.5 core requirements adding GM-4319.

<sup>2</sup>Accelerated students who must complete six hours of language are not required to complete a TGE.

<sup>3</sup>Please read the stipulations on what credit can be transferred into the VLS program.

## Master of Science in Global Management

The curriculum for the MS-GM is designed for a student to complete the program in three (3) trimesters (fall, spring, fall) and a Winterim or Summerim, and an internship. MS students may chose to do an internship, intensive language, or gain additional work experience during the summer trimester. Students in this program are required to successfully complete a minimum of 45 credit hours of course work. The curriculum consists of thirty-six (36) credits of core courses and up to six (6) credits of language courses. If the student waives language, these six hours can be used for electives. In addition, students are expected to complete a three-credit Thunderbird Global Experience (TGE), and at least two non-credit “soft-skills” workshops during their first two trimesters in order to graduate. This program includes the option of an internship after the student has successfully completed all program prerequisites, Foundations, all second trimester courses and remains in good academic standing.

Students who wish to take additional courses beyond their graduation requirements (45 credits) may take any (GM, GF, Language) courses during their final trimester provided they have met the prerequisites and do not exceed 15 credit hours in their final trimester. Students should be aware that credit hours beyond those that satisfy their degree requirements may not be eligible for Federal Financial Aid, and may also have an adverse effect on their anticipated graduation date and visa status. Students must consult with both their AIS advisor and their financial aid advisor before adding additional credits to their schedule.

**Table 7: MS-GM Schedule**

Summer	Fall 08	Winterim 09	Spring 09	Summerim 09	Summer 09	Fall 09
Intensive lang Boot Camps <sup>1</sup> 0 credits	Trimester 1 15 Credits	TGE 3 Credits	Trimester 2 15 Credits	TGE (optional) <sup>2</sup> 3 Credits	Off or Intern	Trimester 3 12 Credits

1. Students may or may not be required to attend the intensive language and/or boot camps.
2. Required if the TGE was not completed in Winterim.

### SUMMARY OF ADMISSIONS REQUIREMENTS—MASTER OF SCIENCE IN GLOBAL MANAGEMENT

To be considered for the MS-GM program you must complete and submit:

- A completed application form
- Three personal essays responding to application questions
- GMAT or GRE, and TOEFL or IELTS (if applicable) test scores
- Two letters of reference, preferably from an AIS advisor or professor or supervisor
- All official transcripts, validating completion of a four-year degree or equivalent
- A current, sequential resume of educational and other accomplishments.
- An application fee of \$125

#### *GMAT/GRE*

The GMAT or GRE submitted to Thunderbird for admissions must be within the past five years.

### ***TOEFL/IELTS***

Applicants whose undergraduate instruction was not in English must submit proof of proficiency in English by submitting their Test of English as a Foreign Language (TOEFL) scores. The minimum for consideration is 600 on the paper-based test, and 250 on the computer-based test, and 100 on the Internet-based exam, and must be from a test taken within the past two years. Applicants who have a degree from an institution located in an English-speaking country are exempt from submitting the TOEFL.

Prospective students with TOEFL scores minimally below the minimum scores listed above will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation. See [www.thunderbird.edu](http://www.thunderbird.edu) for Pre-MBA Intensive English Program dates, overview, program content, prerequisites, tuition and contact information.

Thunderbird will also accept the **IELTS** evaluation for non-native English speakers. Students must achieve a score of 8.0 or better to be accepted into the full-time programs. Scores between 6.5 and 7.9 will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation. contact information.

## **SUMMARY OF INSTITUTIONAL REQUIREMENTS—MASTER OF SCIENCE IN GLOBAL MANAGEMENT**

### ***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 Economics Boot Camp Program. Failure to meet the program prerequisites will result in reduction of the courses available in the first trimester and the inability of the student to move forward in their program. Students may also be required to enroll in a regular scheduled first module course at the current tuition rate.

### ***FOUNDATIONS***

Foundations is a mandatory, one-week, zero-credit 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, ethics, and cross-cultural communication. The program’s action-learning approach includes case discussions, exercises, simulations, group discussions, presentations, lectures, and videos.

### ***CORE CURRICULUM***

The Master of Science in Global Management (MS-GM) core curriculum includes coursework in accounting, finance, management, marketing, statistics, global political economy, regional business environment, and cross cultural communication and negotiations. Much of this core curriculum is shared with the Master of Arts in Global Affairs & Management (MA-GAM), enriching the learning experience in these courses with the combination of students from the two degree programs, and reflective of the real world interdependence of international relations and

global business. In addition to these shared courses, the core curriculum is rounded out with courses specific to the MS-GM.

### ***THUNDERBIRD GLOBAL EXPERIENCE (TGE)***

TGE courses purposely aim to contribute meaningfully to the student's development of a global mindset. All students are required to successfully complete a three-hour TGE requirement in a country other than their citizenship or permanent residence by one of the following:

- Winterim or Summer Interim approved TGE courses, which are two to three weeks in duration, and offered off-campus, as available, in Africa, Asia, Europe, Latin America, and the USA. Expenses for Winterim/Summerim may extend beyond the cost of tuition and fees for the course. Students should also factor in the cost of travel and living expenses when considering a course that is appropriate for their academic/professional needs.

Approved interim courses may be used to satisfy more than one graduation requirement such as a Focus Area and TGE or Language and TGE. However, only three credit hours may be counted toward the degree requirements. The total number of credit hours to complete the degree will not be reduced by simultaneously completing two requirements. If the student completes an interim that is approved for their declared focus area and also counts as a TGE the three credit hours will be counted toward the focus area requirement and the TGE requirement will be satisfied. The student must enroll in three credit hours of elective to meet the required number of credit hours for their program. In the case of language and TGE the three credit hours will be counted toward the TGE and the student will replace the remaining hours with three credits of electives.

- An approved Thunderbird three (3) credit hour internship outside of the student's country of primary citizenship or permanent residence.
- A Thunderbird Exchange Program partner or a Thunderbird Overseas module abroad. Students are responsible for paying the tuition and fees, books, materials, travel and living expenses. Either of these methods will meet the TGE graduation requirement; however, the student must make up the three (3) academic credits by registering for a global focus elective or language course.

### ***ELECTIVE COURSES***

Elective courses provide the opportunity to take advanced, specialized topics in global management and global affairs. Please refer to the course descriptions for eligible courses.

### ***GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS***

Students are required to complete at least two of three non-credit workshops, one of which is 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) Business Presentations and Public Speaking, or (c) Business Report Writing.

### ***LANGUAGE REQUIREMENT***

Proficiency in a second language is required for graduation from the MS-GM degree. Non-Native English speakers who meet the admission requirements for the MS-GM 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. For additional information regarding languages in Groups 1 and 2, please write to: [testing@languagetesting.com](mailto:testing@languagetesting.com) or access its Internet site at [www.languagetesting.com](http://www.languagetesting.com).

Waivers for languages other than English are accepted as a result of the Foreign Service Institute (FSI), Defense Language Institute (DLI) or Peace Corps ratings when taken within one year of matriculation.

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.

***GRADUATION REQUIREMENT***

Students must complete all course work with a grade of “C-” or better to satisfy graduation requirements. In addition, students must achieve a cumulative GPA of at least 3.0, complete and receive credit for Foundations, complete and receive credit for two of three professional development seminars, and complete or waive all language requirements.

**MS-GM: Trimester 1 (Fall) (15 credits)**

<b>Module 1—First Half</b>	<b>Module 2—Second Half</b>
ACT 4000 Accounting from a Global Perspective I (1.5)	FIN 4000 Finance from a Global Perspective I (1.5)
ENT 4000 Global Entrepreneurship (3)	ENT 4000 Global Entrepreneurship (3)
QUA 4000 Quantitative Methods (1.5)	QUA 4002 Decision Science (1.5)
MGT 4001 Managing People from a Global Perspective (1.5)	MGT 4002 Strategic Management I (1.5)
GST 4001 States & Markets in the Global Political Economy (3)	GST 4001 States & Markets in the Global Political Economy (3)
CS-1000 Career Services Seminar <sup>1</sup>	

<sup>1</sup>Students are automatically registered for CS 1000 Career Management Seminar in the first module of the trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird.

**MS-GM: Trimester 2 (Spring) (15 credits)**

<b>Module 3 – First Half</b>	<b>Module 4 – Second Half</b>
ACT 4001 Accounting from a Global Perspective II (1.5)	ECN 4000 Global Economics (1.5)
FIN 4001 Finance from a Global Perspective II (1.5)	FIN 4002 Finance from a Global Perspective III (1.5)
MKT 4000 Marketing from a Global Perspective (3)	MKT 4000 Marketing from a Global Perspective (3)
GM 46XX Regional Business Environment (3)	GM 46XX Regional Business Environment (3)
CCC 4000 Communication & Negotiations Across Cultures OR Language (3) <sup>2</sup>	CCC 4000 Communication & Negotiations Across Cultures OR Language (3)
PD—1001 Business Presentations and Public Speaking Workshop <sup>3</sup>	PD—1000 Business Report Writing <sup>3</sup>

<sup>2</sup>If language in Trimester 2 is required, than the Communication & Negotiations Across Cultures (CCC) must be completed in Trimester 3. If language in Trimester 2 is not required, then CCC must be completed in Trimester 2.

<sup>3</sup>Only one of PD 1000 and PD 1001 if the student has completed CS 1000. Otherwise both courses must be completed. The program fee is for two of the courses but students may take all three.

**Trimester 3 (Fall) (12.0 credits)**

<b>Module 5 – First Half</b>	<b>Module 6 – Second Half</b>
MGT 5001 Strategic Management II (1.5)	MGT 5002 Leadership from a Global Perspective (1.5)
OPS 4000 Operations from a Global Perspective (1.5)	ACT 4002 Accounting from Global Perspective III (1.5)
CCC 4000 Communication & Negotiations Across Cultures OR Language (3)	CCC 4000 Communication & Negotiations Across Cultures OR Language (3)
Elective Course (3)	Elective Course (3)

**Additional Activities**

<b>Activity</b>	<b>Period</b>
Elective or Language	Winterim/Summerim <sup>4</sup>
Internship <sup>5</sup>	Summer
Independent Studies <sup>6</sup>	

<sup>3</sup>Winterims and Summerims may include additional expense such as costs for travel, meals, lodging, etc., in to tuition.

<sup>4</sup>All Internships must be registered with Thunderbird to be counted as work experience. Students should be aware that enrolling for internships outside the normal flow of their program or extending internships may have an adverse effect on their anticipated graduation, financial aid, and visa status.

<sup>5</sup>Students may do an independent Research study but it will not satisfy a degree requirement nor count towards total degree requirements. These courses will not receive federal financial aid support.

## Master of Arts in Global Affairs and Management

The curriculum for the MA-GAM is designed for a student to complete the program in three (3) trimesters (fall, spring, fall) and a Winterim or Summerim. Classes are not scheduled for the summer trimester. Students in this program are required to successfully complete a minimum of 45 credit hours of course work. The curriculum consists of 34.5 credits of core courses, 1.5 credits of elective courses, and up to six (6) credits of language courses. If the student waives language, these six hours can be used for additional electives. In addition, students are expected to complete a three-credit Thunderbird Global Experience (TGE), and at least two non-credit “soft-skills” workshops during their first two trimesters in order to graduate. This program includes the option of an internship in the Summer trimester after the student has successfully completed all program prerequisites, Foundations, all second trimester courses and remains in good academic standing.

Students who wish to take additional courses beyond their graduation requirements (45 credits) may take any (GM, GF, Language) courses during their final trimester provided they have met the prerequisites and do not exceed 15 credit hours in their final trimester. Students should be aware that credit hours beyond those that satisfy their degree requirements may not be eligible for Federal Financial Aid, and may also have an adverse effect on their anticipated graduation date and visa status. Students must consult with both their AIS advisor and their financial aid advisor before adding additional credits to their schedule.

**Table 8: MA-GAM Schedule**

Summer	Fall	Winterim	Spring	Summerim	Summer	Fall
Intensive lang Boot Camps <sup>1</sup> 0 credits	Trimester 1 15 Credits	TGE 3 Credits	Trimester 2 13.5 Credits	TGE (optional) <sup>2</sup> 3 Credits	Off or Intern	Trimester 3 13.5 Credits

1. Students may or may not be required to attend the intensive language and/or boot camps.
2. Required if the TGE was not completed in Winterim.

### SUMMARY OF ADMISSION REQUIREMENTS—MASTER OF ARTS IN GLOBAL AFFAIRS AND MANAGEMENT

- A completed application form
- Three personal essays responding to application questions
- GMAT or GRE, and TOEFL or IELTS (if applicable) test scores
- Two letters of reference, preferably from an AIS advisor or professor or supervisor
- All official transcripts, validating completion of a four-year degree or equivalent
- A current, sequential resume of educational and other accomplishments.
- An application fee of \$125

#### **GMAT/GRE**

The GMAT or GRE submitted to Thunderbird for admissions must be within the past five years.

### ***TOEFL/IELTS***

Applicants whose undergraduate instruction was not in English must submit proof of proficiency in English by submitting their Test of English as a Foreign Language (TOEFL) scores. The minimum for consideration is 600 on the paper-based test, and 250 on the computer-based test, and 100 on the Internet-based exam, and must be from a test taken within the past two years. Applicants who have a degree from an institution located in an English-speaking country are exempt from submitting the TOEFL.

Prospective students with TOEFL scores minimally below the minimum scores listed above will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation. See [www.thunderbird.edu](http://www.thunderbird.edu) for Pre-MBA Intensive English Program dates, overview, program content, prerequisites, tuition and contact information.

Thunderbird will also accept the **IELTS** evaluation for non-native English speakers. Students must achieve a score of 8.0 or better to be accepted into the full-time programs. Scores between 6.5 and 7.9 will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation.

## **SUMMARY OF INSTITUTIONAL REQUIREMENTS—MASTER OF ARTS IN GLOBAL AFFAIRS & MANAGEMENT**

### ***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 Economics Boot Camp Program. Failure to meet the program prerequisites will result in reduction of the courses available in the first trimester and the inability of the student to move forward in their program. Students may also be required to enroll in a regular scheduled first module course at the current tuition rate.

### ***FOUNDATIONS***

Foundations is a mandatory, one-week, zero-credit 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, ethics, and cross-cultural communication. The program’s action-learning approach includes case discussions, exercises, simulations, group discussions, presentations, lectures, and videos.

### ***CORE CURRICULUM***

The Master of Arts in Global Affairs & Management (MA-GAM) core curriculum includes coursework in accounting, finance, management, marketing, statistics, global political economy, regional business environment, and cross cultural communication and negotiations. Much of this core curriculum is shared with the Master of Science in Global Management (MS-GM), enriching the learning experience in these courses with the combination of students from the two degree programs, and reflective of the real world interdependence of international relations and global business. In addition to these shared courses, the core curriculum is rounded out with additional courses specific to the MA-GAM.

### ***THUNDERBIRD GLOBAL EXPERIENCE (TGE)***

TGE courses purposely aim to contribute meaningfully to the student's development of a global mindset. All students are required to successfully complete a three-hour TGE requirement in a country other than their citizenship or permanent residence by one of the following:

- Winterim or Summer Interim approved TGE courses, which are two to three weeks in duration, and offered off-campus, as available, in Africa, Asia, Europe, Latin America, and the USA. Expenses for Winterim/Summerim may extend beyond the cost of tuition and fees for the course. Students should also factor in the cost of travel and living expenses when considering a course that is appropriate for their academic/professional needs.

Approved interim courses may be used to satisfy more than one graduation requirement such as a Focus Area and TGE or Language and TGE. However, only three credit hours may be counted toward the degree requirements. The total number of credit hours to complete the degree will not be reduced by simultaneously completing two requirements. If the student completes an interim that is approved for their declared focus area and also counts as a TGE the three credit hours will be counted toward the focus area requirement and the TGE requirement will be satisfied. The student must enroll in three credit hours of elective to meet the required number of credit hours for their program. In the case of language and TGE the three credit hours will be counted toward the TGE and the student will replace the remaining hours with three credits of electives.

- An approved Thunderbird three (3) credit hour internship outside of the student's country of primary citizenship or permanent residence.
- A Thunderbird Exchange Program partner or a Thunderbird Overseas module abroad. Students are responsible for paying the tuition and fees, books, materials, travel and living expenses. Either of these methods will meet the TGE graduation requirement; however, the student must make up the three (3) academic credits by registering for a global focus elective or language course.

### ***ELECTIVE COURSES***

Elective courses provide the opportunity to take advanced, specialized topics in global management and global affairs. Please refer to the course descriptions for eligible courses.

### ***GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS***

Students are required to complete at least two of three non-credit workshops, one of which is 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) Business Presentations and Public Speaking, or (c) Business Report Writing.

### ***LANGUAGE REQUIREMENT***

Proficiency in a second language is required for graduation from the MA-GAM degree. Non-Native English speakers who meet the admission requirements for the MA-GAM 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. For additional information regarding

languages in Groups 1 and 2, please write to: [testing@languagetesting.com](mailto:testing@languagetesting.com) or access its Internet site at [www.languagetesting.com](http://www.languagetesting.com).

Waivers for languages other than English are accepted as a result of the Foreign Service Institute (FSI), Defense Language Institute (DLI) or Peace Corps ratings when taken within one year of matriculation.

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.

**GRADUATION REQUIREMENT**

Students must complete all course work with a grade of “C-” or better to satisfy graduation requirements. In addition, students must achieve a cumulative GPA of at least 3.0, complete and receive credit for Foundations, complete and receive credit for two of three professional development seminars, and complete or waive all language requirements.

**PROGRAM OVERVIEW**

**MA-GAM: Trimester 1 (Fall) (15 credits)**

<b>Module 1—First Half</b>	<b>Module 2—Second Half</b>
ACT 4000 Accounting from a Global Perspective I (1.5)	FIN 4000 Finance from a Global Perspective I (1.5)
GST 4001 States & Markets in the Global Political Economy (3)	GST 4001 States & Markets in the Global Political Economy (3)
QUA 4000 Quantitative Methods (1.5)	GST 4002 Global Affairs Methods (1.5)
MGT 4001 Managing People from a Global Perspective(1.5)	MGT 4002 Strategic Management I (1.5)
GST 4000 Global Affairs Theory: Power & Principle (3)	GST 4000 Global Affairs Theory: Power & Principle (3)
CS-1000 Career Services Seminar <sup>1</sup>	

<sup>1</sup>Students are automatically registered for CS 1000 Career Management Seminar in the first module of the trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird.

**MA-GAM: Trimester 2 (Spring) (13.5 credits)**

<b>Module 3 – First Half</b>	<b>Module 4 – Second Half</b>
ACT 4001 Accounting from a Global Perspective II (1.5)	ECN 4000 Global Economics (1.5)
FIN 4001 Finance from a Global Perspective II (1.5)	
MKT 4000 Marketing from a Global Perspective (3)	MKT 4000 Marketing from a Global Perspective (3)
GM 46XX Regional Business Environment (3)	GM 46XX Regional Business Environment (3)
CCC 4800 Communication & Negotiations Across Cultures OR Language (3) <sup>2</sup>	CCC 4800 Communication & Negotiations Across Cultures OR Language (3)
PD—1001 Business Presentations and Public Speaking Workshop <sup>3</sup>	PD—1000 Business Report and Writing <sup>3</sup>

<sup>2</sup>If language in Trimester 2 is required, than the Communication & Negotiations Across Cultures (CCC) must be completed in Trimester 3. If language in Trimester 2 is not required, then CCC must be completed in Trimester 2.

<sup>3</sup>Only one of PD 1000 and PD 1001 if the student has completed CS 1000. Otherwise both courses must be completed. The program fee is for two of the courses but students may take all three.

**MA-GAM: Trimester 3 (Fall) (13.5 credits)**

<b>Module 5 – First Half</b>	<b>Module 6 – Second Half</b>
GST 5000 Strategies in Global Development (3)	GST 5000 Strategies in Global Development (3)
GST 5430 Technology Policy & Entrepreneurship (3)	GST 5430 Technology Policy & Entrepreneurship (3)
CCC 4000 Communication & Negotiations Across Cultures OR Elective Course (3)	CCC 4000 Communication & Negotiations Across Cultures OR Elective Course (3)
Language OR Elective Course (3)	Language OR Elective Course (3)
Elective Course (1.5)	

**Additional Activities**

<b>Activity</b>	<b>Period</b>
Elective or Language	Winterim/Summerim <sup>4</sup>
Internship <sup>5</sup>	Summer
Independent Studies <sup>6</sup>	

<sup>4</sup>Winterims and Summerims may include additional expense such as costs for travel, meals, lodging, etc., in addition to tuition.

<sup>5</sup>All Internships must be registered with Thunderbird to count as work experience. Students should be aware that enrolling for internships outside the normal flow of their program or extending internships may have an adverse effect on their anticipated graduation, financial aid, and visa status.

<sup>6</sup>Students may do an Independent Research study but it will not satisfy a degree requirement nor count towards total degree requirements and federal financial support.

## **ARTICULATION BETWEEN MBA-GM, MS-GM, AND MA-GAM**

Students who have successfully completed the MS-GM and MA-GAM degrees may be admitted into the MBA-GM and earn the MBA-GM with the completion of 30 credit hours of MBA coursework beyond the MS-GM or MA-GAM. Eligible students are those who maintain at least a 3.2 cumulative grade point average (GPA) in the MS-GM or MA-GAM, and meet the minimum 24-month post-baccalaureate work experience admissions requirement for the MBA-GM. In this arrangement, MS-GM and MA-GAM students are credited 12 months towards this MBA admissions requirement, and the remaining 12 months of post-baccalaureate work experience may be completed as follows:

- (a) For students without any post-baccalaureate work experience prior to the MS or MA, at least one year of work experience is required prior to admission into the MBA. Full-time registered internships during or after the MS or MA may be applied towards meeting this requirement.
- (b) For students with some but less than one year of post-baccalaureate work experience prior to the MS or MA, a period of additional work experience is required which when combined with prior work experience equals at least one year of post-baccalaureate work experience. Full-time registered internships during or after the MS or MA may be applied towards meeting this requirement.
- (c) Students with at least one year of post-baccalaureate work experience prior to the MS or MA may matriculate directly into the MBA.

MS-GM or MA-GAM graduates who do not meet the minimum 3.2 cumulative GPA average may be admitted into the MBA-GM provided they meet the minimum 24-month post-baccalaureate work experience admissions requirement not including the 12-month credit for the completing the MS or MA. Students will not receive credit for course work taken prior to the completion of their MA/MS degree towards the MBA degree.

### ***OPTIONAL PRACTICAL TRAINING***

International students are limited to one period of Optional Practical Training (OPT) in the U.S. per academic level of study. If an international student utilizes OPT to work in the U.S. after the MS or MA degree, they will not be eligible for another period of OPT for work in the U.S. after completing the degree requirements for the MBA degree. Students who work outside of the U.S. after the MA or MS degree retain OPT eligibility for work in the U.S. after completing requirements for the MBA degree.

### ***DEGREE REQUIREMENTS MS-GM/MBA-GM***

#### ***ADMISSIONS***

- a. Successful completion of the MS-GM.
- b. GPA: 3.2 minimum GPA in the MS-GM except as stated above.
- c. Work Experience: Completion of at least 1 year of work experience after the MS-GM.
- d. MS-GM core courses achieve the same learning outcomes of the designated MBA-GM courses, and therefore satisfy the designated MBA-GM requirement as pre-requisites for all

- electives and language.
- e. The TGE requirement is satisfied.
  - f. Focus area courses completed as electives in the MS-GM program may satisfy prerequisites for a focus area in the MBA-GM program, but the credit hours not be applied toward a focus area in the MBA-GM program nor satisfy a TIE requirement.

***FOCUS AREAS***

MS-GM graduates may have more than one focus area but may not count more than one course toward any two focus areas. A TIE may count toward a focus area but will not count toward a concentration.

***OVERVIEW OF THE MS-GM/MBA-GM PROGRAM***

**MS-GM to MBA: Trimester 1 (15 credits)**

<b>Module 1—First Half</b>	<b>Module 2—Second Half</b>
Elective	Elective
PD 1002 Multicultural Teams & Leadership <sup>1</sup>	

**MS-GM to MBA: Trimester 2 (15 credits)**

<b>Module 3 – First Half</b>	<b>Module 4 – Second Half</b>
Elective	Elective
Elective / TIE requirement <sup>2</sup>	Elective / TIE requirement <sup>2</sup>

**Additional Activities**

<b>Activity</b>	<b>Period</b>
Elective	Winterim/Summerim <sup>3</sup>
Internship	Summer

<sup>1</sup>Graduation requirement

<sup>2</sup>Courses taken in the MA/MS program cannot satisfy this requirement.

<sup>3</sup>Winterims and Summerims may include additional expense such as costs for travel, meals, lodging, etc., in addition to tuition. Students may use an interim to satisfy a focus or an elective.

## ***DEGREE REQUIREMENTS MA-GAM/MBA-GM***

### ***ADMISSIONS***

- a. Successful completion of the MA-GAM.
- b. GPA: 3.2 minimum GPA in the MA-GAM except as noted above.
- c. Work Experience: Completion of at least 1 year of work experience after the MA-GAM.
- d. MA-GAM courses achieve the same learning outcomes of the designated MBA-GM courses, and therefore satisfy the designated MBA-GM requirement as pre-requisites for all electives and language.
- e. The TGE requirement is satisfied.
- f. Focus area course completed as electives in the MA-GAM program may satisfy prerequisites for a focus area in the MBA-GM program, but the credit hours not be applied toward a focus area in the MBA-GM program nor satisfy a TIE requirement.

### ***FOCUS AREAS***

MA-GAM graduates may have more than one focus area but may not count more than one course toward any two focus areas. A TIE may count toward a focus area but will not count toward a concentration.

### ***OVERVIEW OF THE MA-GAM/MBA-GM PROGRAM***

#### **MA-GAM to MBA: Trimester 1 (15 credits)**

<b>Module 1—First Half</b>	<b>Module 2—Second Half</b>
GM - 4403	GM - 4403
Elective	GM - 4102
GM - 5470	GM - 5486
Elective	GM - 4319
Elective	GM - 4203
PD 1002 Multicultural Teams & Leadership <sup>1</sup>	

#### **MA-GAM to MBA: Trimester 2 (15 credits)**

<b>Module 3 – First Half</b>	<b>Module 4 – Second Half</b>
Elective	Elective
Elective / TIE requirement <sup>2</sup>	Elective / TIE requirement <sup>2</sup>

#### **Additional Activities**

<b>Activity</b>	<b>Period</b>
Elective or Language	Winterim/Summerim <sup>3</sup>
Internship	Summer

<sup>1</sup>Graduation requirement

<sup>2</sup>Courses taken in the MA/MS program cannot satisfy this requirement.

<sup>3</sup>Winterim and Summerim may include additional expense such as costs for travel, meals, lodging, etc., in addition to tuition.

## LANGUAGE REQUIREMENTS – ALL FULL-TIME PROGRAMS

### NON-NATIVE ENGLISH SPEAKERS

Non-Native English speakers who meet the TOEFL/IELTS 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 Global Management, MS-GM, MA-GAM, or other graduate business programs. This English program has small class sizes (6-8 students/class) and a business-content approach to learning. For more information, visit the Thunderbird Web site at: [www.thunderbird.edu/premba](http://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. Additional languages for each group may be found at <http://www.languagetesting.com>.

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

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. Information regarding the test and the languages in which testing is currently offered can be found at [WWW.LANGUAGETESTING.COM](http://WWW.LANGUAGETESTING.COM). If testing for a language is not available through ACTFL the student will need to start a new language at Thunderbird. Waivers for languages other than English are accepted as a result of the Foreign Service Institute (FSI), Defense Language Institute (DLI) or Peace Corps ratings when taken

within one year of matriculation. A waiver in language does not reduce the number of credit hours for each program.

Students should complete the OPI during the first two months of starting the program. The test is offered by phone at the Garvin Center for Cultures and Languages. Please contact the Language Department at 602-978-7269 or [language@thunderbird.edu](mailto:language@thunderbird.edu) for more information. The Oral Proficiency Interview must be taken at Thunderbird.

2. 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. **Thunderbird does not accept language course credits from other providers.** To satisfy Thunderbird's language proficiency the students must then provide an OPI rating of intermediate high or intermediate low, depending on the language.
3. **Take the Intensive Language Program** offered at Thunderbird during the summer before starting the 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 (OPI). A student fulfills the MBA, M-GM, MS-GM, and MA-GAM language graduation proficiency requirement upon successful completion of Module 4. The student's level of success is assessed through written and oral exams and performance scenarios in which they speak the language.
4. **Take up to six credits of language courses in lieu of electives**, during the school year. 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. Arabic, Mandarin Chinese, Spanish, French, German, Japanese, Portuguese, and Russian are offered regularly. Students who are beginning a language at the 4015 level do not have to take the OPI.

### **LANGUAGE CREDITS APPLIED TO FULL-TIME DEGREES**

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.

## TECHNOLOGY REQUIREMENTS—ALL FULL-TIME PROGRAMS

### LAPTOP REQUIREMENTS

*All entering students are REQUIRED to have a laptop computer. The Thunderbird I&IT Department recommends the following:*

- 1.4GHz or better processor with at least 512 MB RAM (preferably 1 GB RAM).
- An English version of Windows 2000/XP/Vista (any version except Vista Basic) and an English version of Microsoft Office 2002/2003/2007 including Word, Excel, and PowerPoint. Depending on your course of study, you may also want to obtain Microsoft Office Proofing Tools for specific languages other than English. I&IT cannot guarantee support or compatibility for foreign language operating systems or software.
- You must have an antivirus package installed on your computer (the latest Norton AntiVirus version (**NOT NORTON SYSTEMWORKS OR INTERNET SECURITY**) or AVG is recommended).
- For network access, you'll need a Wireless 802.11a/b/g network card, 10/100 network interface card (NIC) for on-campus, and a 56K modem to access your own Internet Service Provider off-campus if it is dial-up. The Wireless card or NIC can be built-in, PCMCIA, USB, or FireWire as long as it is compatible with your computer. A standard Cat 5 network cable with RJ-45 connectors is needed to connect your computer to a wired network port. **Thunderbird does not provide free network or modem cables.** Thunderbird has implemented a wireless network in specific areas of the Glendale campus. Also, there are over 370 wired network ports available on campus, and all dorm rooms have a wired network connection. The Thunderbird wireless network "hot spots" do not currently include the dormitories or the classrooms.
- You should strongly consider purchasing an extended (three-year) warranty for your laptop. Laptop hardware failures can be very expensive if out-of-warranty repairs are required.
- If you purchase your computer and software before arriving at Thunderbird, please bring your software installation CDs with you. Windows/Office and some other software products require you to use the original CDs (or their copy) to add features or perform repairs and upgrades. Other copies of this software cannot be used. Students in Data Analysis courses require Excel add-ins that are not part of the default Office installation and will be unable to add these later without the original installation CD.
- *Non-Windows computer users can connect to the campus network, but the Help Desk cannot provide any support beyond providing you with the network settings. Be aware that any special software you may need for coursework or to print to the on-campus network printers is generally not available for non-Windows computers. Thunderbird E-learning courses and certain features on My Thunderbird are not compatible for use with non-Windows operating systems or Web browsers other than Internet Explore.*

## **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 Admissions Office and must complete all course requirements including examinations. They are subject to all School regulations, including prerequisites. 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 Director of Admissions at Thunderbird. Please submit these documents 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 Master of Global Management 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 pre-MBA program.
- A spouse or domestic partner 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 total of nine (9) credit hours as a non-degree student unless they are enrolled in a certificate program. Non-degree registration takes place the Friday preceding the start of the upcoming trimester through the Registrar's Office. 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](http://www.thunderbird.edu).

### ***TUITION AND FEES***

All financial information is determined by the Finance and Accounting Department and posted on the Thunderbird Web site <http://www.thunderbird.edu/students/admissions/mbaim/tuition.fees> and under “Tuition and Fees” in this Bulletin.

### ***IDENTIFICATION CARD AND RESOURCE ACCESS***

Upon acceptance, all non-degree students attending a course on the Glendale campus 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. Life-time email accounts are not available to non-degree seeking students.

### ***SCHOLARSHIPS***

Non-degree students are not eligible for scholarships.

### ***CAREER MANAGEMENT SERVICES***

Career Management Services are not available to non-degree students.

### ***ALUMNI STATUS***

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

### ***SPOUSE/DOMESTIC PARTNER ENROLLMENT***

A spouse or domestic partner of a full-time student is welcome to enroll as a non-degree seeking student for a maximum of nine (9) credit hours of study and within the benefits of their visa status. Tuition and charges are the same as the full-time rate. Please complete the non-degree application procedure in the Office of Admissions. Non-degree students must satisfy all listed prerequisites to enroll in a course. A spouse of foreign students on F-1 may not engage in full or part-time study at Thunderbird. Spouses of F-1 visa holders are limited to taking courses that are vocational or recreational in nature. Dependents of J-1 visas holders may engage in full or part-time study. Please contact the Academic & International Services office for information.

### ***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 Thunderbird Bulletin in effect at the time the non-degree student applies as a degree-seeking student.

### ***WINTERIM/SUMMERIM***

Winterim is a two- to three-week program beginning in early January, and Summerim is a two-week program in May. Course offerings vary each year. Programs may be held in New York, Washington, D.C., Europe, South Africa, Asia, Latin America, or on the Thunderbird campus. A Winterim or Summerim may include additional expense such as costs for travel, meals, lodging, etc., in addition to tuition.

## **CERTIFICATE OF ADVANCED STUDY**

Non-degree students 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 Global Political Economy (GPE), Regional Business Environment (RBE), Cross-Cultural Communications, Global Negotiations, Global 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 economics admission prerequisites, and graduate level course work that meets the prerequisites 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 a Master of International Management (MIM) equivalent may earn the Certificate of Post-Graduate Study. Students are required to complete a total of 12 credit hours from one of the following focus areas: Global Finance, Global Entrepreneurship, Global Management, Global Marketing, or Global Development to earn the Certificate. The 12 credit hours for this certificate must be earned after completion of the MBA or MIM. Courses completed to earn the degree will not apply toward the certificate. Students may only count three (3) credit hours of a Winterim toward the certificate program. Currently the certificate is not available on-line.

Students have a maximum of two years to complete the certificate program; foreign students must complete the program in the allotted time on their SEVIS I-20 form. It is therefore the responsibility of any foreign student interested in this program to work with the Academic & International Services office to develop a course schedule that is suitable within the time frame allotted on the I-20 form.

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

## **CERTIFICATE OF GLOBAL STUDIES**

The Certificate of Global Studies offers qualified students from partner schools the opportunity to enroll in nine (9) credit hours of Thunderbird coursework. The certificate's coursework includes a selection from Thunderbird's global studies and global management curriculum that can enhance a student's degree program at their home institution. Students successfully completing the certificate may apply for admission into Thunderbird's MS-GM or MA-GAM programs. Admission would be conditional upon applicants meeting regular admission requirements. The nine (9) credit hours of coursework awarded in the certificate program would be transferred for those students accepted into the MS-GM or MA-GAM programs.

Students will choose nine (9) credit hours from the following list of courses to earn the Certificate of Global Studies:

GST 4001 States & Markets in the Global Political Economy  
ENT 4000 Global Entrepreneurship (MS-GM)  
GST 4000 Global Affairs Theory (MA-GAM)  
ACT 4000 Accounting from a Global Perspective I  
FIN 4000 Finance from a Global Perspective I  
MGT 4001 Managing People from a Global Perspective  
MGT 4002 Strategic Management I

## **CERTIFICATE OF ADVANCED GLOBAL STUDIES**

The Certificate of Advanced Global Studies offers qualified students from partner schools the opportunity to enroll in 12 credit hours of Thunderbird coursework. The certificate's coursework includes a selection from Thunderbird's global studies and global management curriculum that can enhance a student's degree program at their home institution. Students successfully completing the certificate may apply for admission into Thunderbird's MS-GM or MA-GAM programs. Admission would be conditional upon applicants meeting regular admission requirements. The 12 credit hours of coursework awarded in the certificate program would be transferred for those students accepted into the MS-GM or MA-GAM programs.

Certificate of Advanced Global Studies courses (12 credits):

GST 4001 States & Markets in the Global Political Economy  
ENT 4000 Global Entrepreneurship  
GST 4000 Global Affairs Theory  
ACT 4000 Accounting from a Global Perspective I  
FIN 4000 Finance from a Global Perspective I  
MGT 4001 Managing People from a Global Perspective  
MGT 4002 Strategic Management I

## FOCUS AREAS

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.

Focus Area courses provide the opportunity to build depth and sophistication in Global Entrepreneurship, Global Finance, Global Management, Global Marketing, or Global Development. A student can customize his/her focus area by taking any combination of electives. It is highly recommended that students considering a Custom Focus meet with an Academic and a Career Advisor to develop a plan that is compatible with their academic and career goals.

An approved Winterim/Summerim course may also fulfill Focus Area requirements. Students may only count a maximum of 3 credit hours of Winterim/Summerim courses toward a Focus Area.

Internship credit, language credit, and work experience do not count toward Focus Area requirements or toward course prerequisites.

## GLOBAL DEVELOPMENT

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

### **Required Course: 3.0 credit hours**

GST 5000 Strategies in Global 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)

GST 5430 Technology Policy & Entrepreneurship (3.0)

GF 5701 Global Competitiveness in High Performing Economies (3.0)

GF 5703 Country Risk Management (1.5)

GF 5804 Conflict Management and Social Change (1.5)

GF 5884 Corporate Social Responsibility (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 are specified in the Bulletin under each course description.

## **GLOBAL ENTREPRENEURSHIP**

Students selecting the Global Entrepreneurship Focus Area must complete 12 credit hours from the following:

### **Required Course - 3.0 credit hours:**

GF 5422 Global Business Plan (3.0)

### **Plus an addition 9.0 credit hours from the following:**

GF 4390 Managing Projects (1.5)

GF 4425 Risk Management for Entrepreneurs (1.5)

GF 4517 Global Product Development and Management (1.5)

GF 4701 Export/Import Management (1.5)

GF 5274 Global Supply Chain Leadership (3.0)

GF 5401 Strategic Management of Technology and Innovation (1.5)

GF 5421 Valuation of the Private Firm (3.0)

GF 5424 Global Family Business (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 under each course description.

## **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 Global Securities & Investments (3.0)

GF 5273 Global Portfolio Management (3.0)

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

GF 4110 Corporate Financial Reporting (1.5)

GF 5112 Financial Statement Analysis (1.5)

GF 5211 Investment Banking (3.0)

GF 5250 Multinational Corporate Finance (FORAD) (3.0)

GF 5260 Financial Engineering & Derivatives (3.0)

GF 5271 Global Securities & Investments (3.0)

GF 5273 Global Portfolio Management (3.0)

GF 5700 Global 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: FIN 4002 (MS-GM), GM 4203 (Traditional) or GM-4213 (Accelerated) and other specific course prerequisites as designated in the Bulletin under each course description.

## **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 4402 Corporate Strategy (1.5)
- GF 5412 Leading Change and Transformation (3.0)
- GF 5414 Managing Relationships in Global Context (1.5)

### **Plus an additional 6.0 credit hours from the following:**

- GF 4405 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 5408 Business Consulting Tools (3.0)
- GST 5430 Technology Policy and Entrepreneurship (3.0)
- GF 5712 Business Intelligence (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 under each course description.

## **GLOBAL MARKETING**

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

- GF 4506 Customer Analysis (1.5)
- GF 4508 Global Marketing Communications (1.5)
- GF 4510 Channel Management (1.5)
- GF 4513 Global 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 4531 Global Marketing Research (1.5)
- GF 4701 Export /Import Management (1.5)
- GF 5520 Global Brand Management (3.0) \*
- GF 5524 Analysis for Strategic Marketing
- GF 5542 Global Business Marketing (3.0)
- GF XXXX Winterim/Summerim (3.0) *ONLY 3 CREDITS MAY BE APPLIED TO FOCUS AREA*

\* Both GF 4508 and GF 4531 must be taken prior to GF 5520 Global Brand Management

## **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 AIS advisor along with a Focus Area declaration form. Only 3 credits of Winterim or Summerim course work may be applied to the Custom Focus. Students may establish an emphasis within customized focus area for Business Intelligence, Export-Import, or Global Supply Chain. The following are recommended courses for students seeking an emphasis within the Custom Focus Area. Emphases are for guidance purposes only and will not be reflected on the diploma or transcript.

### ***Business Intelligence***

- GF 4390 Managing Projects (1.5)
- GF 4518 Strategic Services Marketing (1.5)
- GF 5703 Country Risk Management (1.5)
- GF 5700 Global Risk Management (3)
- GF 5712 Business Intelligence (3)

### ***Export-Import***

- GF 4510 Channel Management (1.5)
- GF 4513 Global Sales & Negotiation (1.5)
- GF 4517 Global Product Development (1.5)
- GF 4523 Customer Relationship Management (1.5)
- GF 4531 Global Market Research (1.5)
- GF 4701 Export-Import (1.5/3.0)
- GF 5274 Global Supply Chain Leadership (3)
- GF 5541 Global Business to Business Marketing (3)
- GF 5703 Country Risk Management (1.5)

### ***Global Supply Chain***

- GF 5274 Global Supply Chain Leadership (3)

Plus any 9 hours from the following:

- GF 4390 Managing Projects (1.5)
- GF 4510 Channel Management (1.5)
- GF 4513 Global Sales and Negotiation (1.5)
- GF 4517 Global Product Development and Management (1.5)
- GF 4518 Strategic Services Marketing (1.5)
- GF 4523 Customer Relationship Management (1.5)
- GF 4701 Export/Import Management (1.5)
- GF 5541 Global Business-to-Business Marketing (3)
- GF 5700 Global Risk Management (3)
- GF 5703 Country Risk Management (1.5)
- GF 5712 Business Intelligence (3)

The prerequisites for all of the above courses are specified in the Bulletin under each course description.

## **CONCENTRATIONS**

A student may receive a concentration in one or more area(s) listed below by completing nine (9) hours of course work from the specified list. A TIE course may not be counted toward a concentration (FS0707). Concentrations will not be reflected on the student's transcript.

### **GLOBAL ENTREPRENEURSHIP**

Students selecting the Global Entrepreneurship concentration must complete nine (9) credit hours from the following:

Required Course - 3.0 credit hours:

GF 5422 Global Business Plan (3.0)

Plus an addition 6.0 credit hours from the following:

GF 5421 Evaluation of the Private Firm (3.0)

GF 5424 Global Family Business (3.0)

GF XXXX Winterim/Summerim (3.0) *ONLY 3 CREDITS MAY BE APPLIED TO CONCENTRATION*

The prerequisites for all of the above courses are specified in the Bulletin under each course description.

**This is the only concentration designated for the 2008 – 2009 academic year.**

## EXPLANATION OF COURSE NUMBERING

1000-level courses	Non-credit/professional development or program prerequisite courses
2000-level courses	Foundations courses
4000-level courses	Provide a common foundation for students to move to 5000-level courses
5000-level courses	Advanced courses

## REQUIRED NON-CREDIT PROFESSIONAL DEVELOPMENT SEMINARS

### CS 1000

#### CAREER MANAGEMENT CENTER SEMINAR

The course equips students with a standard set of career management skills that can be used in any future career search process including: using self assessment and market research tools to identify your goal(s), developing an effective resume and cover letter, professional networking and interviewing skills, and job search ethics and etiquette. The course emphasizes a proactive 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. In addition to career search tools, techniques and methods, this class will cover accepted business etiquette norms used in business communications, networking and social settings.

Prerequisites: None. Required Non-Credit Course.

*Students may only take CS 1000 during their first trimester. Any student who fails to complete the requirements of CS 1000 will receive a grade of NC and may re-register for CS 1000 the trimester following the trimester in which the course was offered or may satisfy the requirements based on make-up work at the discretion of the Career Management Center instructor and in accordance with standard policies regarding course completion.*

*Students wishing to WITHDRAW from CS 1000 (i.e.; those with employer sponsorship in the Thunderbird program, those not seeking employment, etc.) may do so by following standard class withdrawal procedures. Once withdrawal is granted for CS 1000, students will not be allowed to re-register for CS 1000 in a later term. Students who do not fulfill requirements for CS 1000 will not be allowed use of career services. **Any WITHDRAWAL FROM CS 1000 for students in full-time programs will require the student to take a substitute Non-Credit course.***

### GL 2001

#### FOUNDATIONS

All entering students begin their degree program with this mandatory, one-week course. Foundations introduces tools and insights necessary for success and career effectiveness on a global scale. The course presents key aspects of leadership, team building, 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.

Prerequisites: None. Required Non-Credit Course.

**PD 1000**  
**BUSINESS REPORT 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.

Prerequisites: 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 question and answer sessions, developing and using visuals effectively (including PowerPoint), etc.

Prerequisites: None. Non-Credit Course.

**PD 1002**  
**MULTICULTURAL TEAMS AND LEADERSHIP**

The course is designed to use a combination of assessments, experiential exercises, reading, and mini-lectures to support multicultural team and leadership action learning. Course learning objectives include: (1) Expanding your awareness of the impact of your personal style based on various assessments and team feedback activities. (2) Developing an enhanced understanding of your behavioral strengths and weaknesses in team setting. (3) Developing your ability to contribute effectively in multicultural teams in multiple roles--team member, team leader, team manager. (4) Improving skills for observing other's individual and team behavior, to enable you to establish comfort zone behavior built on personal stretch. (5) Developing a personal action plan to guide your multicultural team effectiveness and leadership development goals while at Thunderbird. This non-credit required course is offered on a pass/fail basis. This course is only available to MBA in Global Management and Master in Global Management students.

Prerequisites: None. Required Non-Credit Course.

*\*Thunderbird Certificate in Global Management Communication - this certificate is not-for-credit and not maintained by the Registrar's Office. You can acquire this certificate by 1) successfully completing both of the two business communication workshops: Public Speaking and Business Report Writing, and 2) creating a portfolio containing examples of your best writing and your best public speaking. This portfolio will demonstrate the strength of your business communication skills through your work from class projects, internships – whatever materials you feel are most appropriate. In addition, the portfolio will include a brief section for your job search, helping to prepare you to demonstrate to future employers your global management communication skills. The deadline for portfolio completion: before your graduation.*

## **GF XXXX**

### **THUNDERBIRD INTEGRATIVE EXPERIENCE II**

(3 hours) The TIE II is required of all students in the MBA in Global Management 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, Global Studies, and modern languages (if applicable) classes. Qualified courses integrate material from at least two disciplines or are cross-functional in content, and are typically taken during a student's final trimester. Examples of courses include The Global Business Plan, and other courses that require integration of material across two or more disciplines as approved by the Faculty Senate. The following courses have been approved to fulfill the TIE requirement:

- GF 5250 Multinational Corporate Finance (FORAD)
- GF 5274 Global Supply Chain Leadership
- GF 5408 Business Consulting Tools
- GF 5422 Global Business Plan Development
- GST 5430 Technology Policy and Entrepreneurship
- GF 5524 Analysis for Strategic Marketing
- GF 5712 Business Intelligence and Competitive Assessment

Prerequisites: Prerequisites are dictated by the specific TIE II course. A TIE course may be applied toward a focus area but not applied to toward a concentration (*FS0507*).

## **MBA CORE COURSE DESCRIPTIONS**

### **GM 4000**

#### **GLOBAL POLITICAL ECONOMY**

(3 hours) This course offers an introduction to the fundamentals of the global business environment and its three major aspects: (1) the institutional framework and policy management of global 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 global manager with (a) an informed perspective on the institutions and policy processes that shape economic relations between global 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.

Prerequisites: None. Required CORE course Traditional and Accelerated programs.  
MS/MA students not eligible for this 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 global financial statements, and an introduction to inter-corporate investments.

Prerequisites: None. Required CORE course Traditional program.  
MS/MA students not eligible for this course.

**GM 4101****FINANCIAL ACCOUNTING AND EXTERNAL REPORTING**

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

Prerequisites: GM 4100. Required CORE course Traditional program.  
MS/MA students not eligible for this course.

**GM 4102****MANAGERIAL DECISION MAKING**

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

Prerequisites: GM 4100. Required CORE course Traditional program.  
MS/MA students not eligible for this course.

**GM 4105****GLOBAL ACCOUNTING**

(3 hours) This course is an accelerated course in external financial reporting and managerial accounting. It includes financial statement preparation and analysis and the study of U.S. generally accepted accounting principles as well as global accounting standards. It also includes the study of management accounting and decision-making, manufacturing and service industry costing and accounting and performance measurement.

Prerequisites: None. Required CORE course Accelerated program.  
MS/MA students not eligible for this course.

**GM 4201**  
**FUNDAMENTALS OF FINANCE**

(1.5 hours) This course 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.

Prerequisites: None. Required CORE course Traditional program.  
MS/MA students not eligible for this course.

**GM 4202**  
**FINANCIAL MANAGEMENT**

(1.5 hours) This course is the second module of Finance. 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.

Prerequisites: GM 4201. Required CORE course Traditional program.  
MS/MA students not eligible for this course.

**GM 4203**  
**GLOBAL FINANCIAL MANAGEMENT**

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

Prerequisites: GM 4202. Required CORE course Traditional program.  
MS/MA students not eligible for this course.

**GM 4210**  
**GLOBAL ECONOMICS**

(1.5 hours) This course investigates the nature of foreign exchange markets and hedging instruments; global financial markets and the transmission of funds; balance of payments; alternative global 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 Traditional and Accelerated programs.  
MS/MA students not eligible for this course.

**GM 4213**  
**GLOBAL FINANCE**

(3 hours) 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.

Prerequisites: None. Required CORE course Accelerated program.  
MS/MA students not eligible for this course.

**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.

Prerequisites: None. Required CORE course Traditional program.  
MS/MA students not eligible for this course.

**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 course Accelerated program.  
MS/MA students not eligible for this course.

**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: Traditional GM 4300  
Accelerated GM 4304  
Required CORE course Traditional and Accelerated programs.  
MS/MA students not eligible for this course.

**GM 4403****GLOBAL ENTERPRISE**

(3 hours) In a global economy, entrepreneurship is the engine of economic growth and prosperity. As emerging global leaders, it is critical to explore underlying principles and concepts about entrepreneurship, the entrepreneurial process and how social responsibility and ethical values are woven into the fabric of entrepreneurial opportunity. This course provides an exploration into these basic concepts including how corporate and social organizations can act entrepreneurially. Specifically, the course covers the personal characteristics and qualities of the entrepreneur, innovation, creativity, global franchising, family business, feasibility, and opportunity analysis.

Prerequisites: None. Required Core course Traditional and Accelerated programs.  
MS/MA students not eligible for this course.

**GM 4464****COMPETING THROUGH PEOPLE**

(1.5 hours) This course explores the mix of organizational practices and people that can be the basis of sustainable competitive advantage in the contemporary global business environment. Topics covered include cross-cultural issues in managing people; traditional and emerging models of organizations; organizational culture; leadership; employee skills and motivation; reward systems; and change management.

Prerequisites: None. Required CORE course Traditional program.  
MS/MA students not eligible for this course.

**GM 4466**  
**MANAGING GLOBAL BUSINESS**

(1.5 hours) This course provides a fast-paced review of key concepts and tools in global strategy and organizational behavior for students already possessing some knowledge in these areas. Both strategy formulation and implementation are addressed. Topics include: strategic focus; competitor and industry analysis; core competencies; organizational culture; cross-cultural leadership; and change management. The need for global businesses to fit all these elements together in the pursuit of competitive advantage is emphasized. This course is equivalent to GM 4464 and GM 4468 in the Traditional program.

Prerequisites: None. Required CORE course Accelerated program.  
MS/MA students not eligible for this course.

**GM 4468**  
**COMPETITIVE 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.

Prerequisites: None. Required CORE course Traditional program.  
MS/MA students not eligible for this course.

**GM 4501**  
**GLOBAL MARKETING STRATEGY**

(1.5 hours) This course focuses on developing competitive advantage by creating customer value. An understanding of customer relationships and their strategic implications is developed within the context of competitor and value-chain relationships. Emphasis is placed on (1) developing an understanding of the analytical and managerial decision tools for creating competitive advantage, and (2) understanding the similarities and the differences in domestic and global marketing.

Prerequisites: None. Required CORE course Traditional program.  
MS/MA students not eligible for this course.

**GM 4502**  
**GLOBAL MARKETING MANAGEMENT**

(1.5 hours) This course focuses on marketing planning and implementation. It develops a practical knowledge of the marketing management system and its key components, including marketing planning, control and coordination, integrated marketing communications, product development, pricing and distribution channels. Emphasis is placed on developing skills for entering new markets and sustaining or growing current markets.

Prerequisites: GM 4501. Required CORE course Traditional program.  
GM 4501 and GM 4502 must be taken in consecutive order in the same trimester.  
MS/MA students not eligible for this course.

**GM 4505**  
**GLOBAL MARKETING**

(3 hours) This course provides a managerial orientation to the topic of global marketing in today's complex, rapidly changing global 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 global arena. The major tactics/tools used by global marketers to facilitate the management of their Global 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. This course is equivalent to GM 4501 and GM 4502 in the Traditional program.

Prerequisites: None. Required CORE course Accelerated Program.  
MS/MA students not eligible for this 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. Global 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.

Prerequisites: Traditional GM 4000  
Accelerated GM 4000  
MS/MA GST 4001  
Required CORE course for all full-time degree programs.

### **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 help 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 and Accelerated programs.  
MS/MA students not eligible for this course.

### **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 Traditional program.  
Elective course Accelerated program.  
MS/MA students not eligible for this 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 multi-domestic or global template to address concerns of a transnational nature. Within the 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: Traditional GM 4464 and GM 4468  
Accelerated GM 4466  
MS/MA students not eligible for this 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 the relationship between leaders and followers.

Prerequisites: Traditional GM 4464 and GM 4468  
Accelerated GM 4466  
MS/MA students not eligible for this course.

## **MS-GM AND MA-GAM CORE COURSE DESCRIPTIONS**

### **ACT 4000**

#### **ACCOUNTING FROM A GLOBAL PERSPECTIVE I**

(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 global financial statements and an introduction to inter-corporate investments.

Prerequisites: None. Required CORE course MS-GM and MA-GAM programs.  
MBA students not eligible for this course.

### **ACT 4001**

#### **ACCOUNTING FROM A GLOBAL PERSPECTIVE II**

(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 global accounting standards are covered.

Prerequisites: ACT 4000. Required CORE course MS-GM and MA-GAM programs.  
MBA students not eligible for this course.

### **ACT 4002**

#### **ACCOUNTING FROM A GLOBAL PERSPECTIVE III**

(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: ACT 4001. Required CORE course MS-GM program.  
MBA students not eligible for this course.

### **CCC 4000**

#### **COMMUNICATION AND NEGOTIATIONS ACROSS CULTURES**

(3 hours) This dynamic and interactive course provides managers with an effective framework for achieving their goals in global management settings. The course will assist students to prepare for and execute time-tested strategies for achieving communication competence with persons from different cultures. This course will also cover negotiating in the global context. It will not only examine theories of culture and communications, 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, student negotiation 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: None. Required CORE course MS-GM and MA-GAM programs.  
MBA students not eligible for this course.

### **ECN 4000**

#### **GLOBAL ECONOMICS**

(1.5 hours) This course investigates, from the business manager's perspective, the determination of exchange rates, the nature of foreign exchange markets and hedging instruments; global financial markets and the transmission of funds between countries; alternative global monetary arrangements and institutions; balance of payments analysis; the respective economic consequence in response to monetary, fiscal and exchange rate policy changes. The course also analyzes conditions for successful growth and the causes and risks of economic crisis.

Prerequisites: Macro/Micro Economics. Required CORE course MS-GM and MA-GAM programs.  
MBA students not eligible for this course.

### **ENT 4000**

#### **GLOBAL ENTREPRENEURSHIP**

(3 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 both an individual and corporate setting as are global ethics, corporate governance, social enterprise and intrapreneurship (corporate venturing).

Prerequisites: None. Required CORE course MS-GM program.  
MBA students not eligible for this course.

### **FIN 4000**

#### **FINANCE FROM A GLOBAL PERSPECTIVE I**

(1.5 hours) This course 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.

Prerequisites: None. Required CORE course MS-GM and MA-GAM programs.  
MBA students not eligible for this course.

**FIN 4001**  
**FINANCE FROM A GLOBAL PERSPECTIVE II**

(1.5 hours) This course is the second module of Finance. 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.

Prerequisites: FIN 4000. Required CORE course MS-GM and MA-GAM programs.  
MBA students not eligible for this course.

**FIN 4002**  
**FINANCE FROM A GLOBAL PERSPECTIVE III**

(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).

Prerequisites: FIN 4001. Required CORE course MS-GM program.  
MBA students not eligible for this 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. Global 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.

Prerequisites: Traditional GM 4000  
Accelerated GM 4000  
MS/MA GST 4001  
Required CORE course for *all* full-time degree programs.

### **GST 4000**

#### **GLOBAL AFFAIRS THEORY: POWER & PRINCIPLE**

(3 hours) This course covers fundamentals of global affairs including (1) major theories of global relations; and (2) key concepts and issues such as the nation-state and national interest, diplomacy and the use of force, international law, international organizations such as the United Nations, and the role of ethics in international affairs. A core theme of the course is the role of power and principles in international relations.

Prerequisites: None. Required CORE course MA-GAM program.  
MBA students not eligible for this course.

### **GST 4001**

#### **STATES AND MARKETS IN THE GLOBAL POLITICAL ECONOMY**

(3 hours) This course covers fundamentals of the global political economy including (1) major conceptual frameworks for understanding the linkages between international politics and Global Economics; (2) key issue areas such as international monetary and financial relations, international trade, foreign investment and transnational enterprises, and North-South relations; and (3) analysis of key international economic institutions such as the International Monetary Fund, World Trade Organization, and World Bank.

Prerequisites: None. Required CORE course MS-GM and MA-GAM programs.  
MBA students not eligible for this course.

### **GST 4002**

#### **GLOBAL AFFAIRS METHODS**

(1.5 hours) This course covers research methodologies and analytical techniques used to analyze global issues. Tools used by international relations practitioners as well as researchers are emphasized. Topics include research design, quantitative methods, qualitative methods, policy analysis, and database resources.

Prerequisites: QUA 4000. Required CORE course MA-GAM program.  
MBA students not eligible for this course.

**GST 5000**  
**STRATEGIES IN GLOBAL 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 global and regional organizations, government policy, and domestic and foreign corporations are explored.

Prerequisites: MA-GAM (required) GST 4001 and GM 4600/4620/4640/4660  
MS-GM (elective) GST 4001 and GM-4600/4620/4640/4660  
Traditional (elective) GM 4000 and GM 4600/4620/4640/4660  
Accelerated (elective) GM 4000 and GM 4600/4620/4640/4660

**GST 5430**  
**TECHNOLOGY POLICY & ENTREPRENEURSHIP**

(3 hours) Innovation has become a major source of competitive advantage for nations as well as companies. This course analyzes the innovation process highlighting the interaction between universities, government technology policies, corporate research and development, start-ups, and venture capital. This course draws upon international comparisons, country case studies, and technology-specific cases including information technology.

Prerequisites: MA-GAM (required) GST 4001 and GM 4600/4620/4640/4660  
MS-GM (elective) GST 4001 and GM-4600/4620/4640/4660  
Traditional (elective) GM 4000 and GM 4600/4620/4640/4660  
Accelerated (elective) GM 4000 and GM 4600/4620/4640/4660

**MGT 4001**  
**MANAGING PEOPLE FROM A GLOBAL PERSPECTIVE**

(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.

Prerequisites: None. Required CORE course MS-GM and MA-GAM programs.  
MBA students not eligible for this course.

**MGT 4002**  
**STRATEGIC MANAGEMENT I**

(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.

Prerequisites: MGT 4001. Required CORE course MS-GM and MA-GAM programs.  
MBA students not eligible for this course.

**MGT 5001**  
**STRATEGIC MANAGEMENT II**

(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 multi-domestic or international template to address concerns of a transnational nature. Within framework, contemporary developments in joint ventures, strategic alliances, cross-border mergers and acquisitions, and the management of the globally diversified organization will be addressed.

Prerequisites: MGT 4001 and MGT 4002 Required CORE course MS-GM program.  
MBA students not eligible for this course.

**MGT 5002**  
**LEADERSHIP FROM A GLOBAL PERSPECTIVE IV**

(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 the relationship between leaders and followers.

Prerequisites: MGT 5001 Required CORE course MS-GM program.  
MBA students not eligible for this course.

**MKT 4000**  
**MARKETING FROM A GLOBAL PERSPECTIVE**

(3 hours) This course is designed to provide students with the basic principles of marketing management, i.e., marketing mix, segmentation, target marketing and positioning, a toolkit required to conduct quantitative analysis as a marketing manager, the ability to conduct an analysis of consumers, competitors and channels, frameworks to evaluate the similarities and differences between domestic and global marketing and marketing ethics and cross-cultural nuances to enable the student to successfully implement marketing strategies in international markets.

Prerequisites: None. Required CORE course MS-GM and MA-GAM programs.  
MBA students not eligible for this course.

**OPS 4000****OPERATIONS FROM A GLOBAL PERSPECTIVE**

(1.5 hours) This course provides an overview of the design, control, and improvement of manufacturing and service productions systems. Topics include operations strategy, process selection, value stream analysis, quality management, lean production and supply chain management.

Prerequisites: None (CAC0307). Required CORE course MS-GM program  
MBA students not eligible for this course.

**QUA 4000****QUANTITATIVE METHODS**

(1.5 hours) This course introduces basic statistical concepts and their application in the business world. The course starts with the use of descriptive statistics to summarize data. Next, the basic concepts of probability are examined. The course then moves on to consider sampling and statistical inference. The final topic is an introduction to the use of simple linear regression analysis to model relationships between variables. The course material is approached from an applied perspective, with extensive use of business examples to illustrate the concepts. Excel will be used to summarize and graph data and the SPSS statistical package will be used for data analysis.

Prerequisites: None. Required CORE course MS-GM and MA-GAM programs.  
MBA students not eligible for this course.

**QUA 4002****DECISION SCIENCE**

(1.5 hours) This course builds on material from the Quantitative Methods class. It introduces the use of computer simulation for scenario planning, covers regression analysis in depth, and covers the use of computerized techniques for optimization and linear programming. The course takes an applied business perspective, with examples drawn from operations management, finance, and marketing. The @Risk computer package is used extensively in this class. Other software packages used in the course include LINDO and SPSS.

Prerequisites: QUA 4000. Required CORE course MS-GM program.  
MBA students not eligible for this course.

## FOCUS AREA and ELECTIVE 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, analysis of cash flows, foreign currency translation, the valuation of debt instruments, derivatives, and executive stock compensation.

**This course is not offered every trimester.**

Prerequisites: Traditional GM 4101  
Accelerated GM 4105  
MS/MA students not eligible for this course.

### 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. **This course is not offered every trimester.**

Prerequisites: None (CAC0808)

### 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. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4468  
Accelerated GM 4466  
MS/MA students not eligible for this course.

**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. **This course is not offered every 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. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4300 and GM 4501 and GM 4502  
Accelerated GM 4304 and GM 4505  
MS/MA students not eligible for this course.

**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 Web sites that can be used for years to come. **This course is not offered every trimester.**

Prerequisites: None.

**GF 4506****GLOBAL 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. **This course is not offered every trimester.**

Prerequisites: Traditional    GM 4501 and GM 4502  
                          Accelerated    GM 4505  
                          MS/MA            MKT 4000

### **GF 4508**

#### **GLOBAL 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. **This course is not offered every trimester.**

Prerequisites: Traditional    GM 4501 and GM 4502  
                          Accelerated    GM 4505  
                          MS/MA            MKT 4000

### **GF 4510**

#### **GLOBAL 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. **This course is not offered every trimester.**

Prerequisites: Traditional    GM 4501 and GM 4502  
                          Accelerated    GM 4505  
                          MS/MA            MKT 4000

### **GF 4513**

#### **GLOBAL 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. **This course is not offered every trimester.**

**GF 4513**  
**GLOBAL SALES AND NEGOTIATION (CONT.)**

Prerequisites: Traditional GM 4501 and GM 4502  
Accelerated GM 4505  
MS/MA MKT 4000

**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. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4501 and GM 4502  
Accelerated GM 4505  
MS/MA MKT 4000

**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. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4501 and GM 4502  
Accelerated GM 4505  
MS/MA MKT 4000

**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. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4501 and GM 4502  
Accelerated GM 4505  
MS/MA MKT 4000

**GF 4531  
GLOBAL 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. **This course is not offered every trimester.**

Prerequisites: Traditional    GM 4501 and GM 4502  
                         Accelerated    GM 4505  
                         MS/MA        MKT 4000

**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. **This course is not offered every trimester.**

Prerequisites: Traditional    GM 4300 and GM 4501 and GM 4502  
                         Accelerated    GM 4304 and GM 4505  
                         MS-GM        QUA 4000 and QUA 4002 and MKT 4000  
                         MA-GAM        QUA 4000 and GST 4002 and MKT 4000

*Note: Students who have successfully completed GF 4701 (Export/Import Management) during the regular trimester are not eligible to take GF 4599 (Export/Import Management) during the Winterim. Likewise, students who have successfully completed GF 4599 (Export/Import Management) during Winterim are not eligible to take GM 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. **This course is not offered every trimester.**

Prerequisites: Traditional    GM 4000 and GM 4600/4620/4640/4660  
                         Accelerated    GM 4000 and GM 4600/4620/4640/4660  
                         MS/MA        GST 4001 and GM 4600/4620/4640/4660

## **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.

**This course is not offered every trimester.**

Prerequisites: Traditional    GF 4110 and GM 4203  
Accelerated    GF 4110 and GM 4213  
MS/MA students not eligible for this course.

## **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. **This course is only offered in the fall.**

Prerequisites: Traditional    GM 4203  
Accelerated    GM 4213  
MS-GM    FIN 4002  
MA-GAM students not eligible for this course.

## **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. **This course is not offered every trimester. Qualifies for TIE II.**

Prerequisites: Traditional    GM 4203  
Accelerated    GM 4213  
MS/MA students not eligible for this course.

## **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. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4203  
Accelerated GM 4213  
MS/MA students not eligible for this course.

## **GF 5271**

### **GLOBAL 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. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4203  
Accelerated GM 4213  
MS/MA students not eligible for this course.

## **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. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4203  
Accelerated GM 4213  
MS/MA students not eligible for this course.

## **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? **This course is offered in the fall and spring. Qualifies for TIE II.**

Prerequisites: Traditional    GM 4300 and GM 4501 and GM 4502  
Accelerated    GM 4304 and GM 4505  
MS-GM    MKT 4000 and QUA 4000 and QUA 4002  
MA-GAM    MKT 4000 and QUA 4000 and GST 4002

## **GF 5290**

### **ADVANCED TOPICS IN FINANCE: GLOBAL PRIVATE EQUITY**

(1.5 hours) 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. **This course is not offered every trimester.**

Prerequisites: Traditional    GM 4203  
Accelerated    GM 4213  
MS-GM    FIN 4002  
MA-GAM students not eligible for this course.

## **GF 5401**

### **STRATEGIC MANAGEMENT OF TECHNOLOGY AND INNOVATION**

(1.5 hours) 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. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4464 and GM 4468  
Accelerated GM 4466  
MS/MA MGT 4001 and MGT 4002

### **GF 5408 BUSINESS CONSULTING TOOLS**

(3 hours) This 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. **This course is not offered every trimester. Qualifies for TIE II.**

Prerequisites: Traditional GM 4464 and GM 4468  
Accelerated GM 4466  
MS/MA students not eligible for this course.

### **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. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4464 and GM 4468  
Accelerated GM 4466  
MS/MA MGT 4001 and MGT 4002

## **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. The course will use discussion, self-reflection, experiential exercises, and lecture to help build hands-on self-awareness and relationship management competencies. **This course is not offered every trimester.**

Prerequisites: Traditional    GM 4464 and GM 4468  
Accelerated            GM 4466  
MS/MA                MGT 4001 and MGT 4002

## **GF 5421**

### **ENTREPRENEURSHIP—VALUATION OF THE PRIVATE FIRM**

(3 hours) This is 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. **This course is not offered every trimester.**

Prerequisites: Traditional    GM 4300 and GM 4501 and GM 4502  
Accelerated            GM 4304 and GM 4505  
MS-GM                QUA 4000 and QUA 4002 and MKT 4000  
MA-GAM                QUA 4000 and GST 4002 and MKT 4000

## **GF 5422**

### **THE GLOBAL BUSINESS PLAN**

(3 hours) The guiding framework for a global enterprise and an essential tool for the global entrepreneur is a well-developed, comprehensive business plan. The process of creating a business plan provides an in-depth view of the complex inter-dependency of the functional elements of a viable organization: marketing, finance, management & leadership and systems & operations. This course, via classroom lecture, case study, guest presentations by practitioners (venture capitalists, intellectual property attorneys, angel investors, marketing professionals) provides a capstone global learning experience to synthesize and apply fundamental concepts and principles from across a wide graduate business education spectrum. The main course deliverable is a fully-formed business plan that represents both a productive planning tool for the student entrepreneur-to-be as well as a robust learning experience to tie together many important

elements of a graduate business experience. **This course is not offered every trimester. Qualifies for TIE II.**

Prerequisites: Traditional GM 4403 and GM 4300 and GM 4501 and GM 4502  
Accelerated GM 4403 and GM 4304 and GM 4505  
MS/MA students not eligible for this course.

### **GF 5424**

#### **GLOBAL FAMILY BUSINESS**

(3 hours) This course will explore and analyze family business continuity challenges and best management, family, and governance practices for the effective leadership of family-owned businesses. Since the focus is on pragmatic, action-oriented management, governance, and family/business leadership skills, the course will be taught primarily through live and written cases, discussions, lectures and a study/consultation experience with a family business. **This course is only offered in the fall.**

Prerequisites: Traditional GM 4464 and GM 4468  
Accelerated GM 4466  
MS/MA MGT 4001 and MGT 4002

### **GF 5425**

#### **FINANCING THE ENTREPRENEURIAL FIRM**

(3 hours) This course focuses on finance concepts as applied in the real world by entrepreneurs. From the firm perspective, the course covers topics relevant to entrepreneurial finance, including financial statements, funding plans and venture capital. The course will prepare prospective general managers of entrepreneurial companies on how to make the financial decisions involved with building high-risk, high-growth new enterprises. It prepares business-minded students for careers focused on entrepreneurship and intrapreneurship. Through the use of case analysis, combined with readings from assigned sources and exercises, students will come to understand aspects in finance that are critical to the entrepreneurial venture. Students will be prepared to deal with the various financing resources available to these same enterprises, including venture capitalists, angel investors, investment bankers, and other financial stakeholders. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4102 and GM 4203  
Accelerated GM 4105 and GM 4213  
MS/MA students not eligible for this course.

### **GF 5520**

#### **GLOBAL BRAND MANAGEMENT**

(3 hours) This course provides a managerial orientation to the topic of global brand management. It is designed to prepare students for a career in global 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. **This course is not offered every trimester.**

Prerequisites: Traditional GF 4508 and GF 4531 (both must be taken prior to GF 5520)  
Accelerated GF 4508 and GF 4531 (both must be taken prior to GF 5520)  
MS/MA students not eligible for this course.

### **GF 5524**

#### **ANALYSIS FOR STRATEGIC 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. **This course is not offered every trimester. Qualifies for TIE II.**

Prerequisites: Traditional GM 4501 and GM 4502  
Accelerated GM 4505  
MS/MA students not eligible for this course

### **GF 5542**

#### **GLOBAL BUSINESS MARKETING**

(3 hours) This course focuses on strategy development for marketers whose customers include other businesses, the government, and institutions, as opposed to consumers. The course places emphasis on (a) business market processes and strategies, (b) management of relationships and account strategies, (c) leveraging of Web 2.0 tools in market strategies (d) implications and opportunities of globalization. Students will learn how companies operate in business networks and how partnerships may leverage their position in the market place. The development of a comprehensive web audit and web marketing plan are the unifying elements of the course. This course is not offered every trimester.

Prerequisites: Traditional GM 4501 and GM 4502  
Accelerated GM 4505  
MS/MA students not eligible for this course.

**GF 5700**  
**GLOBAL 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. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4203  
Accelerated GM 4213  
MS-GM FIN 4002  
MA-GAM students not eligible for this course.

**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. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4000 and GM 4600/4620/4640/4660  
Accelerated GM 4000 and GM 4600/4620/4640/4660  
MS/MA GST 4001 and GM 4600/4620/4640/4660

**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. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4000 and GM 4600/4620/4640/4660  
Accelerated GM 4000 and GM 4600/4620/4640/4660  
MS/MA GST 4001 and GM 4600/4620/4640/4660

## **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. **Qualifies for TIE II.**

Prerequisites: Traditional GM 4300 and GM 4501 and GM 4502 and GM 4464 and GM 4468  
Accelerated GM 4304 and GM 4505 and GM 4466  
MS/MA students not eligible for this course.

## **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. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4000 and GM 4800 and GM 4801  
Accelerated GM 4000 and GM 4800 and GM 4801  
MS/MA GST 4001 and CCC 4000

## **GF 5884**

### **CORPORATE SOCIAL RESPONSIBILITY: STRATEGIES AND TOOLS**

(1.5 hours) As business enters the 21st century, a radical shift in thinking about business’ role in society is underway. Society’s demands for social and environmental responsibility are growing dramatically and few managers have the requisite skills to respond effectively. This course is designed to give future business leaders the knowledge and tools needed to develop an effective CSR strategy that creates value, not only for society and the environment, but also competitive and financial value for the company. Participants will gain tools for proactively engaging stakeholders in a process of mutual value creation, as well as strategies for profiting in the emerging marketplace for sustainability solutions. **This course is not offered every trimester.**

Prerequisites: Traditional GM 4000  
Accelerated GM 4000  
MS/MA GST 4001

**GF 5898 (1.5 HOURS)**

**GF 5899 (1.5 / 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.

Prerequisites will be determined by the subject matter.

**GF 5915 (1.5 HOURS)**

**GF 5903 (3 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 cannot substitute for a core course. Approval for an independent research project will be based on the following:

1. Timely submission of the request (before end of trimester prior to attempting the project)
2. Student must be in Good Academic Standing
3. All restrictions in the current bulletin and subsequent regulations
4. Lack of comparable subject matter in a structured course/focus.
5. 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.
6. Appropriate background in the subject selected; relevance of the study to course objectives
7. Consultation with professor periodically and to his/her satisfaction.
8. Completion in residence unless approved by the Academic Program Director

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

### **GST 5430**

#### **TECHNOLOGY POLICY & ENTREPRENEURSHIP**

(3 hours) Innovation has become a major source of competitive advantage for nations as well as companies. This course analyzes the innovation process highlighting the interaction between universities, government technology policies, corporate research and development, start-ups, and venture capital. This course draws upon international comparisons, country case studies, and technology-specific cases including information technology. **This course is not offered every trimester. Qualifies for TIE II.**

Prerequisites: Traditional (elective) GM 4000 and GM 4600/4620/4640/4660  
Accelerated (elective) GM 4000 and GM 4600/4620/4640/4660  
MA-GAM (required) GST 4001 and GM 4600/4620/4640/4660  
MS-GM (elective) GST 4001 and GM-4600/4620/4640/4660

### **GST 5000**

#### **STRATEGIES IN GLOBAL 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. **This course is not offered every trimester.**

Prerequisites: Traditional (elective) GM 4000 and GM 4600/4620/4640/4660  
Accelerated (elective) GM 4000 and GM 4600/4620/4640/4660  
MA-GAM (required) GST 4001 and GM 4600/4620/4640/4660  
MS-GM (elective) GST 4001 and GM-4600/4620/4640/4660

## **LANGUAGE COURSE DESCRIPTIONS**

### **ML 4015 FUNDAMENTALS I**

(3 hours) Offered in Arabic, Mandarin Chinese, Spanish, French, German, Japanese, Portuguese, and Russian.

This is an introductory course for beginning language learners. No prior knowledge is required. Students study language fundamentals such as pronunciation, vocabulary, and grammar. The emphases are: a) establishing a solid foundation in pronunciation; b) building up vocabulary and sentence patterns in communicative contexts; c) introducing writing and reading; and d) developing listening comprehension. In addition, cultural and social information that go along with language use are included in the teaching.

Lessons address common topics such as greetings 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.

Prerequisites: None

### **ML 4020 FUNDAMENTALS II**

(3 hours) Offered in Arabic, Mandarin Chinese, Spanish, French, German, Japanese, Portuguese, and Russian.

This course is a continuation of Fundamentals I. It aims to help students further develop communicative skills 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 with the new knowledge, and 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 appearance, and giving advice and opinions.

Prerequisites: ML 4015 or waiver

**ML 4100**  
**BUSINESS LANGUAGE**

(3 hours) Offered in French (FR) and Spanish (SP).

This course emphasizes the use of the target language in context, especially the lexicon of business. Readings from newspapers, journals, and books (although to a restricted degree in non-Latin alphabet languages) familiarize future global 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. 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.

Prerequisites: Fundamentals II waiver OR ML 4020.

**ML 4200**  
**BUSINESS LANGUAGE**

(3 hours) Offered in French (FR) and Spanish (SP).

This course advances communicative competency as well as reading and writing skills emphasizing business language 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 are explored through the target culture.

Prerequisites: 4100 or waiver.

**ASSURANCE OF LEARNING**

Thunderbird directly measures student learning in language through the Oral Proficiency Interview (OPI). The purpose of the assurance of student learning is to support and improve student learning by developing methods to articulate the goals of the language program, gain feedback on students' progress and use the feedback to modify the language programs to ensure that the goals are effectively achieved. Individual student learning results are for the exclusive use of Thunderbird. Individual outcomes from the OPI taken at the end of each course are at no cost to the student and will not be used for evaluation of any student.

## INTERNSHIPS\*

The Thunderbird Graduate Management Internship Program is designed to provide graduate level practical experience that serves as an **extension of the student's academic program** 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 often hire MBA/Masters interns for full-time employment. It is increasingly important for students to identify and pursue preferred employers early in their MBA/Masters 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 Global Management, Master of Global Management, MS-GM, or MA-GAM 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 the following courses:

### Traditional Students

GM 4000	International Political Economy
GM 4501	Global Marketing Strategy
GM 4502	Global Marketing Management
GM 4203	Global Financial Management
GM 4102	Managerial Decision Making
GM 4300	Data Analysis

### Accelerated Students

GM 4000	International Political Economy
GM 4505	Global Marketing
GM 4213	Global Finance
GM 4105	Global Accounting
GM 4304	Decision Tools

### MA/MS Students

GST 4001	States and Markets in the Global Political Economy
MKT 4000	Marketing from a Global Perspective
FIN 4001	Finance from a Global Perspective II
ACT 4001	Accounting from a Global Perspective II
QUA 4002	Decision Science (MS Only)
GST 4002	Global Affairs Methods (MA Only)

- Have successfully completed Foundations.
- 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).
- Must have at least 6 credits of graduation requirements remaining after completion of the internship.

## **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 by an AIS advisor. Students can have their internship registered up to two (2) weeks after the start of the trimester. Once the internship is registered, all scheduled courses will be dropped.

- Students may register one internship per academic program.
- All registered internships must be full-time (40 hours per week) consisting of 10-12 weeks.
- All internships are for one trimester only but may be extended for an additional consecutive trimester. Extended internships must be registered through AIS for zero credit.
- Students cannot participate in an internship in their last trimester of study. An internship is an academic experience. Students are expected to resume their program to relate the practical experience gained during the internship to personal educational goals. Therefore, students must return for a minimum of 6 credits of graduation requirements after completing their internship.
- A job description and offer letter must be mailed or sent electronically from the employer directly to the AIS advisor prior to registering for the internship.
- Upon approval of the internship, all courses in the student's schedule for that particular trimester will be dropped by the Registrar's Office.
- International students on an F-1 visa are required, according to U.S. immigration regulations, to apply for Curricular Practical Training (CPT) and register for internship credit for work authorization.
- International students on a J-1 visa should consult with an AIS advisor in the Academic & International Services office or their program sponsor regarding internship eligibility.
- Students may be eligible for late internship registration if they are not enrolled in classes. To be eligible the student must be on a vacation break (Semester Stop Out) or an approved Term of Non-Enrollment/Reduced Course Load (international students only) and be able to complete the full-time internship within 10 to 12 weeks in the semester. All students must contact an advisor to determine eligibility for late registration.
- Students registered for a local internship may receive approval from an AIS advisor to:
  - 1) register for additional courses (maximum 3 credits) as long as 6 credits of graduate requirements remain to be completed in the student's program immediately following the internship

OR

  - 2) work up to five (5) hours per week on-campus (including TA or GA position).

- Students engaging in an internship outside of the U.S. must secure their own travel/work visa if required.

## **CREDIT OPTIONS AND FINANCIAL OBLIGATIONS**

- Students have the option of registering for the 0, .33, 1.5, or 3 credit internship course.
- International students registering for an internship in the U.S. must register for a .33, 1.5, or 3-credit internship course to maintain immigration status.
- Students engaging in an internship outside of their country of primary citizenship or permanent residence may register for the 3-credit internship course to satisfy the Thunderbird Global Experience (TGE) requirement.
- Internship 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 (contact Human Resources for more information). Both health insurance coverage and financial arrangements must be made with Administrative Services and Finance and Accounting prior to leaving campus for an internship.
- Internship registration fees are subject to change without notice.

## **EVALUATION AND GRADING**

All internships are “full-time” and are graded as Pass/Fail. All students will receive an “I” or Incomplete, after the trimester has ended. Upon completion of the 0, .33, 1.5, or 3.0-credit requirements (see below), a grade of Pass will be entered in the student’s record. Students must turn in all deliverables by the 4<sup>th</sup> week of the next trimester. Otherwise, the “I” will automatically change to an “F” grade through the Registrar’s Office at the end of that trimester.

- Prior to completing the internship, the intern will provide an Employer Evaluation form to their supervisor. The form must be returned to the Academic and International Services office with a “Satisfactory” evaluation to receive a grade of Pass. An internal evaluation form by the company is also acceptable.
- Withdrawal from an internship must be “for cause” and requires permission of the Academic and International Services office.
- International students must notify an AIS advisor immediately 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, .33, 1.5, or 3 credits must keep notes or a journal of their internship. Information contained in the notes/journal is used to write the Weekly Summary documenting the internship experience and growth.
- All students taking the internship for .33, 1.5, or 3 credits must submit a paper proposal to the Faculty Advisor prior to registration of the internship.
- Students registered for the .33-credit internship course must consult with the Faculty Advisor for a minimum of one (1) session and complete a 4–5-page academic paper documenting the experience.

- Students registered for the 1.5-credit internship course must consult with the Faculty Advisor for a minimum of two (2) sessions and complete a 7 to 10-page academic paper documenting the experience.
- Students registered for the 3.0-credit internship course must consult with the Faculty Advisor for a minimum of three (3) sessions and complete a 15–20-page academic paper documenting the experience.

## **INTERNSHIP COURSE DESCRIPTIONS**

The key difference between the “credit” (.33, 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 but wish to retain their accessibility to MyThunderbird and IBIC resources.

### **IF 5900**

#### **ZERO CREDIT INTERNSHIP**

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 5913**

#### **0.33 CREDIT INTERNSHIP**

The learning program of this internship is largely supported by the sponsoring organization with some faculty involvement. Since academic credit is granted, it is required for the student to coordinate with the Faculty Advisor who facilitates the learning process throughout the internship. The student must discuss with the Faculty Advisor, regarding the academic paper (minimum 4-5 pages of a special internship topic) and the progress of the work during the internship (at least one session during the trimester).

### **IF 5901**

#### **1.5 CREDIT INTERNSHIP**

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**

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.

### **IF 5911**

#### **ZERO CREDIT INTERNSHIP EXTENSION**

A student must complete one semester of a full-time registered internship (IF-5900, IF-5902, IF-5903 or IF-5913) to be eligible for a single extension of the existing internship. After completing the first trimester, the student may enroll in IF-5911 for one immediate succeeding trimester through AIS. A student who extends their internship will receive a grade of “incomplete” for their initial registered internship with deliverables due by the end of the fourth week of the trimester immediately following the extended portion of the internship.

## **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, Thunderbird Modules Abroad, and Exchange Programs.

Each of these options emphasizes exposure to other business environments, cultures, political and economic systems, regionally specific academic courses and field trips to local companies. Actual course offerings vary across locations and from trimester to trimester.

### **EXPENSES**

Students are responsible for all tuition, fees, materials, living, and other expenses associated with the overseas experience program. Students receiving U.S. financial assistance or scholarships should contact the Financial Aid office to make sure their funding will cover expenses related to the overseas program.

### **PASSPORTS AND VISAS**

Students planning to engage in an overseas experience 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 to attend the overseas program.

### **REGULATIONS**

Students engaging in an overseas program experience are subject to the laws of the host country. Students should conduct themselves in a manner that brings credit to Thunderbird. Students should familiarize themselves with and comply with the laws of the host country, as well as the rules governing Thunderbird's overseas experience programs. Those breaking the laws will be subject to the fines or penalties imposed by the host country. In addition, those engaging in inappropriate or illegal activity may, at the sole judgment of Thunderbird, be terminated from the overseas program and may be subject to suspension or expulsion from Thunderbird.

*Please note: All programs are subject to cancellation in the event of a political, economic, or natural catastrophe, or low enrollment. Thunderbird reserves the right to refuse any student who, in its judgment, will not contribute to the success of the program, or who will not receive full benefit from participating in the program.*

### **THUNDERBIRD'S WINTERIM/SUMMERIM PROGRAMS**

Thunderbird's Winterim/Summerim programs are short-term courses in worldwide locations, providing global expertise in local settings. Admission to the Winterim/Summerim program is competitive and not guaranteed. Courses with insufficient enrollment will be cancelled.

### ***ELIGIBILITY***

- Complete or waive course pre-requisite by the end of the previous trimester
- Complete and submit the Winterim/Summerim application
  - Type and submit an essay
  - Receive faculty coordinator's permission to participate in an off-campus Winterim or Summerim
  - Pay the program fee and tuition cost
- Attend mandatory course specific pre-orientation meetings and complete assignments

### **THUNDERBIRD'S MODULE ABROAD**

Thunderbird's Modules Abroad program allows students to study core courses for six weeks at a partner institution overseas during the student's second trimester. The experience includes intensive study paired with company visits and cultural events for a truly global experience.

### ***ELIGIBILITY***

In order to participate in a Module Abroad students must:

- Have successfully completed all of their first trimester coursework
- Be in good standing at Thunderbird—that is, no honor code violations, academic probation (minimum 3.00 GPA), no financial or academic holds on his/her account, etc. (FS0707)
- Complete the application and participate in an interview process
- Pay the application and program fee
- Meet with an AIS advisor to determine course schedule
- Attend two company visits to receive a TGE waiver for participation (students will not meet the 3 credit requirement associated with the TGE requirement)
- Be in the Traditional or Accelerated programs (Dual Degree, Post-MBA, MA-GAM, MS-GM and Non-Degree seeking students are not eligible to participate in Modules Abroad)

### **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 English or occasionally in the native language. Those students wishing to participate in any of these programs should make their intentions known to an AIS advisor during their first trimester. Students selected to participate in these programs must enroll as full-time students.

**ELIGIBILITY**

- Thunderbird students must have a cumulative Thunderbird GPA of at least 3.25 or higher.
- 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.
- Students applying to an exchange program which has a language requirement must undergo language testing (the minimum level required is ML 4200) via the Oral Proficiency Interview and receive a written recommendation from the relevant language faculty.
- A maximum of 15 registered credit hours is allowed for any exchange program.
- Exchanges are for one trimester only.
- Core courses must be completed at Thunderbird, not at the exchange partner institution.
- Students cannot fulfill their Thunderbird Integrative Experience II (TIE II) requirement at the exchange partner institution.
- Dual Degree, Post-MBA, MA, MS and Non-Degree seeking students are not eligible to participate in an Exchange program.
- Students cannot engage in an Exchange Program in their country of primary citizenship or permanent resident status.

<b>Exchange Program Eligibility</b>	
<i>The following courses must be completed before engaging in an Exchange</i>	
<b>TRADITIONAL PROGRAM</b>	<b>ACCELERATED PROGRAM*</b>
GM 4000 - International Political Economy	GM 4000 - International Political Economy
GM 4102 - Managerial Decision Making	GM 4105 - Global Accounting
GM 4203 - Global Financial Management	GM 4213 - Global Finance
GM 4300 - Data Analysis	GM 4304 - Decision Making Tools
GM4501 & 4502 - Global Marketing	GM 4505 - Global Marketing
GM 46XX - Regional Business Environment	

*\*Students in the Accelerated program can participate in an Exchange only if they are willing to extend their academic program at Thunderbird by one trimester.*

**PROCEDURES**

For students meeting the criteria listed above, the procedures are as follows:

- Complete an Exchange Program application and submit before deadline
  - Exact deadline dates will be published on My Thunderbird
- Pay the required deposit by the deadline date
- A committee selects qualified candidate(s) for the exchange program.
- Selected candidates meet with an AIS advisor to select pre-approval courses. Credit for courses not pre-approved may not be eligible for course equivalencies or GF (electives) credit. No credit will be given for equivalent GM (core) courses.
- Student pays tuition at Thunderbird for the courses at the partner institution.

- At the end of the exchange term, the student must arrange to have their transcript from the exchange partner school sent to the Registrar's Office.
- Students graduating at the end of an exchange term must arrange to have their final transcripts sent to Thunderbird within 30 days of the graduation date for their degree to be conferred and their diploma ordered. Degrees for students whose transcripts are received after this 30-day deadline will be conferred with the next available graduation date.
- No grade with less than the equivalent of a B (3.0 on a 4.0 scale) will be transferable for credit. Transfer credits will not be computed for the purposes of GPA.
- Students participating in an exchange program are required to meet the minimum Thunderbird standards and credits for graduation.

### ***PARTNER SCHOOLS***

Thunderbird maintains exchange relationships with the following schools:

Brazil	COPPEAD, Graduate School of Business /UFRJ, Rio de Janeiro (Fall)
China	Tsinghua University SEM (Fall/Spring) Fudan University (Fall/Spring)
Costa Rica	INCAE Business School (Fall/Spring)
France	HEC—MBA program only (Fall/Spring) Ecole de Management de Lyon (Fall/Spring)
Finland	Helsinki School of Economics (Fall/Spring/Summer)
Germany	Manneheim Business School (Summer)
India	India School of Business (Fall/Spring/Summer) India Institute of Management*
Mexico	Instituto Tecnológico y de Estudios Superiores de Monterrey, EGADE-Tec de Monterrey (Fall/Spring)
S. Korea	Yonsei University (Fall/Summer)
Spain	Escuela Superior de Administracion y Direccion de Empresas (ESADE)/(Fall/Spring)
Taiwan	Soochow University Taiwan University

*\*THIS PROGRAM DOES NOT REQUIRE A TOEFL OR IELTS SCORE FOR ADMISSIONS (FS0407).*

## ACADEMIC DATES AND DEADLINES

WEEK	TRIMESTER 1	TRIMESTER2	TRIMESTER 3	TRIMESTER 4
1	Adjustment to Registration by exception only	Drop/Add	Drop/Add	Drop/Add
2				
3				
4	Deadline to withdraw from 1 <sup>st</sup> module courses	Deadline to withdraw from 1 <sup>st</sup> module courses	Deadline to withdraw from 1 <sup>st</sup> module courses	Deadline to withdraw from 1 <sup>st</sup> 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 courses	<ul style="list-style-type: none"> <li>• Deadline to withdraw from 3 credit hour courses</li> <li>• Drop/Add 2<sup>nd</sup> Module courses</li> </ul>	<ul style="list-style-type: none"> <li>• Deadline to Withdraw from 3 credit hour courses</li> <li>• Add/drop 2<sup>nd</sup> Module courses</li> <li>• Cannot change focus after the 8<sup>th</sup> week of the final trimester (Accelerated Students)</li> </ul>	<ul style="list-style-type: none"> <li>• Deadline to Withdraw from 3 credit hour courses</li> <li>• Add/drop 2<sup>nd</sup> Module courses</li> <li>• Cannot change focus after the 8<sup>th</sup> week of the final trimester (Traditional Students)</li> </ul>
9			Submit Graduation petition (always the trimester before actual graduation)	Submit Graduation petition (always the trimester before actual graduation)
10	Registration	Registration	Registration	Registration
11	Deadline to Withdraw from 2 <sup>nd</sup> half courses	Deadline to withdraw from 2 <sup>nd</sup> half courses	Deadline to withdraw from 2 <sup>nd</sup> half courses	Deadline to withdraw from 2 <sup>nd</sup> 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

- Withdrawal after week 1 is subject to forfeiture charges. Students have until 4pm 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).
- Please refer to the Grading Regulations section of the Bulletin for more information on discharging incomplete grades.
- Students changing programs must meet with an AIS 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 2008 or Spring 2009; The Registrar is responsible for maintaining the policies and integrity of the Thunderbird degree. Thunderbird's AIS advisors are available to guide students throughout their program. Students are encouraged to consult with an AIS 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. Because of the intensity of the Thunderbird Program students should not enroll in non-Thunderbird courses if they are at 15 hours total in all institutions.

### **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 AIS advisor 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
- Must be in Good Academic Standing

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

### **FIVE-YEAR RULE**

The MBA in Global Management program is designed to be completed in three to six consecutive trimesters depending on the program format a student chooses upon matriculation. The MS-GM and MA-GAM are designed to be completed in three consecutive trimesters. The Master of Global Management 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 with the exception of Post-MBA students who do not have a limited period.

## **CROSS REGISTRATION**

Thunderbird allows students to cross-register for up to 15 credit hours between other degree programs, excluding the Global MBA for Latin American Managers, the Master of Arts in Global Affairs & Management, and the Master of Science in Global Management.

Students must submit a petition to cross register to the Registrar's Office to begin the process. Cross registration into another program is subject to approval by the academic director of the receiving program and requires eleven (11) weeks advance notice.

**International students are limited to 3 credits of online courses per trimester per immigration policies.** A student considering registering for an online course must consult with an AIS advisor prior to enrolling to ensure adherence to academic and immigration guidelines. Students on a registered internship are limited to 3 credits of online courses during their internship.

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 Master of Arts in Global Affairs & Management and the Master of Science in Global Management. Students must submit a petition to transfer to the Registrar's Office to begin the process.

The deadline to submit the petition is eleven (11) weeks in advance of enrolling in the new program's courses. The student's transfer must be effective immediately at the beginning of the new program's term.

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 AIS advisor prior to requesting a transfer to ensure adherence to academic and immigration guidelines.

A student that has completed less than 15.0 credit hours of core courses in their currently enrolled program is eligible to apply for a program transfer. A letter grade of "B" or better is required in each core course to transfer the credits.

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 discipline, area coordinator or designated faculty. Additional credits are allowed per special institutional agreements (see Dual, Post MBA listing and exchange 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, MaEtrise, Diplom or Staatsexamen, Civilingenjor, or Meester, to name a few. Students who transfer in credits from courses which, in the opinion of the relevant area, substantially duplicate courses offered at Thunderbird 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 specific graduation requirements. For example, a student cannot use the transfer course to satisfy a specific course, TGE, TIE or language graduation requirements. The student may use the three credit hours in lieu of elective credit to meet the total credit hour requirement. For example, a traditional student who has waived three hours of language or satisfied the TGE by attending a Thunderbird module abroad may replace the three hours of non-specific elective credit with 3 hours of transfer credit. The student would complete 57 hours at Thunderbird and transfer in 3 hours to meet the 60 credit hour minimum. Transfer credit in no way constitutes a waiver for a course. Language courses are not acceptable for transfer. With the exception of those submitted for the Post MBA program, courses completed more than seven years prior to matriculation at Thunderbird will not be eligible for transfer credit.

## **WAIVERS**

The Thunderbird waiver policy applies only to the MBA in Global Management students and has limited application for Master in Global Management (Dual/Post MBA students.) A waiver is official recognition that a graduation requirement has been satisfied through previous course work (waiver by documentation) or testing. Students may waive both program prerequisites and selected global management (GM) course requirements. Thunderbird does not grant waivers for graduate level courses based on prior undergraduate course work or life/work experience. All prior coursework offered in support of a waiver must have been completed at an accredited graduate institution with a grade of B or better (a B- or below is unacceptable) or a non-U.S. equivalent institution within the seven-year time frame. Waivers do not constitute a reduction in the minimum hours required in a Thunderbird degree program. Waived courses must be replaced with an equal number of elective (GF) credits or an approved core course from another program that does not duplicate a course already completed. Students may only use a maximum of nine (9) credit hours of course waivers to satisfy core graduation requirements.

## **LANGUAGE**

Waivers for languages other than English are accepted as a result of the Oral Proficiency Interview, Foreign Service Institute (FSI), Defense Language Institute (DLI) or Peace Corps ratings when taken within one year of matriculation. The Oral Proficiency Interview must be taken at Thunderbird.

## **PROGRAM PREREQUISITES**

### ***MICROECONOMICS/MACROECONOMICS***

Thunderbird requires all full-time program students to satisfy microeconomics and macroeconomics prior to the start of their first term at Thunderbird. Failure to meet the program prerequisites will result in reduction of the courses available in the first trimester and the inability of the student to move forward in their program. Students may also be required to enroll in a regular scheduled first module course at the current tuition rate. Students may satisfy these requirements by:

1. Successful completion of prior coursework at an undergraduate level with a grade of “B” or better (waiver by documentation)

Waivers for Microeconomics and Macroeconomics may be granted during the Admissions process. Students do not need to apply for these waivers.

2. Successful completion of the CLEP (College Level Examination Program) in both microeconomics and macroeconomics for program prerequisites (waiver by testing)

CLEP (College-Level Examination Program) examinations are nationally standardized tests written and administered by the College Board and the Education Testing Service. Satisfactory completion of the appropriate CLEP examination with a minimum converted score of 53 on the Macroeconomics and Microeconomics examinations, will earn a waiver in the respective course.

The CLEP tests can be taken at most American universities, so students are encouraged to contact their university for further information. Six weeks should be allowed for scores to arrive through official channels from another institution to Thunderbird. There is a charge per examination collected by the examination center. Results are normally available within 24 hours and should be forwarded to the Admissions office.

3. Successful completion of GM 1200 Fundamentals of Economics

Thunderbird offers a three-day non-credit course that focuses on the principles of economics needed to successfully complete the degree. GM-1200 is offered the week prior to Foundations in Spring and Fall each year. There is a charge of \$450 for this boot camp.

4. Conferred degree of BA or BS in Economics

## **GLOBAL MANAGEMENT (GM) COURSES**

A limited number of GM course requirements may be satisfied through Thunderbird Challenge exams (testing). Supporting documentation must be submitted before the student matriculates to Thunderbird.

### ***THUNDERBIRD CHALLENGE EXAMINATIONS***

The following Challenge exams are offered by Thunderbird at no charge to the student. A student is allowed only one opportunity to take the exam, and Thunderbird does not give make up challenge exams. The following courses may be waived by challenge exams.

Accounting I—successful completion waives GM-4100

Accounting II successful completion waives GM-4101

Finance I/II—successful completion waives GM-4201 (Finance I) and GM-4202 (Finance II)

- 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 challenge exam, given during Foundations to matriculating students.
- 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 challenge exam, given during Foundations to matriculating students.

### ***WAIVERS BY DOCUMENTATION***

Students may waive course work through documentation of:

#### **1. CPA Certification**

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.

#### **2. CFA Certification**

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.

## **DUAL DEGREE AND POST-MBA STUDENTS**

Students may receive up to 15 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 Global 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 official transcripts from the partner/approved MBA institution official transcripts at least one week prior to the first day of classes.

**Waivers do not constitute a reduction in the minimum hours required for the MBA in Global Management or Master of Global Management degrees.**

## **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 course(s) in question. Grade changes will not be accepted after the end of the next trimester. 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.

### **DISCHARGING INCOMPLETE GRADES**

A grade of Incomplete ("I") may be assigned by a faculty member 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.

- A grade of "I" in a prerequisite course does not qualify as having completed that course for prerequisite purposes. The student will not be able to advance to the next level core or elective course.
- A student may not appeal to the Academic Standing Committee until all grades of "I" are discharged.
- Grades of "I" may be discharged upon completing the course requirements to the satisfaction of the instructor and recorded in the Registrar's Office prior to the end of the subsequently trimester. If the contracted requirements are not fulfilled according to this schedule, the Incomplete is converted to a failing grade (F) which cannot be changed.

- 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.
- Students who receive a grade of “I” for an internship have until the fourth week of the subsequent trimester to submit their requirements to AIS. For further information please refer to the Internship section of the bulletin.

It is the student’s responsibility to make necessary arrangements with the instructor with regard to receiving and removing the Incomplete. 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. The instructor may impose additional restrictions, but may not allow additional time for completion of the course requirements or add additional requirements.

**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
			AD	=	Academic Dishonesty

Only courses completed with a grade of C- or better are acceptable in satisfaction of graduation requirements for the MBA in Global Management, Master of Global Management, Master of Science in Global Management, Master of Arts in Global Affairs and Management, Certificate of Post-Graduate Study, Certificate of Advanced Study, Certificate of Global Studies and Certificate of Advanced Global Studies. 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

**ACADEMIC / GRADE 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 faculty member(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 beginning of the 2<sup>nd</sup> 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 Full-Time Programs, or his/her designee, or the Registrar.

### **APPEAL PROCESS**

**Step 1:** The student should contact the relevant faculty member(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 of the degree program, who will try to help the student and the faculty resolve the situation. The Academic Director will facilitate a response from the relevant faculty member(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 Full-Time Programs 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 Full-time Programs will appoint an individual to gather all pertinent information to be presented to a committee. The Vice President of Full-time Programs or designee will convene a meeting of the Academic Appeals Committee, which is comprised of the Provost, Dean of Faculty & Programs, Vice President of Full-time Programs, and the Academic Director. The committee will review the complaint, and the Vice President of Full-time Programs 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  
Web site—<http://azppse.state.az.us>

## **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 s/he has completed twelve or more hours 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 failing grade ("D or F") in one or more courses,
- receives a grade of No-Credit ("NC") in a requirement for graduation,
- receives a sanction from judicial, disciplinary or honor council proceedings.

A student on academic probation:

- may be required to repeat course(s); 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. By signing the Academic Standing Enrollment Contract the student indicates an explicit understanding that failure to comply with terms of the contract, including the attainment of a minimum cumulative grade point average of 3.00, may result in academic suspension.
- are not eligible for an overseas program. (FS 0707)
- is not eligible for an exchange.

- may jeopardize his/her financial aid eligibility.
- forfeits scholarship support for the trimester on probation.\*
- is not eligible to work on campus.
- is not eligible to hold office in the TSG.
- is not eligible to participate in school sponsored activities, including but not limited to: case competitions, treks, etc.
- is still eligible to be accepted for Winterim/Summerim courses.

Students may not be placed on or removed from probation as the result of a Winterim or Summerim course. The status as of the end of the Fall/Spring term shall remain in effect through the following term.

Students may not be placed on or removed from probation during a term as the result of completing a half-term course. The only exception to this policy is if the course(s) will satisfy a remaining graduation requirement.

*\*Students who do not maintain the applicable GPA stated in the Award Detail or who are placed on probation forfeit scholarship support for the trimester with the lower GPA or on probation.*

## **ACADEMIC SUSPENSION**

Academic suspension is mandatory when a student on probation 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.

- A student academically suspended may not be enrolled in any Thunderbird classes in any status, nor receive any credit for courses taken at other institutions.
- Suspended students may not receive any Thunderbird services including but not limited to housing, career services, computer use, MTB (to include lifetime e-mail), and IBIC resources.
- Awards are voided in the case of academic suspension and will not be reinstated.
- Students who are on academic suspension are not eligible for federal financial aid.
- Students on academic suspension are not eligible for employment at the School.
- Students on suspension shall not be allowed enrollment in a Winterim or Summerim course, a registered internship, a Module Abroad, or an Exchange Program.
- 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 the decision by submitting a letter to the Registrar's Office addressed to the Academic Standing Committee (ASC) within 3 school days of the date on the suspension notification letter. The ASC will not consider an appeal unless the student has resolved all incomplete "I" grades. In the appeal the student should address any mitigating circumstances that may have caused them to do poorly in the course and what the student would do in the future to increase their chances of success at Thunderbird. The student may make a recommendation to the committee referencing sanctions or why the student should be given an exception to policy. The student's academic standing/enrollment will remain unchanged until the academic appeals process is completed.

## **ACADEMIC DISMISSAL**

Dismissal is mandatory when a student's cumulative GPA falls below a 2.5 at the end of a registered term or when a student receives a failing grade in a core course during the second attempt. Only the repeat grade will count towards satisfying graduation requirements.

- A dismissed student is no longer eligible to attend any academic program, nor is eligible to seek readmission to Thunderbird.
- Dismissed students may not receive any Thunderbird services including but not limited to housing, career services, computer use, MTB (to include lifetime email), and IBIC resources.
- Awards are voided in the case of dismissal and will not be reinstated.
- Students who are on dismissal are not eligible for federal financial aid.
- Students who are on dismissal are not eligible to maintain scholarships.

Students who are dismissed may appeal the decision by submitting a letter to the Registrar's Office addressed to the Academic Standing Committee within 5 school days of the date on the dismissal notification letter. In the appeal the student should address any mitigating circumstances that may have caused them to do poorly in the course and what the student would do in the future to increase their chances of success at Thunderbird. The student may make a recommendation to the committee referencing sanctions or why the student should be given an exception to policy. The student's academic standing/enrollment will remain unchanged until the academic appeals process is completed.

## **SCHEDULE PROCEDURES**

### **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 an 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.

## **CHANGE OF ORIGINAL REGISTRATION**

Initial registrations can be changed during the first week 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 Chair of the Garvin Center for Cultures and Languages or designated representative. Federal Financial Aid cannot be used to cover repeat courses. **A student that receives a failing grade on the second attempt of a course will be automatically dismissed from Thunderbird.**

## **CLASS ATTENDANCE**

Class attendance policies for officially registered students are set by the assigned faculty or instructor. Chronic absences, missing the first two weeks of a 1.5 credit hour course 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 faculty member's instructions. A faculty member may prohibit or limit visitors under any circumstances.

## **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 Global Management, Master of Global Management, Master of Science in Global Management, Master of Arts in Global Affairs and Management, Certificate of Advanced Study, Certificate of Post-Graduate Study, Certificate of Global Studies, or Certificate of Advanced Global Studies. The Registrar's Office holds the right to move a student's petition to graduate to the next official graduation date.

### **GRADE CHANGES IN FINAL TRIMESTER**

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. If a grade change is submitted after the 30 days the student will be moved to the next available graduation date.

### **OFFICIAL DEGREE CONFERRAL**

Thunderbird's policy is to confer degrees after all grades have been recorded in the Registrar's Office and upon final review of the student's degree audit. No official documentation can be provided stating graduation requirements have been met until the conferral of the degree.

When completion of a program of study occurs prior to or at the end of the term, grades for all enrolled students must be entered by the faculty in order to indicate via official letter that requirements for a student have been met.

### **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 Web site.

The following documentation is required for a name change on an already issued diploma:

- US citizens: Certified copy of a marriage license, court order or dissolution decree reflecting the new name in full
- Non-US citizens: Current passport or official proof of identity certified by US embassy abroad or by the appropriate foreign embassy in the United States.

## **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 found in violation of the Honor Code are not eligible to graduate with Distinction or Honors or any other award.

## **GRADUATION CEREMONY**

Commencement ceremonies are held at the end of the spring, summer and fall trimesters. Diplomas reflect the actual date of degree completion.

## **OFFICE OF THE REGISTRAR REGULATIONS**

### **TRANSCRIPTS**

Two complete transcripts of records are provided to the student, free of charge, upon graduation. Additional transcripts may be obtained for a fee. The application for additional transcripts 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 School of Global 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.

The following documentation is required for a name change for transcript purposes:

- US citizens: Certified copy of a marriage license, court order or dissolution decree reflecting the new name in full
- Non-US citizens: Current passport or official proof of identity certified by US embassy abroad or by the appropriate foreign embassy in the United States.

## **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 AIS 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 a leave of absence on record 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.

## **STUDENT RECORD REGULATIONS**

“Student Record” means all material concerning an individual student maintained in any form by the President of Thunderbird School of Global 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.**

Transcripts and other documents in a student's file from other institutions, organizations or individuals are the property of Thunderbird School of Global 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.

## **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 Registrar shall be the records manager concerning discipline.
- 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 Director of Financial Aid shall be the records manager for the records maintained by the Financial Aid Office.
- The Vice President for Full-Time 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 Services shall be the records manager for the records maintained by the Academic and International Services 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 School of Global 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.*

*International students should be aware the Patriot Act as implemented by 8 USC 1372 overrides FERPA, allowing the U.S. Department of Homeland Security (DHS) access to obtain from the school any information needed to carry out its student/exchange visitor information collection program.*

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. However, the Department of Homeland Security's Immigration and Custom Enforcement does not require international students be notified 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.

## **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.

Family Policy Compliance Office  
U.S. Department of Education  
400 Maryland Avenue, SW  
Washington, D.C. 20202-4605

## **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.

## **ACADEMIC AND INTERNATIONAL SERVICES (AIS)**

Thunderbird's Academic and International Services is part of a larger group of services provided by Full-Time Programs. Services are provided to impart relevant information, advisement and assistance on matters related to academics, immigration, study abroad and internship registration.

**SERVICES**—Thunderbird students are strongly encouraged to meet with an AIS advisor throughout their program. Advisors are accessible via scheduled appointments, office walk-ins, telephone and email. Students can discuss with an advisor issues related to their academic, personal and professional goals.

### **ACADEMIC ADVISING**

- Students should meet regularly with an advisor to design and implement an appropriate academic plan that complies with financial aid and immigration guidelines and will satisfy requirements for the graduation.
- Students can discuss and develop their class schedules, course load, degree requirements, academic policies and procedures, individual options and special opportunities at Thunderbird.
- Students are block-registered for their first trimester of study.
- Continuing students must meet with an advisor prior to registration to discuss their academic progress and Focus Area.
- Focus Area selection should be decided by the end of the first trimester of study, but may be changed through the eighth of week of the final trimester.
- Students admitted provisionally must meet with an advisor for support and guidance.

The AIS advisors work in conjunction with the Registrar's office to generate reports for monitoring academic progress. Students may be contacted by either office to meet with appropriate personnel to address academic issues as necessary.

### **IMMIGRATION ADVISING**

- International students are required to present their passport, visa, I-20 (F-1) or DS-2019 (J-1) and I-94 card to an international student advisor upon reporting to Thunderbird for International Student Orientation.
- AIS office is responsible for reporting to the Department of Homeland Security's Student and Exchange Visitors Information System (SEVIS) regarding Thunderbird's students' immigration status and academic progress.
- Students are required to safeguard their immigration documents and should be aware of the expiration dates of the passport, I-20 and DS-2019 form.
- Students should consult with an advisor regarding U.S. immigration matters. Students should be extremely cautious about accepting information from a non-immigration professional.
- Students are required to maintain legal status in the U.S. to protect their immigration status and continue their eligibility to accrue F-1 or J-1 visa benefits.

- Students are required to enroll full-time for courses each trimester unless they have received permission from an advisor to be under-enrolled. Students may seek permission for under-enrollment for the following reasons: Vacation break; Internship outside of the U.S.; Completion of last term of study; Study abroad; Academic difficulty; Medical.
- Students are not permitted to work in the U.S. without receiving permission. Students may work on campus for up to 20 hours per week while enrolled in classes, and up to 40 hours per week during breaks between trimesters or on an approved term of non-enrollment (TNE) in the U.S.
- F-1 visa holders must receive approval for Curricular Practical Training (CPT) prior to engaging in an internship in the U.S. Failure to do so will result in working illegally in the U.S., which is a deportable offense. CPT approval is granted by an advisor. Prior to extending an internship, international students must request a CPT extension.
- J-1 visa holders must receive approval for an internship from their program sponsor. Failure to do so will result in working illegally and the student is subject to deportation.
- F-1 visa holders desiring to work in the U.S. after graduating from Thunderbird must apply for Optional Practical Training (OPT). OPT is granted by the U.S. Citizenship and Immigration Services. A processing fee is required with the application to request work authorization. OPT is granted for one year.
- J-1 visa holders wanting to work in the U.S. after completing their program must request Academic Training (AT) prior to completing their degree. AT is granted by the program sponsor. The amount of AT time is granted based on the amount of time the student has engaged in study at Thunderbird. AT cannot be extended.
- Students are permitted to travel outside of the U.S. during their study at Thunderbird. Students remaining outside of the U.S. for 5 months or longer have broken their continuous visa status and must re-establish their status with a new I-20 or DS-2019 form to enter the U.S.
- Students who have dependents accompanying them to the U.S. are responsible for maintaining the validity of their dependents' immigration documents.
- Students are required to submit tax reporting form(s) to the Internal Revenue Service (IRS) to document the number of days present in the U.S. and/or wages earned for campus employment, internship, or post-completion employment such as OPT or AT.

Immigration matters are very complex and often require the advice of a trained professional for assistance. The issues listed above are just a few of the areas covered by the AIS advisors. Students are strongly urged to be proactive by making a visit to meet with an advisor to and discuss immigration matters before problems arise.

## **INTERNSHIP REGISTRATION**

- AIS is responsible for reviewing a student's eligibility to engage in a registered internship.
- Students are required to submit appropriate documents in a timely fashion to receive academic credit for registered internships.

The Internship Program is designed to provide graduate level, practical training experience as an extension of a student's education at Thunderbird. For detailed information regarding Registration, please refer to the Internship section of this Bulletin.

## **STUDY ABROAD**

- Eligible students can engage in a Thunderbird Overseas Module Abroad, Winterim or Summerim, and Exchange Programs.
- Students must meet with an advisor to determine eligibility for a particular study abroad program.
- Students are responsible for obtaining the necessary visa documents to travel to other countries.

Thunderbird's study abroad options emphasize exposure to other business environments, cultures, political and economic systems. For more detailed information on study abroad opportunities, please refer to the Thunderbird Overseas Experiences section of this Bulletin.

**RESPONSIBILITIES**—The AIS advisors and the students are expected to develop a professional and confidential partnership to foster a collaborative advising process leading to success at Thunderbird. The following is a list of responsibilities both for the advisor and student to be mindful of to effectively facilitate this partnership.

### ***ADVISOR'S RESPONSIBILITIES***

- Assisting students with developing a realistic educational plan that is consistent with their abilities and interests
- Monitoring and documenting student progress toward program completion
- Maintaining students advising file
- Informing and/or referring students to resources, services and opportunities to enhance their learning experience
- Treating students with courtesy, dignity and respect
- Upholding the integrity of Thunderbird by enforcing all school, department policies and procedures.

### ***STUDENT'S RESPONSIBILITIES***

- Reading your Bulletin and becoming knowledgeable of and adhering to institutional policies, procedures and requirements
- Clarifying your personal values, abilities, career interests and goals
- Making an appointment with an advisor when required or when in need of professional advising
- Notifying an advisor when you cannot make your appointment
- Preparing for your advising session and bring appropriate materials
- Following through on actions identified during your advising session
- Accepting final responsibility for all decisions
- Attending and participate in classes, workshops, advising seminars, etc.

Detailed information regarding the services provided by Academic & International Services is available on MyThunderbird. Students may also contact the office at [ais@thunderbird.edu](mailto:ais@thunderbird.edu).

# **CAREER MANAGEMENT CENTER REGULATIONS**

## **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](http://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 of Full-Time Programs or his/her designee 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 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 cannot 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 FEE SCHEDULE

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

<b>Tuition and Fees</b>	<b>Fall 2008</b>
Amount due at Registration	
Housing ( <i>per person</i> )	
A and B Residence Halls	\$1,275
West A Residence Hall	\$1,100
West B Residence Hall	\$1,275
East Residence Hall	\$1,180
Board ( <i>Campus Residents Only</i> )	\$675
Tuition per student:(New and continuing Fall 2007)	
Per credit tuition	\$1,258
Non-Credit Course Fee	
MBA(Traditional and Accelerated)	\$945
MA/MS	\$756
MGM	\$567
MA/MS matriculating to MBA	\$315
Spouses of students per credit tuition	\$1,258
Foundation Fee	\$625
Internships: Charged at regular tuition rate	
0.0 Credit	\$415.14
0.33 Credits	\$415.14
1.5 Credits	\$1887.00
3.0 Credits	\$3774.00
Other Fees	
Student Health Insurance	\$500 <sup>1</sup>
T-Bird Student Government Fee	\$150 <sup>2</sup>
Overseas Administrative Fees (in addition to tuition) for Modules Abroad, Exchange Programs and Winterims/Summerims	\$350
Activity Fee for Modules Abroad	\$350
Housing Fee per night in excess of trimester	\$15
Financial Registration Late Fee	\$50

<sup>1</sup> 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.

<sup>2</sup> This \$150 per-trimester fee is managed by TSG.

NOTE: The statements above are provided in accordance with the institution's business license agreement with the Arizona State Board for Private Post-Secondary Education. The School reserves the right at any time to amend its tuition fees and methods of payment, in addition to any policies regarding such tuition, fees and payment methods. The tuition and fees schedule above has been set forth by the Thunderbird Finance and Accounting Business Office and approved by the Thunderbird Board of Trustees.

For questions, please contact:

Thunderbird School of Global Management  
1 Global Place  
Glendale, AZ 85306-6000  
Finance and Accounting Office  
PH: 602-978-7140  
FAX: 602-978-7787

## **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.
- If a student withdraws or is dismissed from the School during a trimester, the tuition charge (not including fees) will be refunded according to the refund schedule.

<b><u>Student Status from Start of Class</u></b>	<b><u>Percent of Tuition to be Refunded</u></b>
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 as financially feasible as possible. Thunderbird is committed to fully utilizing government, private and on-campus resources to maximize its financial aid options to students for education-related expenses. Although federal financial resources may not be 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.

We invite you to visit us at any time when you have questions or concerns. We are available in person on a walk-in basis, via email, phone or appointment.

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 student surveys, local housing information and figures set by the institution and are 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 – SELF-HELP AID**

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](http://www.thunderbird.edu)) or on the MTB Financial Aid page under Loan/Lender Information.

## **U.S. GOVERNMENT PROGRAMS – U.S. CITIZENS & U.S. PERMANENT RESIDENTS**

The U.S. government has three types of federal student loan programs in which Thunderbird participates. 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 loan programs fall under government regulations with oversight by the U.S. Department of Education and are subject to change.**

### **FEDERAL PERKINS LOAN (NEED-BASED AID)**

- Fixed 5% interest rate
- \$6,000 maximum per year; \$40,000 aggregate loan limit
- Nine month grace period upon graduation, withdrawal or less-than-half-time enrollment
- Interest begins to accrue at end of grace period. Government pays interest during the in-school (at least 6 credit hours), grace, and authorized deferment periods
- No loan fees
- Limited funding; awarded to the highest-need students, based on the FAFSA results
- Disbursement of funds subject to:
  - Availability of Perkins funds based on graduates in repayment
  - Completion of Perkins Entrance Counseling
  - Timeliness in returning required documents
- Applicants must be enrolled at least half-time (minimum 6 credit hours) in the full-time MBA in Global Management, dual-degree, post MBA, Masters in Global Affairs & Management, or Master of Science in Management programs.
- First-time Federal Perkins Loan awardees at Thunderbird must complete the Perkins Student Loan Interview Form in full as well as a Federal Perkins Loan Master Promissory Note. The completed form should be received in the Financial Aid Office no later than 3 weeks prior to the first day of classes.
- First-time Federal Perkins Loan awardees at Thunderbird must complete Perkins Entrance Counseling on-line.
- 10-year standard repayment; \$40 minimum per month (likely higher based on typical amount borrowed)

### **FEDERAL SUBSIDIZED STAFFORD LOAN (NEED-BASED AID)**

- Fixed 6.8% interest rate
- \$8,500 maximum per loan year; \$65,500 aggregate loan limit (undergraduate & graduate)

- Six (6) month grace period upon graduation, withdrawal, or less-than-half-time enrollment
- Government pays interest during the in-school (at least 6 credit hours), grace, and authorized deferment periods
- Up to 1 % Insurance/Origination Fee deducted from principal - this is forwarded to the U.S. Department of Education by the lender (may be paid by the lender)
- Up to 1 % Federal Default Fee deducted from principal - this is forwarded to the guaranty agency by the lender (may be paid by the lender and/or guaranty agency)
- First-time Federal Subsidized Stafford Loan borrowers at Thunderbird must complete a Stafford Loan Master Promissory Note with the lender of their choice (done electronically in most cases).
- First-time Federal Subsidized Stafford Loan borrowers at Thunderbird must complete Entrance Counseling on-line prior to loan certification by the Financial Aid Office
- 10-year standard repayment; \$50 minimum per month (likely higher based on typical amount borrowed)
- Other repayment options may be available

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

- Fixed 6.8% interest rate
- \$20,500 maximum per loan year MINUS the amount borrowed from the Federal Subsidized Stafford loan. \$138,500 aggregate loan limit including amount borrowed from the Federal Subsidized Stafford loan (undergraduate & graduate)
- Six (6) month grace period upon graduation, withdrawal, or less-than-half-time enrollment
- Interest accrues from time of disbursement, on amount disbursed, by lender. Accrued interest is added to principal at repayment. Borrowers are strongly encouraged to make payments on the accruing interest (or any amount available) to save money over the long term. However, payment of interest can be deferred until the end of the grace period.
- Up to 1 % Insurance/Origination Fee deducted from principal - this is forwarded to the U.S. Department of Education by the lender (may be paid by the lender)
- Up to 1 % Federal Default Fee deducted from principal - this is forwarded to the guaranty agency by the lender (may be paid by the lender and/or covered by guaranty agency)
- First-time Federal Unsubsidized Stafford Loan borrowers at Thunderbird must complete a Stafford Loan Master Promissory Note, if done as part of Subsidized Stafford application process, no further action required (done electronically in most cases).
- First-time Federal Unsubsidized Stafford Loan borrowers at Thunderbird must complete Entrance Counseling on-line prior to funds being considered available on student accounts. (part of Stafford/Graduate PLUS Entrance Counseling)
- 10-year standard repayment; \$50 minimum per month (likely higher based on typical amount borrowed)
- Other repayment options may be available

## **FEDERAL GRADUATE PLUS LOAN (NON-NEED-BASED AID)**

- Fixed 8.5% interest rate
- Eligible to borrow up to the published cost of attendance MINUS any other financial assistance
- Credit is considered for this loan. A lender must obtain a credit report from at least one national credit bureau to determine if the borrower has adverse credit. Adverse credit is considered:
  - 90 days or more delinquent on the repayment of any debt.
  - any debt discharged in bankruptcy during the five years preceding the date of the credit report.
  - a default determination on any debt, foreclosure, tax lien, repossession, wage garnishment, or write-off of a Title IV debt any time during the five years preceding the date of the credit report.
- 45 day grace period upon final disbursement. Borrower allowed an in-school deferment until graduation, withdrawal, or less-than-half-time enrollment.
- No grace period upon graduation, withdrawal or less-than-half-time enrollment. Repayment begins within 30 – 45 days.
- Interest accrues from time of disbursement, on amount disbursed, by lender. Accrued interest is added to principal at repayment. Borrowers are strongly encouraged to make payments on the accruing interest (or any amount available) to save money over the long term. However, payment of interest can be deferred until repayment begins.
- 3 % Insurance/Origination Fee deducted from principal - this is forwarded to the U.S. Department of Education by the lender.
- Up to 1 % Federal Default Fee deducted from principal - this is forwarded to the guaranty agency by the lender (may be paid by the lender and/or covered by guaranty agency)
- First-time Federal Graduate PLUS Loan borrowers at Thunderbird must complete Entrance Counseling on-line prior to funds being considered available on student accounts. (part of Stafford/Graduate PLUS Entrance Counseling)
- 10-year standard repayment; \$50 minimum per month (likely higher based on typical amount borrowed)
- Other repayment options may be available

## **HOW TO APPLY FOR FEDERAL STUDENT LOANS:**

### **STEP 1: APPLY FOR A PIN AT [WWW.PIN.ED.GOV](http://WWW.PIN.ED.GOV).**

This allows you to electronically sign the FAFSA (see step 2) as well as Master Promissory Notes.

### **STEP 2: COMPLETE YOUR FAFSA-FREE APPLICATION FOR FEDERAL STUDENT AID AVAILABLE ONLINE AT [WWW.FAFSA.ED.GOV](http://WWW.FAFSA.ED.GOV)**

Complete the FAFSA application online and submit it to the Federal Processor as soon as possible after completing your federal tax return for the applicable tax year. Include Thunderbird's school code of G01070 so we will receive the information electronically. You may expect to receive an electronic Student Aid Report (SAR) in about two days. Review the

report and your responses carefully. If any responses are questioned, follow the instructions provided to correct them. If you don't know how to proceed, contact the Financial Aid Office. Keep all SARs for your records. If you do not receive your SAR within two weeks, call 1-800-4FEDAID (1-800-433-3243) or check the status online at [www.fafsa.ed.gov](http://www.fafsa.ed.gov).

### STEP 3: COMPLETE THE FINANCIAL AID DATA FORM (AVAILABLE ON MY THUNDERBIRD [MTB] UNDER THE FINANCIAL AID FORMS)

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

Fall Trimester - February 15<sup>th</sup>  
Spring Trimester - September 1<sup>st</sup>  
Summer Trimester – January 15<sup>th</sup>

Meeting the priority filing date ensures consideration for the Federal Perkins loan and Federal Work-Study (funds are limited under these programs); adequate time for processing your financial aid package and arrival of funding by the date payment is due. A student may apply for funds after the priority filing date although funds may not be available at the beginning of the trimester when payment is due. It is also possible to apply during the trimester for which funds are needed. In the latter two situations, aid applicants are responsible for any finance charges incurred for funds arriving after payment is due.

### STEP 4: FOLLOW UP

All discrepancies or conflicting data indicated on the SAR must be resolved in order to continue the financial assistance process and receive your financial aid award information. This includes verification (see Financial Aid Regulations, Policies and Procedures section of this Bulletin). The Financial Aid Office corresponds with you requesting the appropriate information and documents necessary to resolve any of these issues. You may also contact us once you receive your SAR to review the documents required. If the SAR does not indicate any discrepancies or conflicting data, this step might be skipped and your file may be considered complete for the award period.

### STEP 5: RECEIVE FINANCIAL AID AWARD/LENDER SELECTION INFORMATION

- Receive an email advising you that your award/eligibility information is available.
- View on Access Thunderbird – which is a secure module within My Thunderbird.
- Choose Accept or Reject, based on your needs and resources, for the awards listed. If you haven't already done so, create a budget to help you determine how much you will need in loan funds.
  - To ensure that funds are received in a timely manner by the beginning of the trimester, we require the Accept/Reject step be completed within two weeks of receipt of award/eligibility email. A checklist is included in the email. If you no longer wish to receive aid when you receive the email, simply mark the awards as rejected. If after you have rejected any of your awards you decide that you need assistance later during your enrollment, contact the Financial Aid Office for how

to proceed.

- First time Thunderbird loan applicant:
  - Select a lender through whom to borrow (your choice) and submit the Lender Selection Form. One option in selecting a lender is to review the Lender Information section in the financial aid area of My Thunderbird. Another option is to research lenders on your own.
  - Complete the Federal Perkins Master Promissory Note, Perkins Loan Interview Questionnaire and Perkins Entrance Counseling you a Perkins Loan award is listed as one of your awards.

#### STEP 6: COMPLETE LOAN ENTRANCE COUNSELING

Entrance loan counseling reviews your rights and responsibilities as a borrower, explains the use of the Master Promissory Note, the importance of repayment, and consequences of default among other topics. This is a federal requirement. Thunderbird requires that this be completed prior to loan certification by the Financial Aid Office.

#### STEP 7: LOAN APPLICATION CERTIFICATION/PROCESSING

Provided that you have:

- Accepted the loans from which you wish to borrow
- Submitted the Lender Selection Form to the Financial Aid Office
- Completed Loan Entrance Counseling

The Thunderbird Financial Aid Office will:

- Certify the loan(s) and electronically transmit your loan eligibility information to your lender(s).

Subsequently, your lender(s) should contact you to complete a promissory note or provide additional information. Once your valid promissory note is on file with your lender, it certifies its portion of the loan and 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 8: FUNDS RECEIVED

As the funds are received from your lender(s), we reconfirm your eligibility (completed entrance counseling, enrollment, etc.) and communicate with the Finance & Accounting Office so funds will be electronically transmitted to your student account from the financial aid system. You are sent an email notification from Financial Aid informing you what type and amount of funds that have been received and being applied to your student account. A hold on these funds will occur if there are any discrepancies including, but not limited to, changes in credit hours, new financial aid or an updated SAR. If this happens, we will communicate with you to resolve the discrepancies and handling of any funds that need to be returned to your lender.

## STEP 9: REFUND OF CREDIT BALANCES

**If financial aid funds posted to your student account creates a credit balance, a refund will be processed at the end of the second week of classes. However, if financial aid funds are not covering all charges, you will need to make arrangements with the Finance & Accounting Office regarding payment by the first day of classes.**

### **NON U.S. GOVERNMENT PROGRAMS (NON-NEED BASED AID) SELF-HELP AID PRIVATE EDUCATIONAL LOANS- INTERNATIONAL AND US STUDENTS**

Some students may find it necessary to borrow through private education 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 U.S. permanent residents and to international students with a qualified U.S. citizen or U.S. permanent resident as a co-borrower. Most of the same organizations that lend under the Federal Stafford and Graduate PLUS loans also lend under a private education loan program. These lenders make the final decisions on the 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 the same federal financial aid regulations. Students may borrow from these sources as a supplement to other financial assistance, including federal financial aid, up to the published cost of attendance.

- This loan would be possible for the intensive language and/or boot camp(s) course(s)
- Credit history and/or FICO score is considered as part of the approval process
- 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 - 25 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. For example: 0% to 12% based on lender policy
- Grace period begins upon graduation, withdrawal, or less-than-half-time enrollment as determined by lender (can be 6, 9, or 12 months)

Additional information on this type of loan may be found on MTB under Loan Information. Many of the lenders indicated in the Student Loan Provider Information also process private education loans. Contact the Financial Aid Office with any questions.

### ***DOUGHERTY FOUNDATION LOAN***

- Maximum \$2,000 per calendar year
- Must be a U.S. citizen and resident of Arizona for a minimum of two years prior to enrollment
- Interest rate is 5% for the first 5 years of repayment and increases 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 for a minimum of 12 credits in any of the full-time programs
- The Financial Aid Office will consider all Arizona residents. Students who believe they are eligible may also contact the Financial Aid Office. If eligible, application material will be included with your award eligibility email

### ***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, depending on talents. On average, students work about ten hours per week and can expect to earn about \$1,200 per trimester. The pay rate is generally \$9.00 per hour. The Financial Aid Office maintains a list of available known positions 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, 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 (for example, 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 \$11.00 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 known positions 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 BOTH to the question “Interested in Work-Study/Loans” on the FAFSA will receive a Work-Study award amount as part of his/her Financial Aid Awards package.
- Failure to answer BOTH does not necessarily preclude student eligibility.
- 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.
- Earnings are reported to the IRS and are considered taxable

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

International students and other U.S. citizens and U.S. permanent resident students who are ineligible or who have not completed the documents to determine work-study eligibility may qualify to work under the non-work-study program at the discretion of the departments on campus. U.S. citizens and U.S. permanent resident students are strongly encouraged to complete the FAFSA (Free Application for Federal Student Aid) so we can determine eligibility for Federal Work-Study.

- International students with valid F-1 visas are eligible to work on campus in the United States (20 hours per week maximum while enrolled), once approved by the Financial Aid Office
- J-1 visa holders need written permission from their sponsor on file with Financial Aid prior to beginning to work
- J-2 visa holders need INS approval to work
- F-2 visa holders are not permitted to work at all
- L and H1B visa holders are not permitted to work at all
- Positions are only available under Non-Work-Study
- The hiring department pays 100 percent of the earnings
- Earnings are reported to the IRS and are considered taxable

## ***GENERAL INFORMATION, POLICIES & PROCEDURES FOR STUDENT EMPLOYMENT***

The Financial Aid Office receives notification of positions and maintains these on the Financial Aid department page of MTB under the Campus Employment section. Jobs that are posted are by no means the only jobs available on campus. Students are also encouraged to approach the Department Coordinators, staff or faculty directly to find out if there are any jobs available and then follow the procedures with the coordinators in that department. You may not begin work, though, until you have been approved by the Financial Aid Office.

- All authorizations to work must go through the Department Coordinators who forward Work Authorizations and appropriate documentation to the Financial Aid Office for final approval.
- Students must wait for approval before they begin work. Students are sent an email from Financial Aid once the work authorization has been processed.
- All students are limited to working 20 hours per week while enrolled in classes.
- Pay rates are determined by the institution and not by individuals or departments.
- Work Authorizations are effective for 1 trimester and approval to work ends no later than the last day of final exams. 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 prior to beginning work.
- Students may not hold more than 2 jobs/positions on campus in any given trimester or period between trimesters.
- Students on probation are not eligible for on-campus student employment.
- Students on local internships only are eligible to work for a maximum of 5 hours per week on-campus provided no other class is taken.
- Student spouses seeking employment on campus are encouraged to contact 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.
- As of January 1, 2008, Thunderbird must comply with Homeland Security's new program, E-verify. This program requires all employers to verify that all new employees are eligible to work in the US; this includes all foreign and domestic student workers.
- All students and spouses working on campus for the first time on a timecard or have not worked on campus for a period of 12 months must complete employment forms and submit, prior to beginning work, to the hiring Department Coordinator:
  - Employment Forms
    - Work Authorization
    - Employment Eligibility Questionnaire
    - W-4
  - On the first day of work, first time student or spouse employees must go to the Human Resources Department to complete:
    - I-9 (Employment Eligibility Verification)

- You will need to bring identification documents with you to Human Resources that are listed on the I-9
- Students and spouses who have previously worked on campus without a break of more than two trimesters must complete employment forms and submit, prior to beginning work, to the hiring Department Coordinator:
  - Employment Forms
    - Work Authorization
    - Employment Eligibility Questionnaire

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 Human Resources Department immediately when received. Social Security card must be received within 90 days of beginning of employment for student to continue working.

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

## **SCHOLARSHIP PROGRAMS**

There are two categories of awards – those for entering students and those for enrolled students. The majority of scholarship funds are only applied toward tuition charges.

### ***ENTERING STUDENT MERIT SCHOLARSHIPS***

Entering student merit awards are available to applicants for all full-time programs: MBA in Global Management, MA in Global Affairs & Management and MS in Global Management. As part of the admissions process, all highly-qualified entering students were evaluated for scholarships. Award decisions are based on the documentation submitted with the application. Recipients are notified prior to matriculation and decisions are final. Awards do not cover non-credit courses.

Scholarships are offered based on students following their course of study as outlined with the exception of taking one registered internship trimester away from studies with the option for an extension of an additional trimester for the same internship or students opting to not enroll for any classes for one trimester.

Thunderbird strategically and carefully plans its funds management to maximize its resources annually. A variety of other aspects are taken into consideration as well, such as course offerings, when looking at the curriculum and anticipated enrollment in relation to the program of study, in addition to scholarships when we do our annual planning.

Students are permitted to be non-enrolled for only one trimester without losing their scholarship (excluding a registered internship). Students who choose to be gone more than one trimester will lose their scholarship award from the first trimester of non-enrollment forward. Students also forfeit award funds should they decide to take a course load that is less than what is published for the program of study, be placed on probation or suspension and the award amount is not regained.

## ***ENROLLED STUDENTS SCHOLARSHIP OPPORTUNITIES***

### ***THUNDERBIRD SCHOLARSHIP OPPORTUNITIES FOR FULL-TIME MBA STUDENTS***

At the start of each trimester, the Financial Aid Office announces prestigious, competitive scholarship opportunities for enrolled students (minimum 6 credits or more) in the **MBA in Global Management program**. These awards, made possible by donors, may range from \$1000 and up (generally \$1000 - \$6,000). The announcement is made via MTB and email. The list of opportunities is posted in the form of a spreadsheet and located in the Scholarship Opportunities area on the Financial Aid MTB page. Awards are applied in relief of tuition only to the student's tuition account.

### ***AWARD OPPORTUNITIES FOR FULL-TIME MASTER OF SCIENCE IN GLOBAL MANAGEMENT AND MASTER OF ARTS IN GLOBAL AFFAIRS AND MANAGEMENT***

#### ***The B. F. Brown Award for Thunderbird Global Experience***

Funds may be available through a competitive process to assist with non-tuition expenses related to a Thunderbird Global Experience completed by doing an internship, Winterim or Summerim overseas. An application would be submitted, at the time of registration, in the form of an essay explaining what the student expects to gain from the overseas experience, including personal growth, how it fits with his/her program of study, and how it will impact his/her future career. It should also include a summary of the expected expenses and financial need. This award is 100% taxable to the recipients.

## **INFORMATION AND TIPS ON APPLYING FOR SCHOLARSHIPS**

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

- Each of the listed awards has specified requirements. Please review the spreadsheet carefully for criteria and application instructions.
- Essay/statement should be well thought out and clearly articulated as well as customized for each application. Be reflective; consider: what makes you unique? Why should you be selected over another applicant?
- Proofread all information that will be submitted; review your application for grammar and

spelling. Give the application a final 'once-over.' Ask someone to review your materials.

- Cover letter, at a minimum, should address interest in being considered for award, why you are applying and customized for each application. The Instructions to Apply section of the spreadsheet will indicate if further discussion in the cover letter is requested. See sample cover letter in the Helpful Hints section under Scholarship & Grant Opportunities of MTB
- Follow the instructions carefully.
- Resume should include all work and education-related items that are discussed in statements or essays.

The same essay or cover letter should not be submitted for more than one scholarship.

### **Pre-write > write > edit > submit**

#### *CONTINUING STUDENT GRANTS*

Continuing student grants are awarded on a competitive basis to continuing full-time MBA in Global Management students who have completed at least one full trimester of study (minimum 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 application deadline is 4:30 pm on the second Friday of each trimester.
- Amounts range from \$1000 to \$8,500 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 Scholarship and Grants section. It is available about two weeks prior to the deadline.
- Decisions are made around the sixth week of the term and letters are sent to all applicants.

Awards are applied to student accounts specifically for tuition.

#### *OUTSIDE SCHOLARSHIP OPPORTUNITIES*

There are organizations that provide information to us 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 posted in the Outside Scholarship Opportunities area under the Scholarship & Grants section on the Financial Aid MTB page.

Some that are possible each year are:

For MBA in Global Management only:

Celia M. Howard Fellowship for Graduate Study for Illinois Women

[www.celiamhowardfellowship.com](http://www.celiamhowardfellowship.com) Deadline is November 15

National Society of Hispanic MBAs

[http://www.nshmba.org/financial-assist/schol\\_home.asp](http://www.nshmba.org/financial-assist/schol_home.asp) Deadline is April 30

National Black MBA Association  
Graduate Scholarship Program provides scholarships to qualified business students  
<http://www.nmbmaa.org//index.aspx?PageID=790> - kb Deadline in April

#### **MBA SCHOLARSHIP PROGRAM**

The NMBBAA National MBA Scholarship Program awards scholarships to the top 25 candidates identified through our annual essay competition. Recipients are selected based upon their written response to an essay topic, most recent grade point average, verbal communication skills, and level of extra-curricular activities and community involvement. The scholarship package includes monetary awards, travel, accommodations and registration to our annual Conference, scholarships from \$2,500 to \$15,000. Candidates may apply for this scholarship January 2009. The application deadline is May 1, 2009.  
<http://www.nmbmaa.org//index.aspx?PageID=789> - kb

For all full-time programs:

Datatel Scholars Foundation  
[www.datatel.com/dsf](http://www.datatel.com/dsf) Deadline usually January 31

#### **OTHER FUNDING RESOURCES**

##### Personal Resources

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

##### ***VETERANS BENEFITS***

Veterans Benefits are handled by the Registrar's Office. Please contact the Thunderbird Veteran Representative at [veterans@thunderbird.edu](mailto:veterans@thunderbird.edu) for further information and how to proceed if you are a qualified, eligible veteran. Please note that veteran's benefits are considered a financial aid resource and part of meeting the published cost of attendance.

##### ***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 72 hours.

## **OTHER PROGRAMS**

Students planning to participate in one of the following programs are encouraged to meet with a Financial Aid Representative in order to better understand any aid options, eligibility and delivery of aid.

### ***REGISTERED THUNDERBIRD INTERNSHIPS***

- Students on registered Internships are eligible to apply for a continuing student grant during the Internship. Note that the deadline is usually the second Friday of the trimester with no exception. If an award is made, funds will be applied toward tuition charges for the current and subsequent trimester.
- Registered students may apply for a private educational loan to assist with any tuition charges and living expenses not expected to be covered by salary or other resources. Students interested in doing so need to submit a copy of their internship offer letter to include begin and end dates of the internship and the city in which the internship will take place as well as any compensation to be received from the company. Company compensation will include but is not limited to any salary received. If all of this information is not available in the offer letter a signed statement specifying how funds borrowed will be specifically applied as well as address any assistance being provided by the company (living, transportation, etc.) will suffice.
- Loan funds are not 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.

### ***NON-REGISTERED INTERNSHIPS***

- Students on non-registered Internships are eligible to apply for a continuing student grant during the Internship. Note that the deadline is usually the second Friday of the trimester with no exception. If an award is made, funds will be applied toward tuition charges for the subsequent trimester.
- Non-registered internship students may not apply for a private educational loan to assist with any expenses.
- Students on non-registered internships are not eligible for on-campus student employment.

### ***OVERSEAS THUNDERBIRD PROGRAMS***

- Students attending one of our regular abroad programs for a module are eligible to apply for financial aid, including loans, scholarships and continuing student grants.
- Loan funds are not available before departure so it is important to plan for personal financial needs.
- Cost of attendance provided in the Cost of Attendance area on the Financial Aid Department page of MTB.
- Students receiving any aid funds in excess of institutional charges for the trimester will receive a refund but must leave instructions for the handling of such refunds with the

Accounting Office.

### ***EXCHANGE PROGRAMS***

- Students attending one of our exchange programs are eligible to apply for financial aid, including loans, scholarships and continuing student grants.
- Loan funds are not available before departure so it is important to plan for personal financial needs.
- Contact the Financial Aid Office for costs associated to exchange programs.
- Students receiving any aid funds in excess of institutional charges for the trimester will receive a refund but must leave instructions for the handling of such refunds with the Accounting Office.

### ***WINTERIM/SUMMERIM***

- Students may be eligible to apply for federal loan funds to help cover costs associated to Winterim or Summerim. To be eligible for federal financial aid, students must also be attending classes for at least 6 credits in the term immediately preceding Winterim/Summerim. Students are eligible to apply for a private educational loan if s/he will not be attending the preceding trimester.
- Loan funds may not be available before departure so it is important to plan for personal financial needs.

### ***INTENSIVE LANGUAGE AND BOOT CAMP COURSES***

- Students who need financial assistance for the intensive language and/or boot camp courses are eligible to apply for a private educational loan to assist with these expenses.

## **FINANCIAL AID REGULATIONS, POLICIES, AND PROCEDURES**

### ***FEDERAL FINANCIAL AID ELIGIBILITY***

- Federal financial aid is available for meeting graduation requirements only.
  - A student must have a minimum of 6 credit hours of enrollment to qualify for federal financial aid so if only 3 credit hours of required courses are needed, federal financial aid is not available, regardless of the number of courses taken.
  - Example: a student has 6 hours remaining, is within the applicable # of hours for program of study and plans to take 9 credits; only 6 credit hours of tuition, books and supplies expenses are eligible for federal financial aid. The tuition, books & supplies costs for the other three credit hours must be funded through personal funds or a private educational loan.

### **AWARD/LOAN FUNDS RECEIPT INFORMATION**

- Students who have been awarded a scholarship should have those funds posted to their

student accounts by the first day of classes.

- **To maintain eligibility for scholarship awards**, a minimum G.P.A. is required and students must be following their program of study (enrolling in published number of credit hours) with approved trimesters on an internship or non-enrollment (the 60 hour traditional program is a 4 trimester program and the 46.5 accelerated program is a 3 trimester program excluding no more than one internship that may be up to two trimesters or one trimester off; the Master of Arts or Master of Science programs are 45 credits and 3 trimester programs that allow for one trimester off or an internship during the Summer.. Students who fall outside of the above situations will forfeit scholarship funds as they are not considered to be following the program of study. **To request approval for an internship or non-enrollment trimester that fall under this policy, scholarship recipients are required to contact the Director of Financial Aid PRIOR to the beginning of the internship or trimester of non-enrollment.**
- Students having complete financial aid files within six (6) weeks of the priority filing date, have Accepted their awards and completed the Master Promissory Note(s) four weeks prior to the beginning of the trimester should have loan funds applied to their accounts by the first day of classes.
- Students whose files were not complete within (6) weeks of the priority filing date, and/or have not accepted their awards and/or completed their Master Promissory Note(s) four weeks prior to the beginning of the trimester will receive disbursements after the start of the trimester and are subject to all finance charges placed on their student account.
- Funds received on behalf of a student that exceed institutional charges for the trimester, 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 the Finance & Accounting Office. The Finance & Accounting Office issues refunds at the end of the second week of classes. Refund checks are sent to the student's campus mailbox unless a wire transfer form is provided each trimester. Students having questions regarding the status of your refund should contact the Finance & Accounting Office. For 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 of classes. Expenses may include books, rent, personal obligations, as well as other items.
- All students need to sign a Financial Obligation Form by the end of the first day of classes each trimester and submit it to the Finance & Accounting Office to avoid a \$50 late fee.

### ***CONDITIONS OF AWARDS***

Financial Aid is a federally regulated program. Therefore, it is important that you are aware of the many policies and procedures governing the issuance of financial aid. It is your responsibility to understand and comply with these rules and regulations.

The costs of attendance (or budget) documents based on off and on campus housing are located in the Financial Aid files on My Thunderbird. Living expense figures are determined based on information provided by institutional sources, local apartment complexes and student surveys. Review your award eligibility letter carefully. By accepting any award you are indicating you understand that:

1. The most current award supersedes any previous award. If you do not attend Thunderbird, you will reject the offered award(s) so the Financial Aid Office may award the aid to another student.
2. You must be a United States citizen or a permanent resident of the U.S. and meet the other criteria outlined in the Free Application for Federal Student Aid (FAFSA).
3. The information provided on your FAFSA is subject to verification upon request. Should you not provide written verification, your financial aid award may be withheld. You also understand that the Financial Aid Office reserves the right to review and revise or cancel the award at any time due to changes in financial or academic status, discovery of incorrect or falsified information or errors in original applications.
4. You must be admitted to, pay the tuition deposit and enroll in a degree-seeking program at Thunderbird to receive the awards listed.
5. As your awards are based on a full-time enrollment for your academic program and term of study (unless otherwise stated), you must enroll for the minimum amount of credits as outlined for your academic program. You agree to notify the Financial Aid Office in person if you withdraw or cease to carry the required number of credits. You will also arrange for the repayment of aid advanced to you for which you are no longer eligible, if applicable.
6. You understand that you must maintain satisfactory academic progress to receive financial aid. Financial aid may be withheld or canceled for failure to make satisfactory academic progress. This means that you must complete your degree within an established time frame as stated in the *Bulletin*, maintain a minimum 3.0 cumulative grade-point average and successfully complete the applicable number of credits as outlined for your program of study (minimum: 27 credit hours on an annual [two trimesters] basis for Traditional program, Master of Science, Master of Arts, dual degree and Post MBA; 30 credit hours on an annual basis [two trimesters] for the Accelerated program). See the section on *Satisfactory Progress* in this document.
7. You agree to accept the responsibility for timely repayment of any loans awarded to you, complete the on-line entrance counseling (as directed in previous financial aid correspondence) prior to the Financial Aid Office certifying your first loan at Thunderbird, and complete exit counseling prior to graduation or withdrawal so that the terms of loan payment can be further reiterated. You will keep Thunderbird and your lenders with whom you have an outstanding loan informed within 10 days of your current address.
8. This offer of aid is dependent on federal and institutional regulations. Insufficient allocation and/or changes in regulations may result in a reduction in the amount of aid or a change in the type of aid offered to you.
9. You agree to report to the Financial Aid Office any additional scholarships or other funds you may receive after accepting your awards. This includes all scholarships, RA or TA positions, military benefits, vocational rehabilitation, room and board allowances or subsidies, or any other source of support. You understand that such additional resources may result in a reduction of awards and/or require repayment of financial aid already received.

10. You agree to permit your award(s) to pay tuition, fees, room and board, and any other charges on your student account associated with the aid period before any funds will be refunded to you.
11. Awards are not automatically renewed from year to year or trimester-to-trimester. Refer to Access Thunderbird for your award information. A new federal application (FAFSA) is required annually, effective each Fall, and a counseling appointment may be of benefit for each new aid/loan period.
12. You do not owe a refund on any grant or loan, are not in default on any loan and have not borrowed in excess of the loan limits under Title IV programs at all institutions attended.
13. The amount listed as a work-study award is an approximation based on the average number of hours per week that student's work and/or your financial aid eligibility and availability of a position. You will be retained on your job only if you perform your work satisfactorily. You may not begin to work without the appropriate authorization. You may not work if you are in a probation or suspension status. Refer to the work-study and student employment files on My Thunderbird and other guidance in this *Bulletin*.

### *COST OF ATTENDANCE*

The Financial Aid Office follows regulations when developing its cost of attendance and the figures can be found on the Financial Aid department page of MTB. This information is derived from surveys of students, approved Board of Trustees charges and local data.

Students are expected to come to Thunderbird prepared to meet all pre-existing financial obligations with their own savings, family assistance, or other personal resources. Financial aid is for educational expenses during the period of study. Financial aid, including but not limited to, scholarships, is not provided to meet pre-existing bills, replace salary, protect assets, or become the means for family support.

We encourage students to plan carefully when borrowing and only borrow what is truly needed. The average indebtedness of the Thunderbird graduate in May 2007, who is a U.S. citizen or permanent resident aid recipient, (not including prior student loan debt or personal financial obligations) is \$52,168. The minimum annual salary required to pay off this amount of debt within a standard 10 year repayment period is \$94,116. 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 7.8% 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 the Financial Aid Office will complete loan certification. This is done online and covers the requirements for Federal Stafford Loan, and/or Federal Graduate PLUS Loan, borrowers with a combined counseling session and a separate one for Federal Perkins for those awarded this loan.
- Complete through Online Entrance Counseling on the Financial Aid MTB page.
- Financial Aid staff receives confirmation electronically that the Entrance Counseling has

taken place.

- Failure to complete the entrance counseling requirement in a timely manner may result in a delay of funds being received and finance charges added to your student account.

#### ***EXIT COUNSELING***

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

#### ***APPLICATION FORMS***

- FAFSA-Free Application for Federal Student Aid 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 period.
- The Financial Aid Data Form is required for each period you wish to receive funds.

#### ***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; Summer 1/15.
- Meeting the priority filing date allows consideration for the Federal 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 applied by the Finance & 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.

### **WITHDRAWAL AND REDUCTION IN CREDIT HOURS FOR FINANCIAL AID RECIPIENTS**

Financial aid monies used to pay for allowable expenses while attending Thunderbird are subject to the Federal Return of Title IV procedures and the refund schedule in conjunction with both institutional and federal policies should you withdraw. A student who withdraws or reduces their credit 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. 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 depends upon the time in the trimester when registration changes occur.

#### ***RETURN OF TITLE IV FUNDS CALCULATION – DUE TO COMPLETE WITHDRAWAL***

Federal regulations, in part, drive Thunderbird's refund policy. This is required because

Thunderbird participates in Title IV Federal Aid programs (Federal Stafford, Federal Perkins, Federal Graduate PLUS loans as well as 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, Thunderbird or both must return the excess funds to the lender. 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 in a given trimester after classes begin may no longer be eligible for the full amount of aid awarded and may end up owing Thunderbird for any refunds that were based on enrollment in the greater number of credit hours. Students must contact Financial Aid Office 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 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.

#### ***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 your degree as following the program of study layout.

- Enroll in a minimum of 12 credit hours per trimester.
- Be in good academic standing unless:
  - placed on probation based on Academic Regulations;
- Complete degree requirements within the maximum credits allowed unless academic standing is affected.

### ***CREDIT HOUR INFORMATION & REQUIREMENTS***

- All students should successfully complete (3.000 GPA or better) the applicable number of credits as outlined in their program of study per trimester to maintain progress toward renewal of federal aid eligibility in a timely manner;
- MBA in Global Management students in the **Traditional** program are eligible for federal aid for completion of 60 credit hours;
- MBA in Global Management students in the **Accelerated** program are eligible for federal aid for completion of 46.5 credit hours;
- Dual Degree and Post-MBA students are eligible for federal aid for completion of 30 credit hours;
- MA in Global Affairs & Management and MS in Global Management students are eligible for federal aid for completion of 45 credit hours;
- Federal Financial Aid cannot be used to cover repeat courses;
- 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 the subsequent 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 federal financial aid eligibility is 9.
- Students who do not maintain the applicable GPA stated in the Award Detail or placed on probation forfeit scholarship support for the trimester with the lower GPA or 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 associated to trimesters to academically progress and have renewed eligibility for the Federal Stafford Loan. (Progress may not take place in the middle of a trimester).
- Students who drop below the credit hours for their program of study in any given trimester have the obligation and responsibility to notify the Financial Aid Office. Eligibility for aid received may be affected and money may need to be repaid to the lender by the student.
- The grace period on Federal Stafford (Subsidized and Unsubsidized) and/or Perkins Loans will begin at the time a student drops below six credit hours.
- Repayment begins immediately on Federal Graduate PLUS Loans when a student drops below six credit hours.

### ***SATISFACTORY ACADEMIC PROGRESS REVIEW***

To assist students in making satisfactory academic progress for financial assistance, the Financial Aid staff reviews academic records frequently: at the point of request for federal financial assistance

from the financial aid office, at the point of loan certification by the financial aid office along with request of funds to the lender and at the point that funds are received by the lender. 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 and/or refunded.

#### ***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.

- The Financial Aid Office determines financial aid standing for credit hour completion in relation to Satisfactory Academic Progress for financial aid purposes; minimum 24 credit hours of unrepeat courses for first two trimesters of enrollment and monitored for the subsequent two trimesters.
- 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. Financial Aid takes this information into the eligibility review.
- 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 as well as the maximum credits allowed for completion of degree and may wish to meet with a Financial Aid Representative to discuss any potential financial aid implications in relation to their status and completion of the degree.
- Students placed on suspension are not eligible for any federal financial aid.

#### ***MAXIMUM CREDITS ALLOWED FOR COMPLETION OF DEGREE***

This section only applies to students who do not meet satisfactory academic progress. Students are expected to complete their degree requirements within a reasonable time period **for federal financial aid purposes and associated to the program layout**. 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, including repeat courses and changes to focus area.

- The MBA in Global Management for the **Traditional** program requires 60 credits; 66 credits would be allowed.
- The MBA in Global Management for the **Accelerated** program 46.5 credits; 52 credits would be allowed.
- The Dual Degree and Post-MBA program requires 30 credits; 33 credits would be allowed.
- The MA in Global Affairs & Management and the MS in Global Management program requires 45 credits: 49.5 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. Write a detailed letter stating the extenuating circumstance(s) that prevented satisfactory academic progress and the student's plan for future success.
  - b. Meet with an AIS advisor. Have an AIS 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 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(s) that prevented satisfactory academic progress and the student's plan for future success.
  - b. Meet with an AIS advisor. Have an AIS 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 these documents, with any supporting documents, along with your written appeal 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 representative.

#### **VERIFICATION FOR FEDERAL FINANCIAL AID APPLICANTS**

The federal processor or Thunderbird may select to verify the information you reported on the Free Application for Federal Student Aid - FAFSA. Federal regulations require that 30 percent of our aid applicants selected by the federal processor and attend go through the verification process. The Thunderbird Financial Aid Office follows certain policies in its selection of applicants to verify.

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

- Signed copy of federal tax return (including all schedules) 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, contact the IRS.*

Any discrepancies in information may cause delays in processing and/or 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. You receive a SAR each time a result or transaction is produced. If we have already provided you with Financial Aid Eligibility Awards (and your record was not originally 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 awards to be valid. If the process changes the eligibility for your awards you will be provided an amended Financial Aid Eligibility Award 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. If we are unable to make the correction, we will provide you with the information and ask that you make the correction.

Once the process is complete, you proceed to the next step.

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

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

## **INSTITUTIONAL MARKETING AND BRAND MANAGEMENT**

The seal, logo and all other Thunderbird trademarks may not be used on marketing materials, Web sites, or any other medium, without the express written permission of the Marketing and Communications Department.

### **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 Full-Time Programs 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 Full-time Programs 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 School of Global 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."

## **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 \$1/ 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.

### ***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 who are blocked from checking out IBIC materials because of fines 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.

## **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 simple: *to provide an environment that will enhance each individual's learning experience and complement Thunderbird's educational mission.*

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.

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 & 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 is 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 OTHER 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 services 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**

### ***RESIDENTIAL 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
- Small 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). 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 & 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.

## **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 Full-Time 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 may 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 Full-Time 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.

## **ALCOHOL AND CONTROLLED SUBSTANCES POLICY**

As an institution of higher education, Thunderbird has a responsibility to establish and maintain a safe, healthy academic environment for all students. The purpose of this policy is to promote and educate about the lawful and responsible use of alcohol by students, and to educate students about illegal drugs in order to maintain an environment that is consistent with the educational focus of Thunderbird. Thunderbird's policy concerning the possession and/or use of alcohol and illegal drugs is in compliance with the Drug-Free School and Community Act amendment of 1989, enacted by Congress as Law 101-226, and the Controlled Substance Act (21 U.S.C Chapter 13).

Each member of the Thunderbird community should be involved in the implementation of and compliance with this Policy. Unless otherwise stated by law, each individual retains responsibility for his or her actions at all times regardless of his or her mental or physical state, even if altered by alcoholic beverages, prescription drugs or other drugs. This policy applies to all Thunderbird programs or as a part of any School-sponsored or School-affiliated activity both on-campus and off-campus.

Thunderbird will maintain strict compliance with all federal, state, and local laws and policies on the abuse of alcohol, abuse of prescription drugs and other controlled substances by its students. The term "Controlled Substances" is defined as drugs whose general availability is restricted; any one of a number of drugs or other substances which are strictly regulated or outlawed because of their potential for abuse or addiction. Such drugs include those classified as narcotics, stimulants, depressants, hallucinogens, and cannabis. The definition includes prescription drugs but does not include alcohol. The classification of Controlled Substances are defined by schedules in 21 U.S.C Chapter 13 ([www.usdoj.gov/dea/pubs/csa/812.htm#c](http://www.usdoj.gov/dea/pubs/csa/812.htm#c)).

Students found to have violated the School's policy regarding alcohol and drugs, as described below, are subject to appropriate disciplinary action, counseling, education, probation, suspension, expulsion, and referral to proper law enforcement authorities for prosecution. Under appropriate circumstances, the School may refer violations to the Glendale police department, or appropriate District Attorney for investigation and/or prosecution. A new law suspends federal student aid eligibility for students convicted under federal or state law of possession or sale of drugs (not including alcohol or tobacco).

## **HEALTH RISKS ASSOCIATED WITH ALCOHOL AND CONTROLLED SUBSTANCES**

**There are no good reasons for abusing drugs or alcohol.  
There is absolutely no reason to combine drugs and alcohol.**

The health consequences of alcohol and controlled substance abuse may be immediate and unpredictable, such as fatalities associated with alcohol poisoning and drug overdose, or more subtle and long term, such as liver and brain damage associated with the prolonged use of alcohol. In addition to health related problems, alcohol abuse and substance use are associated with financial difficulties, interpersonal conflicts, domestic violence, deterioration of the family structure, accidental injuries or fatality, and may significantly impact academic and work performance. All students should take a moment to become aware of the health risks caused by the use of alcohol and by the illegal use of controlled substances.

### ***ALCOHOL***

- Consumption of more than two average servings of alcohol in several hours can impair coordination and reasoning and make driving unsafe.
- Consumption of alcohol by a pregnant woman can damage the unborn child. A pregnant woman should consult her physician about this risk.
- Regular and heavy alcohol consumption can cause serious liver problems, damage to the nervous and circulatory systems, mental disorders, and other health problems.
- Drinking large amounts of alcohol in a short time may quickly produce unconsciousness, coma, and even death.

### **CONTROLLED SUBSTANCES**

Use of controlled substances can result in damage to health and impairment of physical condition, including:

- impaired short-term memory or comprehension anxiety, delusions, and hallucinations
- loss of appetite resulting in general damage to the user's long-term health
- a drug-dependent newborn, if the mother is a drug user during pregnancy (pregnant women who use alcohol and/or drugs or who smoke should consult their physicians);
- AIDS, as a result of "needle-sharing" among drug users
- death from overdose

A more complete description of the types of controlled substances can be found on the Honor Council Web page.

### ***INHALANTS (GAS, AEROSOLS, GLUE, NITRITES, NITROUS OXIDE)***

Inhalants are breathable chemical vapors that produce psychoactive effects. A variety of products common in the home and in the workplace contain substances that can be inhaled:

- can lead to stimulation
- reduced inhibition
- ultimately loss of consciousness
- heart failure and death
- cause severe damage to the brain, liver, and kidneys

## **STANDARDS OF CONDUCT AND SANCTIONS**

In accordance with federal and state laws and because of the potential detriment to the health and well-being of its students, all students are prohibited from engaging in the unlawful use, possession, manufacture, distribution, dispensation, and sale of alcoholic beverages and controlled substances.

### ***A. ALCOHOL***

1. **Use**—The sale, distribution, and/or consumption of alcoholic beverages in or on Thunderbird owned or leased (by) property other than the Pub is strictly prohibited.
  - a. Exceptions:
    - (1) Consumption occurs in areas designated by the Provost. An official list of designated locations is available when students apply to have an event.
  - b. Personal consumption in or immediately adjacent to residential space, provided that:
    - (1) the individual is a minimum of 21 years of age
    - (2) alcohol is not furnished to anyone less than 21 years of age
    - (3) open containers are not subsequently carried to, or displayed in public areas, including sidewalks, parking areas or common use areas
  - c. Students may not:
    - (1) Sell or furnish alcohol to another student or group
    - (2) Misrepresent their age or identity for the purposes of obtaining or possessing an alcoholic beverage
    - (3) Furnish alcohol to any obviously intoxicated person
2. **PUB Rules and Regulations**
  - a. 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.
  - b. 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.
  - c. By 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.

- d. All students are responsible for their guests' conduct while at the Pub as well as on campus.
- e. 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.
- f. "Last Call" at the Pub is at 1:30 a.m.
- g. State law requires patrons to be outside the Pub by 2 a.m. and outside the patio by 2 a.m.
- h. Smoking is prohibited inside the Pub and within 20 feet of the entrance.

### **3. State Sanctions for Alcohol-Related Offenses**

- a. The State of Arizona sets twenty-one as the "legal drinking age." An underage person who buys, receives, possesses or consumes alcoholic beverages is guilty of a misdemeanor and may be subject to a fine and imprisonment for up to six months.
- b. The Uniform Act Regulating Traffic on Highways prohibits driving while under the influence of intoxicating liquor or drugs (DWI). Drivers charged with DWI who refuse to be tested face suspension of their licenses or permits to drive for twelve months. A driver whose test results show a blood or breath alcohol concentration of 008 or more will have his/her license or permit to drive suspended or denied for not less than ninety consecutive days. The punishment for DWI ranges from not less than twenty-four consecutive hours in jail and a fine of not less than two hundred fifty dollars for a first offense to a minimum of six months in jail and revocation of the driver's license for three years upon a third offense.

### ***B. POSSESSION AND/OR USE OF ILLEGAL DRUGS***

- 1. Possession of illegal drugs—A.R.S. 13-3411(F) requires school officials to report the possession, use, sale or transfer of marijuana, peyote, dangerous drugs or narcotic drugs in a drug free school zone to local law enforcement. Also requires reporting for the sale or transfer of prescription drugs.
- 2. The following actions are prohibited by Thunderbird:
  - a. Use or possession of any drug or controlled substance, or drug paraphernalia, on Thunderbird property or in the course of a Thunderbird program or activity or student organization activity, contrary to law. It is not a violation of Thunderbird regulations for students to possess such controlled substances if they are possessed under the terms of a valid and legal prescription for such drugs or controlled substances;
  - b. Use of Thunderbird facilities to manufacture, process, or distribute any drug or controlled substance contrary to law;
  - c. Sale, gift, or transfer of drugs, controlled substances, or drug paraphernalia to Thunderbird students, whether or not such sale, gift, or transfer occurs on university property or in the course of a university activity or student organization activity.
- 3. Participants in Student Abroad Programs are bound by the policies of the Thunderbird regarding the possession and or use of controlled substances and the policies of the host nation.
- 4. Federal and State sanctions for controlled substance-related offenses

- a. The following information concerns state and federal criminal penalties related to drug possession or use:
  - (1) All students are reminded that conviction under state and federal laws that prohibit controlled substance-related conduct can result in fines, confiscation of automobiles and other property, and imprisonment. In addition, licenses to practice certain professions may be revoked, and many employment opportunities may be barred.
  - (2) In addition, a student will be ineligible for financial aid if the student is convicted of an offense under federal or state law involving possession or sale of a controlled substance, provided the conduct occurred while the student is enrolled and receiving financial aid. Ineligibility will run from the date of conviction for the following periods of time:
    - (a) For drug possession: a first offense carries a one-year disqualification, a second offense carries a two-year disqualification, and a third offense makes the student ineligible indefinitely.
    - (b) For sale of a controlled substance: a first offense carries a two-year disqualification, and a second offense makes the student ineligible indefinitely.
    - (c) A student can regain eligibility by successfully completing an approved drug rehabilitation program.

### ***C. THUNDERBIRD SANCTIONS FOR VIOLATIONS OF ALCOHOL AND DRUG-FREE CAMPUS POLICY***

Thunderbird may discipline a student for acts of personal misconduct that are not committed on Thunderbird property when acts occur in the course of School-related activities/programs that are being conducted on or off the Glendale campus or if the acts relate to the security of the Thunderbird community or the integrity of the educational process. Such acts include, but are not limited to, the following: drug trafficking, use, possession, or sale.

The School is authorized to impose any one of the following sanctions for an act of personal misconduct:

- Reprimand and warning
- Disciplinary probation
- Restitution
- Participation in a specific program (such as drug education or counseling)
- Provision of a specific service
- Expulsion from student housing
- Transfer to a different residence hall or housing unit
- Suspension from Thunderbird (all campuses)
- Expulsion from Thunderbird (all campuses)

Sanctions in each case are made only after a hearing and a determination of responsibility. Sanctions will vary depending upon the nature and circumstances of the offense and the student's record.

***NOTE: Both campus disciplinary charges and criminal charges may be filed for the same action. Students may be subject to sanctions by both the campus and the courts for the same action.***

## **DRUG AND ALCOHOL COUNSELING, TREATMENT, AND REHABILITATION PROGRAMS**

Students with alcohol or drug related problems may be referred to or seek assistance from Student Affairs. Please see the chart below for emergency help.

### **CONTACT NUMBERS FOR STUDENT USE—CONFIDENTIAL ASSISTANCE**

<b>Service</b>	<b>Phone Number</b>
Emergency 9-1-1	9-9-1-1 (on-campus phone)
On-Campus Security	602-978-7223
Care 24/United Healthcare	1-888-877-4114
On-Campus Personal Counseling	602-978-7230 (Health Center)
*City of Glendale/Victims Assistance	623-930-3724
Southwest Behavioral Health Center	602-257-9339
Value Options Crisis Center	602-222-9444 (available 24/7)
Empact Suicide Prevention Center	480-784-1500 (available 24/7)
*Mon-Fri—8am-5pm or upon request of law enforcement	

## **POSSESSION OF WEAPONS**

Thunderbird strictly prohibits the possession of illegal or dangerous weapons on the campus. Such weapons include, but are not limited to, revolvers, pistols, BB or pellet guns, stun guns, chemical weapons, knives (other than those used for cooking or small, folding blade pocket knives), slingshots, martial arts weapons, bows and arrows, and others as deemed such by the director of Campus Security or his or her designee. Possession or use of firearms, firecrackers, ammunition, dangerous chemicals, bombs, and incendiary devices on a Thunderbird campus is also prohibited by Arizona state law. Any violation can result in immediate referral to the Student Affairs office, the School’s Judicial Board, or the appropriate law enforcement agency.

## **SEXUAL ASSAULT, HARASSMENT AND RAPE PREVENTION**

Thunderbird will not condone any form of sexual assault or harassment and is committed to educating the campus community in ways to prevent rape, acquaintance rape and other sexual offenses.

Thunderbird defines sexual assault as:

1. Any sexual physical contact that involves the use or threat of force or violence or any other form of coercion or intimidation;
2. Any sexual physical contact with a person who is unable to consent due to incapacity or impairment, mental or physical. “Incapacity” or “Impairment” normally include but are not limited to being asleep or under the influence of alcohol or drugs.

Thunderbird defines rape as sexual assault involving an act of penetration and considers it to be an especially serious offense. Sexual assault includes both “stranger rape” and “acquaintance rape” (in which the assailant and victim know each other).

## **SEXUAL ASSAULT PROCEDURES, REPORTING AND PREVENTION**

Any student, employee, or visitor who is the victim of a sex offense, forcible or non-forcible, is encouraged to report the assault to campus authorities or the Glendale Police Department. If a victim so chooses, he/she may be assisted by campus authorities in reporting the assault to the proper law enforcement authorities. School administrators will be notified of the incident immediately and will make themselves available should the student request assistance and will remain with the student throughout the course of the preliminary investigation. After making the report, the victim is not obligated to continue with legal or school disciplinary action. The assault may be reported in person at:

- Thunderbird Security & Safety Department, or by calling 602-978-7223
- A Glendale Police Department precinct, or by calling 623-930-3000
- The Office of Student Services, or by calling 602-978-7332
- Student Health Center, 602-978-7230

After a sexual assault, it is very important that the victim receive a medical examination for health and evidentiary reasons. A victim should not wash, use the toilet or change clothes before seeing trained medical personnel. If clothes are changed, those worn during the assault should be placed in a paper bag and taken along to the examination. Even if the victim is certain that he/she will not prosecute, it is important to gather as much evidence as possible just in case the victim decides to pursue criminal charges at a later date. Victims of sexual abuse may find it helpful to discuss their experience with a counselor. A Health Center Counselor is available through the campus Health Center to meet with victims in an informal and private setting. The counselor can serve as a source of referral to outside agencies, and provide information about on-and-off campus reporting and the college disciplinary process.

Victims of a sexual assault may also receive free, confidential, twenty-four hour, counseling by calling the Rape Abuse Incest National Network (RAINN) at 1-800-656-4673, extension 1. Trained counselors are available twenty-four hours a day, seven days a week.

Sexual assault is a criminal act, which subjects the perpetrator to criminal and civil penalties in state and federal courts. Besides the sanctions that can be imposed in court, Thunderbird will respond administratively if a sexual assault or other criminal offense involves a student or employee as the offender. Students and employees are subject to applicable policies and disciplinary procedures, including policies prohibiting sexual harassment. Sanctions may include suspension or expulsion for student offenders or termination of employment for employees. Victims may commence a disciplinary action by submitting a written, signed statement detailing the incident to the Office of the Provost. The accuser and accused are entitled to the same opportunities to have others present during the disciplinary hearing, and in the case of sexual assault, both the accuser and accused shall be informed of the outcome.

***Security Escort Service:*** A security escort service is available to the students, faculty, and staff of Thunderbird. A request may be made to the Thunderbird Security & Safety Department at extension 7223. An officer will respond and accompany you to a vehicle or classroom on campus.

## **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 School of Global 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 School of Global Management  
Glendale, AZ 85306-6000; Telephone 602-978-7164

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/Denver  
U.S. Department of Education  
1244 Speer Boulevard  
Cesar E. Chavez Memorial Building, Suite 310  
Denver, CO 80204  
Tel: (303) 844-5695  
Fax: (303) 844-4303

## **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  
Web site: <http://azppse.state.az.us>

## **ADMINISTRATION**

### **PRESIDENT AND CEO**

Dr. Angel Cabrera

### **PROVOST**

Dr. Robert Widing

### **CHIEF FINANCIAL OFFICER**

Mr. Tim Propp

### **VP OF CORPORATE LEARNING**

Ms. Beth Stoops

### **AVP OF EMBA PROGRAMS**

Ms. Barbara Carpenter

### **DEAN OF FACULTY**

Dr. Dale Davison

### **VP & CHIEF DEVELOPMENT OFFICER**

Ms. Joan Neice

### **VP OF FULL-TIME PROGRAMS**

Dr. Kay Keck

Academic Program Director MBA-GM

Dr. Babarinde

Academic Program Director MA-GM and MS-GM

Dr. Fong

### **VP OF DISTANCE LEARNING PROGRAMS**

Dr. Bert Valencia

## **THUNDERBIRD FACULTY**

*More information can be found about Thunderbird faculty at  
[http://www.thunderbird.edu/about\\_thunderbird/faculty\\_research/index.htm](http://www.thunderbird.edu/about_thunderbird/faculty_research/index.htm)*

### **BABARINDE, OLUFEMI A., Ph.D.**

Academic Director for MBA in Global Management Program and  
Associate Professor of Global Studies

### **BOOTH, LENA CHUA, Ph.D.**

Associate Professor of Finance

### **BOWEN, DAVID, Ph.D.**

Robert and Katherine Herberger Chair in Global Management and  
Professor of Management

### **BROWN, KAREN, Ph.D.**

Associate Professor of Operations Management

### **BUCHANAN, LAURANNE, Ph.D.**

Associate Professor of Global Marketing

### **CABRERA, ANGEL, Ph.D.**

President, Thunderbird School of Global Management and  
Professor of Management

### **CARNEY, CARMEN, Ph.D.**

Director, The Garvin Center for Cultures and Languages and  
Associate Professor of Spanish

### **CAVINATO, JOSEPH L., Ph.D.**

ISM Professor of Supply Chain Management

### **COLES, JERILYN, Ph.D.**

Visiting Assistant Professor of Management

### **DASH, KISHORE C., PhD**

Associate Professor of Global Studies

### **DAVISON, DALE L. Ph.D.**

Dean of Faculty and  
Professor of Applied Accounting

### **ETTENSON, RICHARD, Ph.D.**

Thelma H. Kieckhefer Research Fellowship in Global Brand Marketing and  
Associate Professor of Global Brand Marketing

**FONG, GLENN R., Ph.D.**

Academic Director for Master of Science in Global Management  
Academic Director for Master of Arts in Global Affairs and Management and  
Associate Professor of Global Studies

**GIBBONS, GARY, Ph.D.**

Instructor, Center for Entrepreneurship

**GODDARD, C. ROE, Ph.D.**

Associate Professor of Global Studies

**HISRICH, ROBERT, Ph.D.**

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

**HOSSEINI, HASSAN K., Ph.D.**

Associate Professor of Global Business

**INKPEN, ANDREW, Ph.D.**

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

**JAVIDAN, MANSOUR, Ph.D.**

Dean of Research and  
Garvin Distinguished Professor

**KALLBERG, JARL, Ph.D.**

Professor of Global Finance

**KIMBLE, RALPH, Ph.D.**

Visiting Professor of Finance

**KINSINGER, PAUL, MA**

Managing Consultant, Learning Consulting Network and  
Clinical Professor of Business Intelligence

**LECLERC, DENIS, Ph.D.**

Clinical Professor of Cross-Cultural Communications

**MACDONALD, ELIZABETH, MA**

Director of Thunderbird Writing Program (WEP)

**MATHIS, F. JOHN, Ph.D.**

Director, thunderbird Global Financial Services Center and  
Professor of International Finance

**MILLER, CHRISTOPHER, Ph.D.**

Visiting Professor of Marketing

**MOFFETT, MICHAEL H., Ph.D.**

Continental Grain Professorship in Finance and  
Associate Professor of Finance

**NELSON, ROY C., Ph.D.**

Associate Professor of Global Studies

**O'CONNELL, JOHN J., Ph.D.**

C.V. Starr Chair of International Insurance & Risk Management  
Chair, Faculty Senate  
Professor of Risk Management

**PEARSON, CHRISTINE M., Ph.D.**

Professor of Management

**PETERSEN, MICHAEL, Ph.D.**

Visiting Assistant Professor

**POZA, ERNESTO, MBA**

Clinical Professor of Global Entrepreneurship

**RAM, SUNDARESAN, Ph.D.**

Associate Professor of Global Marketing

**RAMASWAMY, KANNAN, Ph.D.**

William D. Hacker Chair of Management and  
Professor of Management

**RANKINE, GRAEME, Ph.D.**

Academic Director for EMBA Program—LG Electronics and CZMC  
Associate Professor of Accounting

**SIEHL, CAREN, Ph.D.**

Clinical Professor of Global Management

**STRALSER, STEVEN, Ph.D.**

Clinical Assistant Professor of Entrepreneurship

**STRINGFELLOW, ANNE, Ph.D.**

Academic Director for EMBA Program—Glendale and  
Associate Professor of Global Marketing

**SULLY DE LUQUE, MARY F., Ph.D.**

Assistant Professor of Management and Research Fellow

**TEAGARDEN, MARY B., Ph.D.**

Professor of Global Strategy

**TUZZOLINO, FRANK, Ph.D.**

Associate Professor of Finance

**UNRUH, GREGORY, Ph.D.**

Director, The Lincoln Center for Ethics in Global Management and  
Assistant Professor of Corporate Governance and Social Responsibility

**VALENCIA, HUMBERTO, Ph.D.**

VP for Distance Learning/ Executive Director Global MBA Program and  
Associate Professor of Global Marketing

**WALCH, KAREN S., Ph.D.**

Clinical Professor of Cross Cultural Negotiations

**WASHBURN, NATHAN, Ph.D.**

Assistant Professor of Management

**WIDING, ROBERT, Ph.D.**

Provost

Professor of Marketing

**YOUNGDAHL, WILLIAM E., Ph.D.**

William D. Hacker Faculty Fellow and  
Associate Professor of Operations Management

**XUE, MIN, MA, MLIS**

Clinical Professor of Chinese

**ZERIO, JOHN M., Ph.D.**

Associate Professor of Global Marketing

## **BOARD OF TRUSTEES**

### **CHAIRMAN OF THE BOARD**

Mr. David H. Roberts

### **VICE CHAIRMAN OF THE BOARD**

Ms. Diane O.Wittenberg

### **VICE CHAIRMAN OF THE BOARD**

Mr. G. Kelly O'Dea '72

### **VICE CHAIRMAN OF THE BOARD**

Mr. Bernard G. Rethore

### **TRUSTEES**

Sheikha Lubna Al Qasimi

Mrs. Barbara Barrett

Mr. John Berndt

Dr. Angel Cabrera

Mr. Douglas Daft

Mr. Dick DeVos

Mr. Jack E. Donnelly '60

Ms. Lisa Guillermin Gable

Mr. Samuel S. Garvin '88

Dr. Ronald L. Goode

Mr. Michael R. Hecomovich '97

Mr. John A.Henrickson \*

Mr. Merle A. Hinrichs '65

Ms. Ann Iverson Sancetta

Mr. Richard J. Lehmann

Mr. David C. Lincoln

Dr. Clara Lovett

Mr. Gary J. Matus '72

Dr. James A. McClung

Mr. F. Francis Najafi '77

Mr. G. Kelly O'Dea 72

Mr. James G. Parkel

Ms. Meredith Peabody '96

Mr. William Post

Mrs. Maribeth S. Rahe '74

Mr. Bernard G. Rethore

Mr. David H. Roberts '73

Mr. Kevin J. Rohrer '82 \*

Ms. Frances Aldrich Sevilla-Sacasa '78

Mr. J. Kenneth Seward '57

Mr. Samir I. Toubassy

Mr. Scott B. Walker '81  
Mr. Louis A. Weil, III  
Ms. Kimberly Wiehl '80  
Ms. Diane O. Wittenberg

\* Chairman, Thunderbird Global Council, ex-officio members of the Board of Trustees

\*\* Chairman, Thunderbird Alumni Network Board, ex-officio member of the Board of Trustees