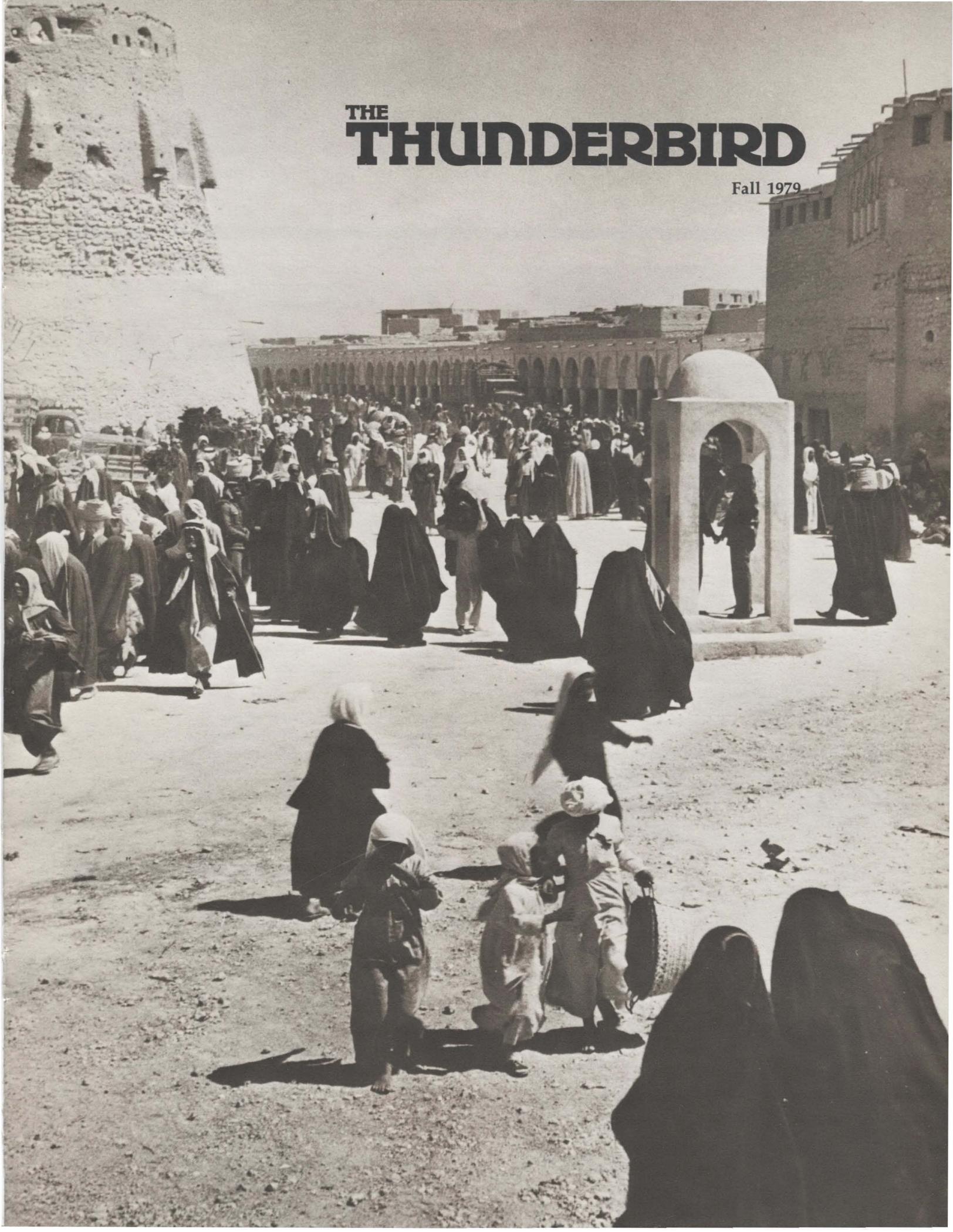
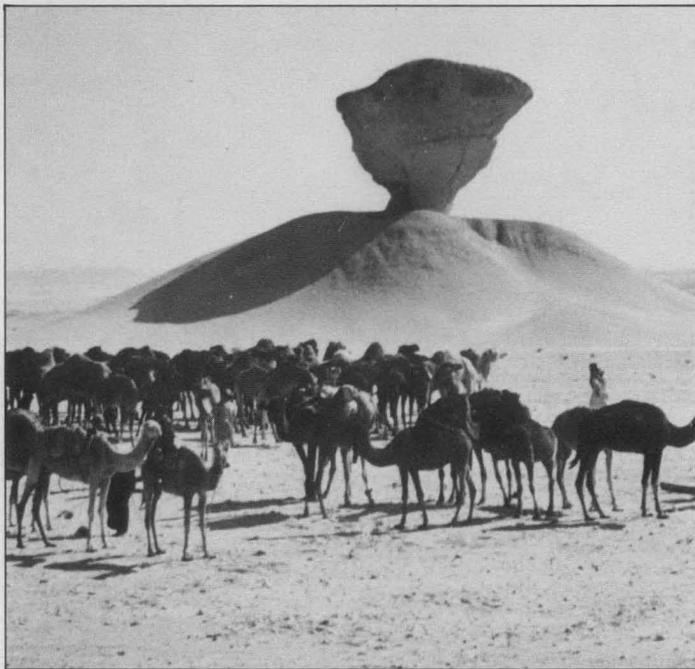


# THE THUNDERBIRD

Fall 1979



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## THE THUNDERBIRD

is the quarterly alumni publication of American Graduate School of International Management.

**Editor:** Dawn Wardle-Corley

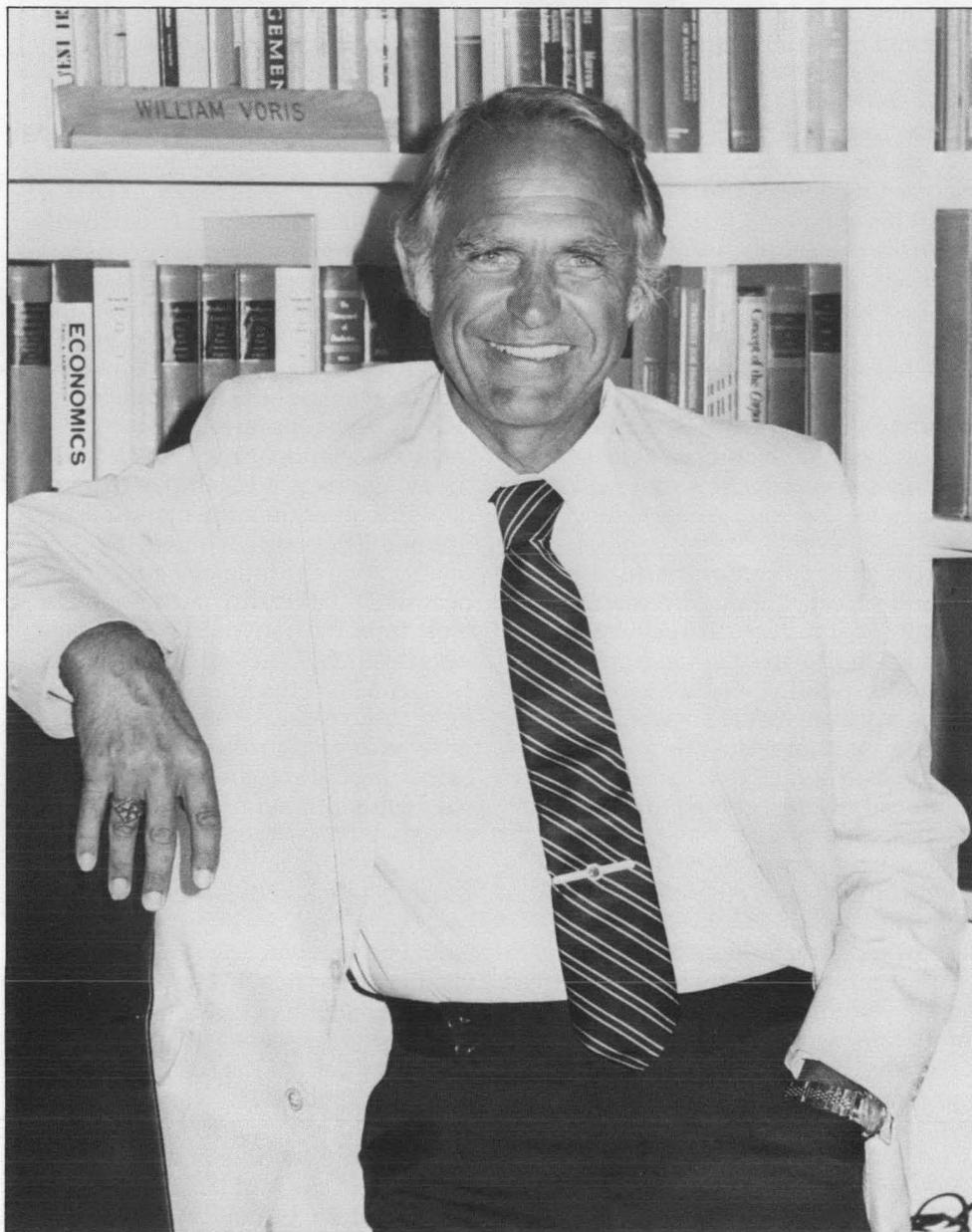
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**Design:** Pat Kenny

*Cover: The streets of Al-Hofuf, Saudi Arabia.*

# THE PRESIDENT'S MESSAGE



This issue of the *Thunderbird Magazine* is emphasizing the Middle East. As most of you know, this region is of great interest to me because I spent several years in Iran, Lebanon and Saudi Arabia. Being connected with the University of Tehran, the American University of Beirut and the King Abdul Aziz University in Saudi Arabia gave me a unique opportunity to get to know young people, business executives and government officials. My experience gave me a lasting admiration and respect for these people. Americans and Europeans tend to under-rate and discount the place in history and science rightfully held by the Persians and the Arabs.

If peace can be obtained between the Israelis and the Arabs, I foresee a bright future for the region. The Arabs have manpower, markets and natural resources while the Israelis have advanced technology and high motivation. If they can work together, a formidable economy can develop.

We at the American Graduate School of International Management are anticipating a resurgence of this vital region by offering the Arabic language and a series of courses on the Middle East in the International Studies Department. Also, as a dramatic example of our sincere interest, we have signed a contract with the American University of Cairo to provide a program for our students in Cairo. We currently have two students and one professor there in our first semester of cooperation.

Further evidence of our growing interest is that we have had a visiting professor from the University of Jordan for the past three years and last year we had the Dean of Faculty of Arts at King Abdul Aziz University as a visiting scholar for most of the year.

*William Voris*

William Voris  
President

# Beyond the spoken word

by Dawn Wardle-Corley

*(Editor's note: The following article is based on interviews with Thunderbird Campus students and a recent graduate. The fictionalized prelude is intended to more realistically depict a typical business transaction in this arid and intriguing part of the world.)*

In a cool Mecca hotel room, Bob Allen sat on his bed, hand drooping over the night stand telephone. Feeling compelled to call the man, Bob tapped his fingers in nervous frustration. When the phone finally rang nearly ten minutes later, it was all he could do to keep from picking it up right away. As Bob listened, both angry and relieved, a man suggested that he "come down to the office. We'll have a talk." Bob glanced at his watch, disturbed over the time it registered — nearly four o'clock p.m., over a week since he had arrived in Mecca.

On his way to the office, Bob began to relax and anticipate success. He knew air conditioning units were in tremendous demand in the Middle East and his prices were competitive.

In a tenth story office suite, an Arab man greeted Bob with a cordial handshake and asked him to sit down. As the two men exchanged greetings, a walid, an Arab servant boy, entered the room with two tiny cups and a small pot balanced on a tray. Bob joined the man in ceremoniously consuming a cardamom-spiced coffee. Three cups later, the walid entered the room again, carrying another tray containing a pitcher filled with a sweet, minty tea. Though he cared neither for the tea or

the coffee, Bob drank both, not wishing to offend his Arab counterpart.

Leaning close to Bob, the Arab man spoke quietly, asking Bob about his family, friends, loyalties, hobbies, everything but business. Hours later, the meeting ended, and contract possibilities had not been discussed.

Weeks and several similarly casual meetings later, a deal was settled. Bob had sold 10,000 air conditioning units to the Arab man, and at the same time had earned his trust and friendship. As Bob boarded the plane to return to the States, he felt confident and pleased that he'd been able to stifle his impatience. He knew that he'd do business in the Middle East again.

\* \* \*

Cross cultural communication has never been easy. Though Westerners have historic success in business dealings in the Middle East, some misunderstandings have occurred, and like many things, there is always room for improvement. The Thunderbirds we spoke to agreed that better business communication is gained through cultural awareness.

"It is very important to have a handle on the local customs and social problems," recalled John Baroni, a second semester student at the Thunderbird Campus who spent three years in Saudi Arabia as a contract administrator with Pepper Construction Company. Baroni stresses education as a prelude to doing business in the Middle East.

## . . . a slow social process . . .

Before indulging in negotiations, Arabs typically find it essential to develop personal relationships. Baroni confirmed that doing business with the Arabs "is a slow social process. You go through a whole ritual of things. Once you have their confidence and you become friends, then any business deal

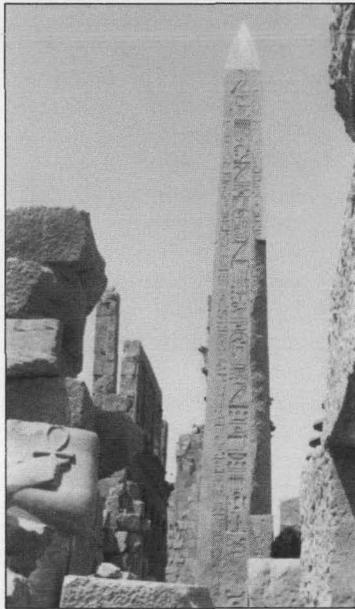
is just a natural result of that." Initial conversations with Arabs will likely include questions about families, friendships, loyalties and interests. These meetings are designed to determine whether foreign businessmen are "solid citizens," worthy of Arab trust. Baroni added, "If you're trustworthy, you'll have an ongoing enterprise there." Arabs trust patience also, and Baroni recommended that those doing business in the Middle East exercise patience, as negotiations often take weeks, even months to complete.

As friendships develop, so do business relationships. "Arabs look to the tying of a relationship with a person, rather than the materialistic options. They want to make the relationship the long objective. The personal relationship itself is what's most important in Middle East business dealings," according to Ahmad Hussein, '79. Hussein, a native of Egypt who came to the United States nine years ago, stressed personal ties before procedures and said once friendships are established with foreign businessmen, a loyalty, much like that of the family is secured. Loyalties such as these will guarantee future business dealings in the Middle East. Hussein warned against trying to rush business negotiations.

In establishing personal ties, it is necessary to understand Arab customs. At most meetings, a clear, spicy coffee is served, followed by a sweet tea. As a contract administrator, John Baroni remembers attending many such meetings in the Middle East. Drinking coffee and tea, Baroni recalled, was a social prerequisite to doing business. Coffee and tea drinking is a ritual in the Middle East and like many rituals, there are rules of conduct. "You have to drink at least three cups of coffee. If you don't drink three of them, you are being ungrateful. If you drink more than three cups, you're overdoing it. That's too much. You know three is the number and if you drink four, your Saudi counterpart will drink four also,

*The Karnack Temple in the ancient city of Luxor, Egypt.*

*Inside the pharaohs tombs, these wall paintings tell the deceased's life story. The tombs are located in the Valley of the Kings near Luxor.*

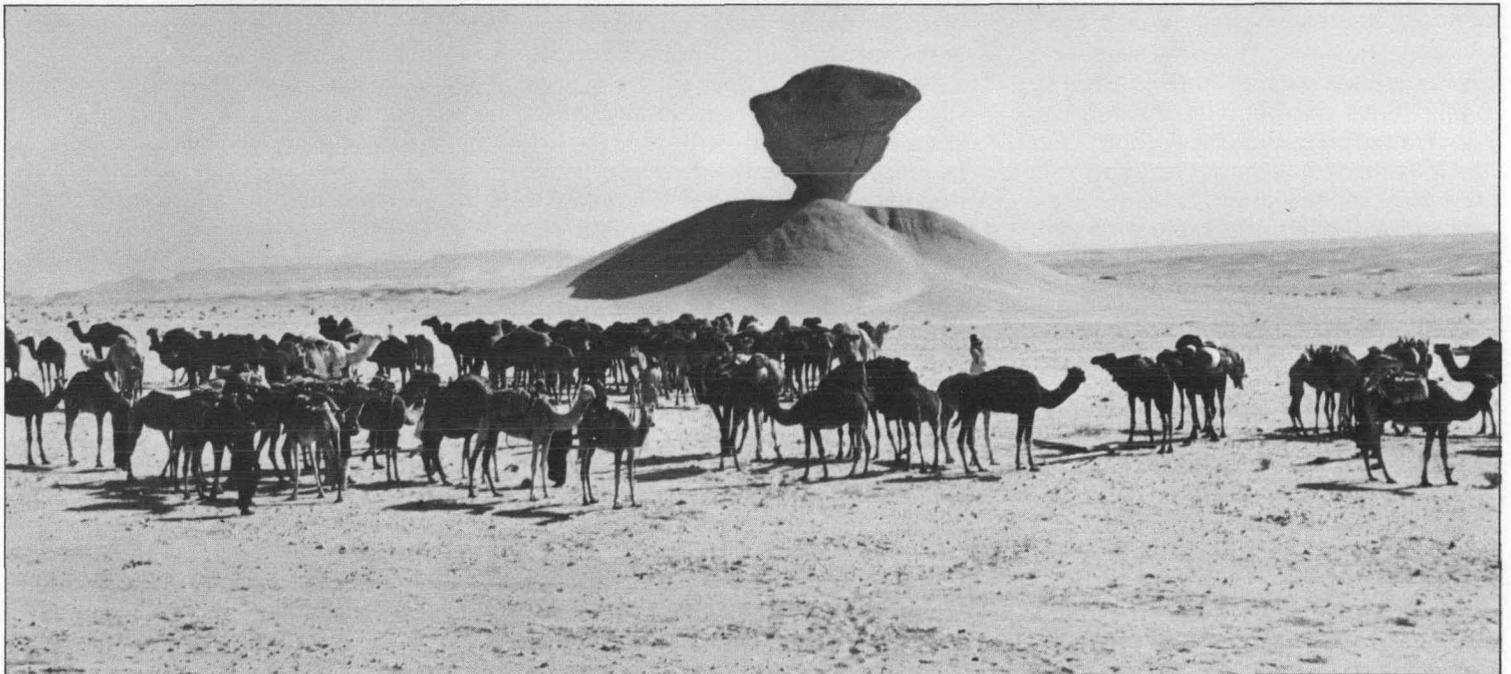
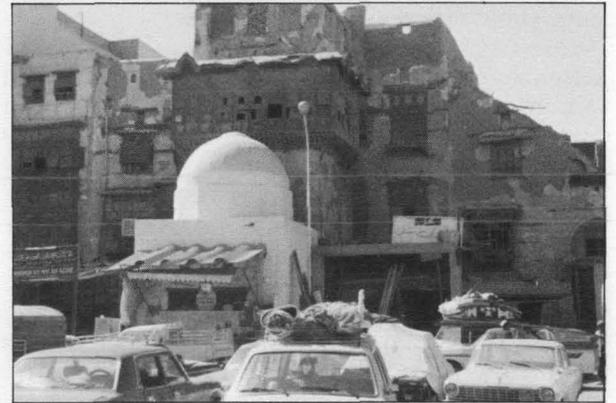


*Aqaba shopkeepers wearing thobs, a traditional Arab dress.*

*An old section of Medina, Saudi Arabia.*



*The sea town of Aqaba, Jordan.*



*The Eastern province of Saudi Arabia near Al-Hofuf.*

and so on. They stop with the coffee and they'll bring out the tea in these cups that look like miniature beer mugs. It's very sweet and you drink until he wants to stop," Baroni said.

## . . . Arabs are high context . . .

Though friendships and customs are significant, it is equally important to be in touch with other patterns of interaction. A basic difference between Western and Middle Eastern cultures is what Ahmad Hussein calls "context." Context is the use of non-verbal communication techniques, namely, hand movement, touching and personal distance. "Americans are from a low context culture where Arabs are high context," according to Hussein. He says Arabs are more likely to gesticulate as they speak. An Arab tendency is to sit and stand in close proximity when talking, and men often greet each other with a hearty embrace. Hussein also indicated that many hidden messages lie behind Arab words and body movements.

Offering pointers to Westerners so that they might better their business communication in the Middle East, Mohsen Adeeb, a third semester student at the Thunderbird Campus who is an Egyptian Palestinian, agreed that Arab culture is high context. Adeeb emphasized the awareness of non-verbal messages, intentional or not, and how they are perceived. For example, he said, "The Americans cross their legs or put them on the table. That's a bad habit, considering the Arab countries. To the other person that's considered a very big insult. He may be asked to leave." Crossing legs or putting them on the table shows the bottom of the feet or shoes, a message transmitted among Arabs to show a lack of respect. Although a traditional greeting between Arab men is an embrace, Adeeb felt it would be unacceptable for a Westerner to greet an Arab in this manner, unless they had already become friends.

Eye contact is necessary in establishing a rapport with Arabs, according to Ahmad Hussein. He said if the eyes "are not in contact, it is interpreted as if the American is not telling the truth or he is escaping from something. We believe the eye is the opening for the soul." Eye contact is utilized to determine sincerity and

frequent glancing away is regarded with skepticism. Hussein went on to say, "I don't feel comfortable with someone who is wearing sunglasses."

Being a high context culture, many Arabs are inclined towards gesticulation. Likewise, Hussein said, "The Arabs in general, they move their hands a lot. If you tie their hands, they don't speak." But unlike many Americans, the tapping of the fingers or glancing at a wristwatch does not indicate boredom. Hussein recalled one movement of the hands in particular as a show of fierce dislike. He warned against outwardly displaying the palms as a gesture and added that "most people who failed in the Middle East failed because of non-verbal communication."

## . . . religion is the key . . .

Mohsen Adeeb and John Baroni agreed that caution should be exercised regarding the Arab religion of Islam. "It's important for Americans to realize religion is the key thing over there. Their entire society, business, government, everything is dictated by their religion," Baroni said, "try not to bring up their religion. Respect their religion. They stop everything five times a day to pray." Because the church and state are not separated in the Middle East, most customs and laws are dictated by Islamic code. Accordingly, alcohol is outlawed in Arab countries, as is public closeness between men and women.

It is advised that representatives doing business in the Middle East have the authority to make decisions while they're there. "If you say 'I'll talk to my boss,' the conversation ends. You've lost face. It's because, if you are here to represent the company, then you are the one to make the decision," Hussein emphasized, "Do not mention your boss in the conversation. They expect that you are the one to make the decision."

For hundreds of years, the West and the Middle East have transcended cultural dissimilarities and because of cultural awareness, the two peoples have found mutual satisfaction in their relationship. If our eyes continue to see into the soul of Arab culture, we will find loyalty, friendship and the continuing of business success in the Middle East.

*The dhow has been used for centuries to transport anything from gold to automobiles.*



*Encircled by the craggy mountains below the Dead Sea are the ruins of Petra, Jordan.*

*A marketplace in Dubayy, United Arab Emirates.*

*An Iranian woman weaving a wool and silk rug.*



*A view from above the town of Jerash, Jordan. The buildings date back to the first and second centuries A.D.*



*Diving for pearls from a dhow in the waters of the Gulf.*

## T-Bird study in Egypt offered

Students enrolled at American Graduate School of International Management (AGSIM) may live and study in Egypt, while earning unit credit, under a new program initiated this Fall.

The program provides Thunderbirds with a chance to attend the American University in Cairo (AUC), Egypt, while transferring credit back to the school. Up to twelve semester hours of AUC graduate-level study in relevant business and social science courses may be transferred toward the American Graduate School MIM degree.

Dr. Sabry El-Shabrawy, a Thunderbird Campus faculty member, will instruct an independent study course at AUC for three hours of additional credit. The course is offered at no extra cost.

All courses taught through the AUC program are instructed in English and no knowledge of Arabic is necessary to enroll in the program. Dr. Shabrawy plans to be available during the semester to provide academic counseling. He also is available for information regarding the customs of Egypt, travel, restaurants and other subjects of interest.

Students registered in the program will remain on AGSIM's rosters as continuing students. Marshall Geer III, dean of faculty at the Thunderbird Campus said he hopes at least 20 students will enroll in the program. The program will be offered again during the Spring semester.

Courses offered through the AUC program emphasize the international

aspects of management, economics and politics. The transfer program is one of five offered through the Thunderbird Campus. Others are a dual program agreement with Southern Methodist University in Dallas and cooperative arrangements with the University of Arizona and Drury College in Springfield, Missouri. Overseas study programs include agreements with the Institute for International Studies and Training in Japan, the Autonomous University in Guadalajara and the Oxford Centre in England.

The cost of tuition and insurance for a semester in Cairo is \$1,770. Living expenses in Egypt are comparatively low. Students who wish to register in the AUC program must meet AGSIM's admissions and academic requirements.

## Blimes resigns

Michael E. Blimes, director of alumni relations since April 1, 1978 has resigned to accept a position with the University of Minnesota Foundation. Blimes will serve as director of major gift clubs for the foundation.

Having been an asset to the Thunderbird Alumni program, Blimes' presence here will be missed.

The office is currently seeking a director. Please bear with us in this transition period.

## Alumni affect contributions

Thunderbirds have often directly affected the contribution activities of corporations. In particular, American Graduate School of International Management (AGSIM) recently received a letter which stated, "As a matter of information, I would like also to confirm that Thunderbird is not only a place where we still actively recruit, but from which we obtain many of our best people . . . our check in the amount of \$5,000 is enclosed."

## The "Fun One" weekend planned

The 5th Annual Balloon Race activities to be held Nov. 9, 10 and 11, will feature international food, a race consisting of about 60 balloons and an arts and crafts show.

Kicking off the weekend's events will be an auction held at 6 p.m. the eve of the Balloon Race, in the campus hangar.

The Balloon Race committee is asking Thunderbird alumni to donate appealing pieces of jewelry, hand work, clothing and decorative pieces. Auction winners announced during the evening will take their items home that night. Money raised by the auction goes to the Thunderbird scholarship fund.

An International Dinner, sponsored by the Friends of Thunderbird is scheduled to begin following the auction at 7:30 p.m. Tickets for the dinner and no host bar are \$25 each.

The morning following the International Dinner, a Continental Pancake Breakfast will be held in conjunction with the Glendale Lions Club. The breakfast begins at 6 a.m.

Thunderbird students will operate international food booths throughout the weekend and an arts and crafts sale, sponsored by Art Reach '79, will be displayed around the library area.

# Arabs find new investment sources

The Balloon Race has been designated the "Fun One" by the race committee. This spectacular event begins at 8 a.m. on both Saturday and Sunday. The winner will be presented with a trophy by Arizona Governor Bruce Babbitt. On display at the Thunderbird Campus administration building, the trophy will be inscribed with the names of each year's Balloon Race winner. The trophy was donated by the Alumni Association of Thunderbird.

Last year, 18,000 people attended the Balloon Race. That number is expected to reach 25,000 this year.

The "Fun One" is being sponsored by the Friends of Thunderbird and the Glendale Chamber of Commerce.

Some alumni may already have been contacted regarding the race. For further information, please call us at the Alumni Office (602) 978-7135.

by Dawn Wardle-Corley

As Arab countries tighten their hold on OPEC oil, they are wallowing in increasing flows of petrodollars and are finding new sources for investment. Because of a shortage of domestic ventures, Arabs are currently seeking places to invest abroad.

The decline of the dollar has resulted in a flow of direct investment in the United States and rising investments in Western Europe. Even though the bulk of Arab cash goes primarily to development projects at home, daily imports and interest on foreign loans, the steady outflow of money is approaching \$45 billion in the year 1979 through 1980, according to news sources. By comparison, since 1973, all OPEC countries have invested a total of \$175 billion.

Prime real estate acquisitions, such as shopping centers, apartment houses, tourist areas, land, banks and financial firms are where Arab money commonly settles. In particular, Arabs recently invested in such U.S. enterprises as a cattle ranch in Arizona, an office building in Washington, D.C., a bank in California, a shopping center in Massachusetts, a hotel in Nevada, a stock-brokerage firm in New York, a trucking line in Delaware, an airline in Illinois, land in Florida and a construction company in Texas. Arabs also purchased the Baltimore Hilton Hotel last Spring. Apart from real estate investments abroad, Arab money has been traced to large gold stockpiles.

The two wealthiest OPEC states are Saudi Arabia and Kuwait. Yet, while Saudi money flows more and more outside of the country, Kuwait is an exception to the new investment trends. Kuwait is actively promoting local industry. Like other OPEC states, the future national policy of Kuwait appears to be the reducing of exports of crude oil. However, the country expects to dramatically increase exports of finished products.

Probably because Kuwait developed its oil wealth after most Arab countries were well on their way in oil exporting, its industrial capacity is still in the early stages. It is believed that Kuwait, the smallest of all the Arab countries, will soon market at the commercial level such finished products as fertilizer, animal food stocks, gasoline, diesel and aviation fuels. Kuwait has thus far invested relatively little abroad, while the U.S. share of exports and investments in Kuwait remains strong. Western Europe lags behind Far Eastern industrial countries as popular traders with Kuwait.

In comparison to other Middle Eastern states, Egypt's industrial development and investment abroad is far below the average. The country has a relatively low output of oil and frequently turns to the West for help. However, the current boom in Egyptian tourism has helped to bolster the economy.

Political upheaval in Iran has drawn exports and investments down drastically and until stability in that country is restored, it is difficult to determine where investments are likely to fall.

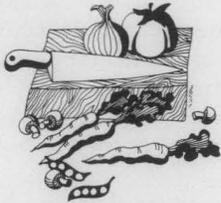
Arab investments are far reaching by nature. Though some countries remain behind recent trends, it does appear that Western countries will continue to see Arab financing of their enterprises well into the future.

# RECIPES

## تعليمات للطبخ

The culinary concoctions we feature in this issue are excerpted from the well-tasted recipes in the Thunderbird Wives' Club 1978 *International Cookbook*. The recipes represent Middle Eastern cuisine.

The cookbook is available to alumni for \$6.00 plus postage. Our resident chef assures us that the 262 page publication is tempting reading. Checks should be made payable to the Thunderbird Wives' Club for the amount of \$6.50. They may be sent c/o the Alumni Relations Office. Aklat tayebah! اكلات طيبة



### Homos (Chickpea Dip): Arab

1 cup sesame oil (tahina)  
1 cup chickpeas, blended to paste  
lemon juice  
salt  
red pepper  
garlic (fresh, powdered or salt)

Combine all above together and season to taste. Add pepper to desired hotness. Use cut-up Pita (Syrian) pocket bread or any flat bread to dip it up.

### Sharba Arbia: Libya

½-1 cup olive oil  
1 chopped onion  
½ tablespoon red pepper  
1 tablespoon turmeric  
½ teaspoon cinnamon  
1 small can or 3-4 tablespoons tomato paste  
½ kilo (about 1 pound) lamb, cut into ½ inch cubes  
½ cup chickpeas  
½ cup pasta  
salt  
pepper  
parsley  
lemon (optional)

Pour olive oil in pan. Brown onion till golden yellow. Add meat; brown on all sides. Add red pepper, turmeric, salt, pepper, cinnamon, tomato paste, chickpeas. Mix well. Add water till pan is about ¾ full adding more later if necessary or desired. Simmer covered for about 1¾ hours. Add pasta and cook until pasta is done, about 15 minutes. Sprinkle with parsley and squeeze lemon in sharba.

### Moussaka: Egypt

2 eggplants  
1 clove garlic  
3 medium tomatoes  
1 large onion  
1 pound cooked lamb  
2½ ounce mushrooms  
3 fluid ounces beef stock  
2 fluid ounces tomato puree  
pinch saffron  
freshly ground salt  
freshly ground pepper  
1 ounce bread crumbs  
2 ounces grated cheese  
1 tablespoon lemon peel  
clarified butter

Prepare: Skin and slice tomatoes. Pare skin off eggplants in long thin strips. Peel one clove garlic and smash. Finely slice onion. Finely grate mushrooms. Dice cooked lamb. Finely grate cheese. Finely slice lemon peel. Mix lemon peel, cheese, bread crumbs and remaining two cloves of garlic. Blanch eggplant skins in boiling water for two minutes. Cut one eggplant into one inch cubes. Turn oven to 400 degrees.

To cook, line base and sides of round two-quart over-proof dish with eggplant skins, black side against sides of dish. Overlap skins lengthwise slightly so that they form a complete casing and hang over edge. Place clarified butter in heated frypan. Add onion, garlic, mushrooms and eggplant cubes. Season with salt and pepper and allow to sweat. Place bread crumb mixture on eggplant skins, add half lamb, half vegetable mixture and then layer sliced tomatoes. Now add the rest of the vegetable mixture, the lamb and some sliced tomatoes. Fold eggplant skins over top of casserole to encase mixture and gently add stock and tomato puree mixed with saffron. Place in oven for 20 minutes. When cooked pour off excess juice. Invert onto serving dish, unmold and serve. Serves six.

### **Sabzi Salad: Iran**

There is an old Persian saying that it takes four people to prepare a salad: a generous man to add the oil, a stingy man to add the vinegar, a wise man to give it the right touch of salt and pepper and a fool to mix it well.

**1 head romain lettuce**  
**1 cucumber, sliced thin**  
**2 tomatoes, sliced or quartered**  
**¼ cup green onions, chopped**  
**3 radishes, sliced thin**  
**½ cup parsley, chopped**  
**¼ cup dill chopped or 1 tablespoon dill weed**  
**¼ cup mint leaves or 1 teaspoon dry mint**  
**White goat's cheese**

Rub a large wooden bowl with garlic. Wash and dry all the above vegetables. Do not cut lettuce with knife. Add rest of vegetables and cheese. Serves five to six.

### **Salad Dressing: Iran**

**1/3 cup olive oil**  
**3 tablespoons fresh lemon juice**  
**½ teaspoon salt**  
**¼ teaspoon black pepper**  
**a dash of garlic salt or 1 clove garlic, squeezed**  
**½ teaspoon sugar**

Mix all the above-mentioned and shake well.

### **Baklava: Arab**

**1 package filo leaves (1 pound)**  
**2 cups finely chopped or ground walnuts**  
**1 cup finely chopped or ground blanched almonds**  
**¾ cups sugar**  
**½ teaspoon cinnamon**  
**¼ teaspoon nutmeg**  
**1½ cups butter, melted**  
**Syrup:**  
**¾ cup sugar**  
**1½ cups honey**  
**2 inch cinnamon stick**  
**4 lemon slices**  
**4 orange slices**

Make syrup: In medium saucepan, combine sugar and ¾ cup water. Bring to boiling, stirring to dissolve sugar; add honey, cinnamon stick and lemon and orange slices. Reduce heat; simmer, uncovered, ten minutes. Strain; cool. Should measure 2½ cups.

Preheat oven to 325 degrees. Remove pastry leaves from package. In small bowl, mix walnuts, almonds, ¾ cup sugar, the cinnamon and nutmeg. Place two pastry leaves in a 15½ by 10½ by 1 inch jelly-roll pan; brush top leaf with some of the melted butter.

Continue stacking leaves, 14 in all and buttering every other leaf. (Keep rest covered with damp towels to prevent drying.) Sprinkle with third nut mixture. Add six more leaves, brushing every other one with butter. Sprinkle with third of nut mixture.

Layer six more leaves, brushing every other one with butter. Sprinkle with the last third of nut mixture. Stack any remaining pastry leaves on top, brushing every other one with remaining melted butter and buttering top pastry leaf. Trim edges, if necessary.

With sharp knife, cut through top layer on long side; make eight diagonal cuts at 1½ inch intervals. Then, starting at one corner, make nine cuts, on diagonal at 1½ inch intervals, to form diamonds. (Cut through top layer only.)

Bake 60 minutes, or until golden and puffy. Turn off heat. Leave in over 60 minutes; remove. Pour cooled syrup over hot baklava. Cool in pan — to absorb syrup — on wire rack. Makes about 35 pieces.

# Coping with the Arab Boycott

by Al Ilch

*(Editor's note: American Graduate School of International Management is affiliated with the American Management Association. We feel the following article, which was forwarded to us from the New York office of the AMA is in keeping with this issue's Middle Eastern theme.)*

Fifty or sixty years ago American businessmen often finalized business transactions with little more than a handshake. Things have changed since then — especially with regard to United States business dealings in the Middle East. American executives in this area must not only cope with a radically different culture, but must also deal with the Foreign Corrupt Practices Act.

The major aim of the Arab Boycott is to limit the potential economic strength of Israel by prohibiting commercial and financial transactions with that country. The boycott laws, based on a 1954 Arab League resolution, have been embraced by such countries as Saudi Arabia, Libya, Syria, United Arab Emirates, Egypt, Jordan, Iraq, Kuwait, Lebanon, Bahrain and Qatar. The effect of the boycott is a blacklisting of non-Israeli companies or individuals who support Israel.

According to a document prepared by Baker & McKenzie, a major international law firm, for an American Management Associations/International seminar on the Arab Boycott last July, a company may be blacklisted for:

- holding equity of any amount in an Israeli company.
- granting license or technical assistance to an Israeli company.
- establishing a general agency for the Middle East in Israel.
- opening a factory in Israel.
- licensing a trademark in Israel.
- failing to respond to inquiries presented by an Arab Regional Boycott Office (each country has its own).
- supporting or contributing to Israeli relief agencies.

A company may also be blacklisted for the following involvements with a blacklisted firm:

- the company has controlling equity interest in the other company.
- the company licenses its patents or know-how to the other company or provides technical assistance.
- the company licenses its trademarks to the other company.

Depending on Arab economic requirements, exceptions are made to the boycott. Exemptions have been granted to armament manufacturers, hotels, airlines, etc.

The House of Representatives signed the Foreign Corrupt Practices Act on December 7, 1977, a day after the Senate signed the Act. The Act, which regulates the conduct of American business in foreign countries, makes it a criminal offense for any U.S. business to offer a bribe, or what might be politely referred to as a "commission," to any foreign official for the purpose of acquiring or retaining business. A company found to be in violation of the law could suffer a fine of up to \$1 million. An individual convicted of violating the law may be imprisoned for up to five years and be fined as much as \$10,000.

The complaint of American businessmen operating overseas is not that they wish to commit bribery, but that they are losing business to foreign competitors, whose governments lay down little or no restrictions concerning payoffs. The August 2 issue of the Wall Street Journal described frustrations experienced by the president of a Pittsburgh-based engineering and construction firm, the Swindell-Dressler company, which was attempting to do business with Iraq. Among projects discussed was a \$40 million brick plant.

The firm's president, Harvey Trilli, recalled that, "All the terms were agreed to, including pricing, and we were told the contract would be signed in a month. Then out of the clear blue sky, a German firm got the contract."

While it could not be proven that a pay-off was involved, it is known that bribery, for the purpose of obtaining foreign business, is not illegal in West Germany.

In many countries, it is essential to pay fees to well-connected local agents, merely to have a chance at bidding for a contract. Often the fees are excessive and, in some instances, have contributed to a company going bankrupt. One

problem with agents is determining if they are legitimate. If it turns out they are not, a company is still criminally liable under conditions of the Act.

The falsification of corporate records and accounts, to disguise bribes or commissions, is also illegal. A separate provision of the F.C.P. Act is an amendment of the Securities Exchange Act of 1934, which requires that companies keep accurate records of foreign transactions and maintain sufficient methods of internal accounting controls. Other Securities Exchange Commission regulations continue to be handed down as a result of the F.C.P. Act.

However, the future of U.S. business in the Middle East is not without hope. Robert Gareis and Paul McCarthy, partners with Baker & McKenzie in Chicago, report that "Estimates of loss to U.S. business resulting from these two pieces of legislation have ranged as high as \$1 billion, which is probably conservative. Nevertheless, many American companies have been able to cope with this problem by entering into written contracts, by working with reputable agents that provide for reasonable compensation and by instituting other operating procedures that have enabled them to continue profitable business in the Middle East, even in countries like Libya and Iraq which remain hostile politically to the U.S."

**Both Mr. Gareis and Mr. McCarthy will elaborate on how to cope with both the boycott and the new laws and regulations during an AMA/International briefing scheduled for November 1 in New York. The program, entitled, "Update: Foreign Corrupt Practices Act and the Arab Boycott," will offer guidelines to management on how to deal with these problems.**

**Registration Information  
Registration Fees**

The full fee is payable in advance and includes the cost of meeting materials.

INDIVIDUAL FEES	AMA Members	Non-members*
1-day Meeting	\$245	\$285

**Special fees for a company team of three managers attending the same session of a meeting are:**

TEAM FEES	AMA Members	Non-members*
1-day Meeting (per person)	\$210	\$245

\*Nonmembers: Difference between member and nonmember registration fee can be applied to AMA membership. Check box on card for full information.

**What to Do When You Must Cancel Your Registration**

Confirmed registrations cancelled less than one week before the meeting are subject to a \$25 service charge. Registrants with confirmed applications who fail to attend are liable for the entire fee unless they contact AMA's Registrar prior to the meeting to cancel.

**REGISTRATION CARD**

REGISTRAR AMA/International, 135 West 50th St., New York, N.Y. 10020  
Tel: 246-0800

**YES, I want to attend UPDATE: FOREIGN CORRUPT PRACTICES ACT; ARAB BOYCOTT**

November 1, 1979/New York      **Meeting Number 10398TB-15**

List team registrants on separate sheet

- This confirms phone registration. Full fee is payable in advance
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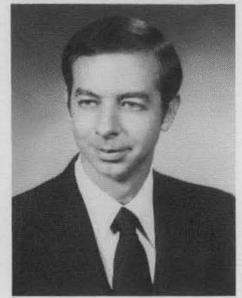
# UPDATE



Jerry Tincher '65



John C. Bechen '71



Ronald Pair '74

## CLASS OF '47

**Lee C. Haviland** is now working for Security Pacific National Bank in California.

## CLASS OF '55

**George N. Weismiller** recently fled the war in Nicaragua. He is now residing in Lesotho, South Africa and is working for CARE.

## CLASS OF '59

**Chester Nichols** is a national sales manager for education with Cincom Systems, Inc., in Cincinnati, Ohio.

## CLASS OF '60

**Robert Standfast** is being transferred to Saudi Arabia with IBM where he will be a marketing representative.

## CLASS OF '62

**Jack S. Beldon Jr.** of Akron, Ohio is now a regional sales manager of Goodyear International for Europe. **E. Wayne Reither** has been promoted to director of international marketing with Smith & Wesson in Springfield, Massachusetts. Mr. Reither will be responsible for operations in the Far East, Near East, Latin America, Africa, New Zealand and Australia.

## CLASS OF '63

**Ronald P. Burkard** is returning to the U.S. from Bangladesh. He has spent the last 16 years abroad. **Jay G. Dungan** is now a sales director with English Language Services in Encino, California. **Philip R. Miller** is working as safety director for Occidental Fire & Casualty Company of North Carolina in Englewood, Colorado.

## CLASS OF '64

**Mr. Brice D. Atkinson** is no longer an employee with CARE in Lesotho, South Africa. **Michael A. O'Keefe** has just recently moved to Florida where he is an accounting and business manager for a 53,000 acre cattle ranch.

## CLASS OF '65

**Tom McSpadden** is director of the Internal Investment Department with Invermexico. The stock brokerage firm is located in Mexico City, Mexico where Tom and his wife Virginia reside. **Jerry Tincher** has been appointed manager, export sales and service for FMC Power Transmission Group. He resides in Indianapolis, Indiana with his wife, Sharon and two children.

## CLASS OF '67

**John R. Svalander** is manager of sales and marketing in Europe for BP Chemicals in Geneva, Switzerland.

## CLASS OF '68

**William Demmin** is now a manager with Bank of America in St. Croix, U.S. Virgin Islands. **John Harriman** was recently transferred to Miami, Florida where he is general manager of the Edge Act subsidiary of Bankers Trust Company, New York. **Peter Noble** is living in West Germany where he works for Harnischfeger.

## CLASS OF '69

**Kurn Kruger** is returning to the U.S. after living six years abroad. **Gerard Mordret** has been promoted to a branch manager of Firestone Interamerica in Haiti. **E. Allan Paloutzian** has been promoted to vice president and selection head of the Europe, Middle East and Africa Division of Bank of America, New York.

## CLASS OF '71

**John C. Bechen** has been appointed regional director of underwriting, group insurance operations with Connecticut General Life Insurance Company in Hartford, Connecticut.

## CLASS OF '72

**James F. Caughman** has been promoted to international sales manager for Western Europe and the Middle East, based in London for Baker Furniture Company. **Mark Pittman**, executive producer at Clear Concepts Productions, Inc., is working out of Denver and Houston and commuting to Mexico on their Mexicana Airlines account.

## CLASS OF '73

**Rodolfo Alvarez Baca** was recently appointed president of FINAVI in Honduras. FINAVI is a national corporation which finances housing for lower and middle income groups. **Ernest Escobedo** has accepted a position with Acco Industries, Inc., as manager for Latin America, based in Miami. **Louis A. Frey** is now working as export manager with Gilbarco, Inc., a subsidiary of Exxon, in Greensboro, North Carolina.

## CLASS OF '74

**John Bachlott** was recently promoted to international officer in the International Banking Division of First Hawaiian Bank. **John Colon** has joined Ashwill-Burke & Company as a rental sales representative in the firm's Oakland office. **Bruce Marks** has been transferred to England with Teledyne Monarch Rubber where he will be sales manager of international operations. **Keith A. Mishne** is working as international sales administrator with Preformed Line Products, based in Cleveland, Ohio. **Ronald Pair** has been promoted to an assistant vice president in the International Division of the Bank of New York. **Ashfaq A. Quettawala** has moved to Karachi, Pakistan where he is a financial consultant for Investment Advisory Centre of Pakistan. **Maribeth Rahe** has been promoted to assistant vice president in the London Branch of the Harris Trust and Savings Bank. **Jo Richardson** has been promoted to European marketing coordinator for the Prince Matchabelli Division of Chesebrough-Ponds Ltd., and is residing in London, England.

## CLASS OF '75

**Scotty Dannison** is a planning consultant with Xerox Computer Services in the European Internal Business Department and is involved in forward planning for new products for Europe. **James Hartenstein** is living in Panama where he is managing director for Goodyear Panama, S.A. **Yukio Sakurauchi** is working as Nagoya Commercial District Manager for Mobil Sekiyu K.K. in Nagoya, Japan. Xerox Computer has employed **David Salazar** as a national account manager. **Brian Snowden** recently accepted a position with Intermedia, Inc., in Miami, Florida, as marketing director.

## CLASS OF '76

**Mary Carney** is now in Bangladesh with CARE. **Joseph Fullop** is working for Prime Computer, Inc., in Wellesley, Massachusetts where he is responsible for worldwide distributor and dealer financing. **Michael Wright** is working with Consolidated Rail Corp. in Philadelphia, Pennsylvania as manager, special products.

## CLASS OF '77

**Edward Curry** is an assistant manager of credit services with the Chase Manhattan Bank in St. Croix, U.S. Virgin Islands. **William McBride** is general manager of Artefilme S.A., Publicidad Siboney representatives for Ecuador. **Knud Merckoll** has accepted a position as senior account officer with Citibank's Scandinavian Shipping Group in London. **Nolan Metzger** has been appointed to construction machinery district sales representative for Pennsylvania and West Virginia with Bucyrus-Erie. **Phillip Nones** has accepted a position as market manager, Divisional Commercial Marketing, with the Maryland National Bank in Baltimore, Maryland. **Arun Pande** and **Thomas A. Peterson** have formed Sigma International, Inc., in Scottsdale, Arizona. Arun is president and Tom is executive vice president of their company, which deals with mini-computers. **Ashok D. Patel** has been transferred to the Windsor, England office of Continental Can International Corporation as manager of business development for the Middle East and Africa. **Joyce Popp** is working at the College of St. Catherine in St. Paul, Minnesota as an instructor in the Business Administration Department. **Hans Seibt** is living in Las Vegas, Nevada where he works for a stock brokerage firm.

## CLASS OF '78

**Yasumichi Aoki** has been promoted to manager of international services in Asia with Mister Donut of America, Inc. Mr. Aoki is based in Japan. **Mark Benzel** has been appointed a sales representative for Dynahoe Backhoe/Loaders with Bucyrus-Erie. **Chuck Hoing** is working as a tax and business technician for General Business Services, Inc., in Rockville, Maryland. **Steve Horton** is employed as a market development representative with American President Lines, Ltd. in New York City. **Ronald L. Jones** has been transferred to Paris with EDS World Corp. **Tina Ralicki** is a financial analyst in the Credit Card Division of Citibank in New York. **Lloyd Reeder** has been appointed a construction machinery district sales representative covering Texas and Oklahoma for Bucyrus-Erie. **W. Bryan Smith Jr.** is employed with Owens-Corning Fiberglass in the textile and industrial sales division based in Florida. **Sandor Szabo** recently accepted a position with American International Underwriters in Brussels, Belgium. **Walter Tysenn** is now a financial analyst with Motorola in Phoenix, Arizona. **Robert Whelan** has accepted a position with Vicks Health Care as product assistant for Nyquil and is living in scenic Rowayton, Connecticut.

## CLASS OF '79

**Mohammad Anwar** is with the Jordan Kuwait Bank in Amman, Jordan. **Thomas J. Brennan** has been named as program coordinator of the Market Development Division of American Soybean Association. **Donna Dibiasio** is employed by the Milwaukee Journal in Wisconsin as personnel director. **Linda Wolter** will be working with Smithkline in Philadelphia in their training program.

## KEYMAN

As director of the European office for the South Carolina State Development Board, **James T. Lindsay** resides in Columbia, South Carolina.

## MARRIAGES

**Ira London ('77)** and Sandy Sanderson will be married on October 6, 1979. **Jane Macy ('74)** married James L. Pfeffer on September 29, 1979.

## BIRTHS

A girl, Kimberly Christine, born to Nancy and **Tom Harvey ('73)** on July 31, 1979. Her grandmother, Julia Harvey, works in the admissions office on campus. A girl, Charlee Ann, born to the **Paul Miller ('76)** family on August 10, 1979. A boy, Christopher Ron, was born on July 2, to **Ron ('77)** and Brooke **Stebner**.

## DEATHS

We were recently notified of the death of **Lundy G. Deming ('74)**.

## Colombia

The "Order of San Carlos" award was given to Fred A. Leisering, '47, last August in honor of his outstanding devotion to the Association for the Promotion of Aesthetic Arts (ASARTES) in Colombia. ASARTES works to obtain economic support for dramatic arts in Colombia. Leisering is a founding member of the organization, and being executive director of the board of directors, his contribution to ASARTES has been incomparable.

As an ASARTES member, Leisering helped secure support of Colombian cultural expression. One of his greatest accomplishments for ASARTES was fostering economic aid for the "Opera de Colombia."

The award was presented to Leisering by Mrs. Gloria Zea Uribe, the director of the Colombian Cultural Institute.

## New England

The Thunderbird Club of New England will meet for a cocktail party at the Harvard Club on Commonwealth Ave., in Boston, Massachusetts Saturday Oct. 27.

The party is scheduled for 5 to 8 p.m. and everyone who wishes to attend is welcome.

For further information, contact John Wicker (617) 868-6200 (W) or Eric Bjerke (617) 364-2000 (W).

## Spain

Spain Thunderbirds met for a small reunion in the latter part of July. The barbecue and swim party was held at the home of Buck and Bonnie Brown ('71). Butch and Patty Foust ('70), Charles Taplin ('71) and Michael and Roberta Bennis ('66) and friends attended the gathering.

Another meeting is scheduled for the Fall. Alumni in the area will be contacted.

# Resource Person/ Alumni Association

# CONTACTS

If you are visiting, job-hunting, moving or new to their area, the T-Birds marked "RP" will help you. If you'd like information about alumni meetings and activities in their area, the T-Birds marked "AA" will advise you of times and places. Let me know if you'd like to add your name to this distinguished list of AGSIM alumni who are proudly serving their School and other distinguished alumni world-wide.

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# A Thunderbird's perspective

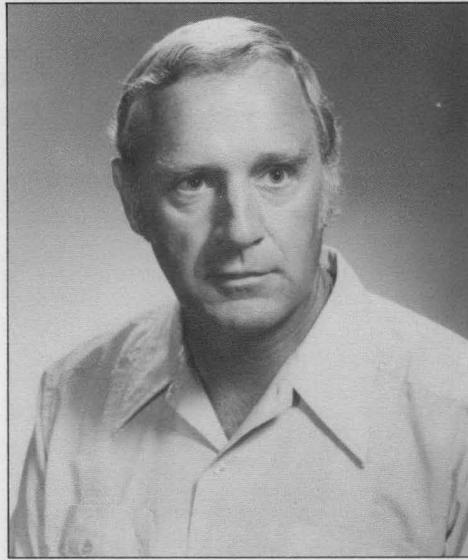
by David Youmans

*(Editor's Note: David Youmans graduated from Thunderbird in 1959. Since then, he has worked in human resources management for such organizations as CARE, Foster Parents Plan International and Potlatch Corporation. He is currently teaching extension courses at Washington State University.)*

The Thunderbird mystique is one which today permeates the international business community even unto its most remote reaches. Thunderbird is a household word in multi-national boardrooms from New York to Brussels, from Singapore to Buenos Aires. The American Graduate School of International Management (AGSIM), has assumed its rightful place among the world's outstanding business schools, while in its specialty of international management, it has become undisputably number one.

Considerable journalism has attested to Thunderbird's high rise in global commerce. Much less has been written about another major impact of world scope, namely that of international management in the human services. Not until my later career in agency work did I realize that, like myself, many Thunderbirds have become quite involved in human resources work. I likewise learned, through both personal experience and association, that once such commitment is made, it is seldom reversed.

Thus it was that on my overseas assignments in Colombia, Egypt, Gaza, Brazil and Bolivia, where the familiar profile of the Thunderbird committed to improvement of conditions among the poor came clearly into focus. The roster of CARE program personnel throughout the world is replete with names of Thunderbirds in management positions. The same is true of such agencies as Catholic Relief Services, International Voluntary Services, Peace Corps, United Seamen's



Service, Project HOPE, Foster Parents Plan International, Agency for International Development and many, many others. A number of these names are truly giants in the context of human compassion and sharing.

How effective is the Thunderbird brand of management education in the milieu of world poverty? That answer is not simple. Perhaps accountability in human services is a starting point. Americans and others in the developed world who commit part of their incomes each year to voluntary, church or charitable organizations expect results. Those results must be visible, demonstrable, quantifiable and authentic. Therein lies the central challenge for managers, whose organizational impact might otherwise be largely intangible, or, at best, subtle. Social programs must be designed around realistic objectives and attainable goals and rationale must be sound, accomplishments forthcoming and expenditures accountable. Noble aims and eloquent words just don't wash. In a world of critical survival thresholds and limited resources, programs must produce real gains.

Obviously then, human services managers become involved in program

planning and projections, budgeting, banking, importing, logistics, transportation, personnel, inventories, administration and government relations all in international and sometimes highly sensitive arenas. To say the very least, all that requires superior management ability.

A second question might be why AGSIM training is the forerunner in international management programs. After all, there are myriad Masters of Business Administration curriculum teaching skills and procedures of management. Also, there are several total immersion techniques under such experimental umbrellas as humanization and sensitivity training. Even though these programs are designed to breed compassion and understanding in the hardest of hearts, it remains that the Thunderbird mystique is both compelling and balanced. The complex of international management, foreign languages and area studies which underlie the AGSIM curriculum is unique. Though many institutions certainly do engage in interdisciplinary faculty, at the Thunderbird Campus there is a recipe, a delicately balanced mix of the romantic and the practical. Adventure combined with pragmatism has a very special way of happening at Thunderbird and this program has proven to be phenomenally successful.

So when you are out there somewhere, in the bush or desert, world capitals or rural villages, you may happen on a kind of individual who is intensely concerned, committed to the quality of human life, sensitive yet practical, widely educated, but simple and eclectic in lifestyle. International managers in the human services are confident and effective realists. Show me someone like that and I'll show you a Thunderbird!



**“THE  
FUN  
ONE”**

**5th Annual Thunderbird Invitational Balloon Race  
Saturday and Sunday, November 10, 11  
at the Thunderbird Campus**

**Gates open at 6am; launch about 7:15am**

**Admission free, parking on grounds \$2.**

**Awards presented to the pilots on Sunday about noon  
by Governor Bruce Babbitt**

**Features:**

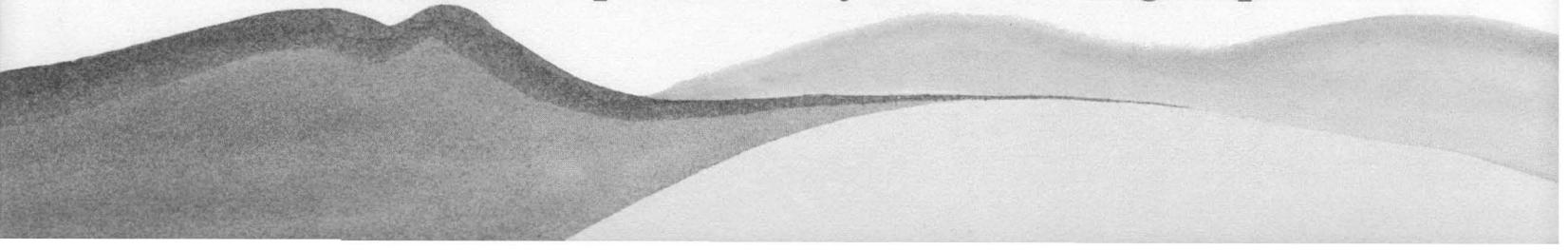
**Arts and Crafts**

**Foreign Food Bazaar**

**Special appearance by the Navy balloon**

**Entertainment**

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# The Thunderbird Ring



A unique design available only through the alumni relations office, the Thunderbird ring is cast in sterling silver or 14 karat gold, with a turquoise chip inlay. Standard ring sizes may be ordered in whole, half or quarter sizes. Alumni and their spouses may order T-Bird rings.

The 14K gold rings are special orders; the final cost may vary according to the gold market.

	Sterling Silver	14 Karat Gold
Large	\$51.00	\$245.00
Small	\$49.00	\$165.00

Please add \$2.00 for handling charges;  
Arizona residents add 5% sales tax.

photo by Jerry D. Jacka