Where will the world's #1 ranked international business school lead you?

THUNDERBIRD
SCHOOL OF GLOBAL MANAGEMENT

[Image of people holding flags from various countries]
Welcome, Global Citizens.

Your career is a journey. It can lead you anywhere in the world.

It can bridge gaps between cultures. It can generate wealth and foster understanding. Success is the ultimate destination.

And that depends on the tools we bring with us.

At Thunderbird, we’re helping a new generation of global leaders develop the skills they’ll need for a successful journey.

If you share our passion for global management, if you have an innate intellectual curiosity and a true sense of adventure,

we invite you to become a T-bird, a truly global citizen.

The Thunderbird Mission
We educate global leaders who create sustainable prosperity worldwide.

Photo (cover) - Thunderbird Student Flag Ceremony, International Business Information Centre Front Lawn
Thunderbird Campus, Glendale, Arizona USA
# How the world ranks us.
Thunderbird is consistently ranked among the world’s best institutions.

## Business School/MBA Rankings

<table>
<thead>
<tr>
<th>Rank</th>
<th>Category</th>
<th>Program</th>
<th>Institution</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>“International” Full-time MBA</td>
<td>U.S. News &amp; World Report 2010</td>
<td>(14th consecutive #1 ranking)</td>
<td></td>
</tr>
<tr>
<td>#1</td>
<td>“Best in International Business”</td>
<td>Financial Times 2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#3</td>
<td>“Best Executive MBA Programs”</td>
<td>The Wall Street Journal 2008</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#7</td>
<td>Distance-learning MBA</td>
<td>Economist Intelligence Unit 2008</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#8</td>
<td>“Top EMBA Programs in the Americas”</td>
<td>Financial Times 2008 EMBA Rankings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#9</td>
<td>“The Best Business Schools of the World”</td>
<td>AméricaEconomía 2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#10</td>
<td>“Competing Globally”</td>
<td>BusinessWeek 2008</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Executive Education Rankings

<table>
<thead>
<tr>
<th>Rank</th>
<th>Category</th>
<th>Program</th>
<th>Institution</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>“International Location”</td>
<td>Open Enrollment Programs</td>
<td>Financial Times 2009</td>
<td></td>
</tr>
<tr>
<td>#1</td>
<td>“Partner Schools” Custom Programs</td>
<td>Financial Times 2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#2</td>
<td>“Faculty Diversity”</td>
<td>Custom &amp; Open Enrollment Programs</td>
<td>Financial Times 2009</td>
<td></td>
</tr>
<tr>
<td>#3</td>
<td>“Course Design” Open Enrollment Programs</td>
<td>Financial Times 2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#5</td>
<td>“Top Open Enrollment European Schools”</td>
<td>Financial Times 2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#7</td>
<td>“Top Open Enrollment U.S. Schools”</td>
<td>Financial Times 2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>#9</td>
<td>Custom Programs</td>
<td>BusinessWeek 2007</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Accredited by:
AACSB International - The Association to Advance Collegiate Schools of Business
NCA - North Central Association of Colleges and Schools

---

## Who are T-birds?

You’ll find T-birds throughout the globe in a myriad of occupations, industries and private and public enterprises. T-birds are adventurers who work to advance their careers with a common passion for global issues and managing in today’s multi-cultural business environment. Naturally curious about the world, T-birds know how to achieve success in environments that are unfamiliar to them. They are open-minded, flexible, empathetic and revel in cultural diversity.
Global Mindset

The increasing complexity of the international environment calls for leaders with a global curiosity, an open-mindedness about the world and an appreciation for cultural diversity – loosely defined as a global mindset. A guiding principal of our curriculum, Thunderbird uses innovative and rigorous science to measure and enhance each student’s intellectual, psychological and social global mindset capital, leading to a greater ability to successfully navigate cross-cultural issues as global professionals and global citizens.

Global Learning Network

Being exposed to different cultures and business environments is essential to lifelong learning and effective professional practice. At Thunderbird, you’ll experience the world first-hand. Through a network of schools, exchanges and business partners, you’ll take classes and experience management in practice around the world.

Global Entrepreneurship

Successful global managers must be resourceful, innovative and capable of pursuing new opportunities in uncertain environments. Thunderbird’s Walker Center for Global Entrepreneurship teaches this skill set to students, businesspeople and leaders across the world.

Thunderbird Beliefs

Summed up in the phrase, “Borders frequented by trade seldom need soldiers,” the worldwide Thunderbird community is the living embodiment of the belief that global management can be a force for positive economic and social change. The following beliefs set Thunderbird apart in the development of global leaders:

Gregory Lukens, Class of 1990
Founding Partner of a solar energy start-up company
Madrid, Spain
Global Citizenship

Global management is a true profession, dedicated to the creation of sustainable economic and social value worldwide. Thunderbird’s Lincoln Center for Ethics in International Management teaches global citizenship from personal professional ethics to corporate sustainability.

Global Thought Leadership

Management knowledge is advanced most effectively through academically rigorous and practically relevant research. As global thought leaders, Thunderbird’s faculty is recognized worldwide for innovative teaching methods, best business practices, as well as groundbreaking research and consultation.

An Historic Beginning

Once called Thunderbird Field, our campus was originally a training ground for World War II pilots. Following the war, Lt. General Barton Kyle Yount (1884 – 1946) saw an opportunity to meet the growing demand for international executive talent and founded the first school of business focused exclusively on international management in 1946. Today, beyond acclaimed MBA programs, Thunderbird offers master’s degree programs, executive education certificate programs, partnership programs and custom corporate MBA programs. For all that’s changed since our inception, one thing has not: a steadfast commitment to developing successful, culturally-aware global leaders.
Program Offerings

Whether you’re a full-time student or working professional, there is a Thunderbird program designed for you. Ranging from MBAs and Master’s degrees to executive education, our top-rated programs deliver the global management skills and cross-cultural awareness needed to do business as a citizen of the world. Thunderbird’s wide range of programs have several important things in common:

• You don’t have to be a business major to be considered for acceptance. T-birds have been known to have undergraduate majors ranging from liberal arts to engineering.

• You’ll have a wide array of opportunities to study abroad in such locations as Bangalore, Brussels, Buenos Aires, Geneva, London, Mexico City, Monterrey, Moscow, New York, Shanghai and Washington, DC.

With every program, you’ll gain a broader global mindset and the ability to interact across cultures with a proficiency simply unavailable through other graduate business programs. The reason is simple: We didn’t just add a global focus to our school; we built our school around it.

Full-time MBA in Global Management

Immerse yourself in global business, language and cross-cultural communications at Thunderbird’s Glendale, Arizona campus. You will earn an MBA in Global Management alongside students from over 60 different countries at a business school unlike any other in the world. Students learn expanded global management skills through two program options:

Traditional program — a 15- to 20-month program (depending on inclusion of internship) designed for professionals with varying undergraduate backgrounds and work experience.

Accelerated program — an 11- to 16-month program (depending on inclusion of internship) that requires an undergraduate major or minor in business, or other business experience/education that enables students to accelerate through certain core courses.

Both programs offer specialized focus areas in Global Marketing, Global Finance, Global Development, Global Entrepreneurship and Global Management. Or, you can customize a focus area to meet your individual needs.
Thunderbird offers a unique curriculum with a three-part focus that develops not only the analytical and functional skills expected from a world-class MBA, but also includes global studies and language offerings. Additionally, our Global Professional Development Seminars provide the interpersonal skills needed to build communication and teamwork in cross-cultural environments.

**Master of Arts in Global Affairs and Management**

The Master of Arts in Global Affairs and Management (MA-GAM) addresses today’s most challenging global issues by helping students develop skills in both international relations and global business. The MA-GAM prepares individuals for careers in international affairs including foreign affairs agencies, international institutions and global nonprofits. The curriculum features coursework in international relations, political economy, area studies, foreign languages and cross-cultural communications — in addition to coursework in accounting, finance, management and marketing. Graduates are well-prepared to enter careers at such institutions as the United Nations, World Bank, U.S. Department of State, World Wildlife Fund, Community Habitat Finance International and other foreign ministries.

**Master of Science in Global Management**

Designed to help launch new careers in global business for early-career professionals or recent undergraduates, this 16-month program provides students with core business skills in accounting, finance, management, entrepreneurship and marketing – all with a global focus. Students who are interested in a business career, but are lacking formal business education and training, are key candidates. The program prepares students for competitive entry-level management positions in global business through both its rigorous, comprehensive curriculum, as well as through the application of knowledge in an international setting with the Thunderbird Global Experience.

**Evening MBA**

Working professionals in the Phoenix metropolitan area can earn the world-class Thunderbird MBA degree in the evenings without leaving the security of their full-time jobs. Delivered outside of traditional business hours, this hands-on, classroom-based program offers working professionals the opportunity to earn the same globally recognized and respected Thunderbird degree – with the same curriculum and faculty as our full-time program. Take classes twice a week in the evenings, alongside our diverse full-time student body, and earn your MBA in Global Management in just three years. For eligible students with an academic or professional business background, an accelerated track is also available.
Executive MBA – United States and Europe

Designed for experienced working professionals, Thunderbird’s Executive MBA programs combine cutting-edge global management curriculum with language, culture and political economy studies.

Offered concurrently in the United States (on Thunderbird’s Glendale, Arizona campus) and in Geneva, Switzerland (on the campus of our partner, The Graduate Institute of International and Development Studies), the Executive MBA programs minimize time away from work and family while maximizing a collaborative environment where students learn from world-renowned faculty and their colleagues.

Students recognize an immediate return on their investment when new knowledge and skills acquired during a classroom session are incorporated into their job the following week. The two Executive MBA cohorts gain an even broader global education through a series of shared learning experiences. As part of an integrated global curriculum, the cohorts study together multiple times during the course of their degree: one joint module at each home campus, two joint international study tours, and two joint distance-learning courses.

The U.S. program is delivered on alternate-weekends over the course of 17 months; the Europe program is delivered via 11 week-long modules over 16 months. Thunderbird’s full-time faculty travel to Geneva to deliver the program, with the support of The Graduate Institute faculty.

Tomas Riha (middle) and Stephane Sinimale (right), Executive MBA Europe class of 2007, attending final module on Thunderbird campus, Glendale, Arizona USA
Distance Learning Global MBA

Designed for the working professional, this distance learning degree program blends Web-based learning with on-site intensive seminars in locations such as Geneva, Beijing and Glendale, Arizona. Colleagues from around the world study together anytime, anywhere. Like global business, this is truly education without borders.

The Distance Learning Global MBA delivers Thunderbird’s renowned curriculum in a 19-, 12- or 36-month lock-step format. With a global focus on business management, cross-cultural communication and international relations, 75 percent of the coursework is provided in an asynchronous format through the “My Thunderbird” intranet education portal. The remaining 25 percent of the coursework is delivered via on-site seminars creating a unique blend of learning formats that allow working professionals greater flexibility to achieve a Thunderbird MBA.

Distance Learning Global MBA – Latin America

This unique program offers a joint degree from Thunderbird and Tecnológico de Monterrey, Mexico’s leading university. Using live satellite broadcasting, local class facilitation and virtual interaction, this is a world-class learning experience for managers at locations throughout Latin America and the U.S.

The 21-month alternate weekend program delivers a global education in business management, cross-cultural communication and international relations from a Latin American perspective. Throughout their experience, students are introduced to and use the latest business communication technologies. Students advance through the program in a prescribed sequence that begins with a nine-day, on-site seminar at the Thunderbird campus in Glendale, Arizona. The program continues with “live” classes via satellite and on-site facilitated discussions, then concludes with a week-long seminar and graduation at the Thunderbird campus in Glendale. Students also participate in a one-week seminar on location in Asia, Europe, Latin America or the United States.

“Before beginning the Global MBA for Latin American Managers program, I wondered how I would be able to juggle my studies along with my job and other commitments. During the program, I realize that we not only had a manageable schedule and workload, but that we are on a path to success.”

— Arjan K. Shahani, Class of 2009
Chief of Corporate Communications
Cervecería Cuauhtémoc Moctezuma, Monterrey, Mexico
Dual Degrees in Business – MBA and Master of Global Management

Students already enrolled in MBA programs at our partner institutions can take advantage of Thunderbird’s truly global offerings. Once accepted into a dual degree program, students take classes at Thunderbird as well as their own school and graduate with two degrees: an MBA from our partner institution and a Master of Global Management from Thunderbird. If you prefer to work on your education over the Web, Thunderbird’s dual degree program with Indiana University/Kelley Direct combines distance learning and on-site seminars so students can continue to work anywhere in the world while earning degrees from both institutions.

“Some business schools offer a global focus area or courses in global business, but at Thunderbird “global” is in everything we do. It’s in our classes, our clubs, our faculty and our mindset. Students at Thunderbird don’t just get an education in global business, they get an immersion in it. In today’s international marketplace, it’s the leaders who possess a truly global point of view that will drive sustainable success. We’re developing those leaders at Thunderbird.”

— Robert Widing, Provost

Thunderbird and Vermont Law School

To enhance the school’s commitment to educate responsible leaders, Thunderbird has partnered with Vermont Law School to offer six new dual degree programs that blend global business skills with environmental law. These unified programs exemplify how business success and environmental responsibility can be a powerful combination for good. The degree combinations pair Vermont Law School’s JD or Master of Environmental Law and Policy, with Thunderbird’s full-time MBA, Master of Arts or Master of Science.
Post MBA Graduate Degree – Master of Global Management

For students who already have an MBA from an AACSB-accredited institution, adding a Thunderbird Master of Global Management can leverage ambitions revolving around the cultural, political, economic and legal dynamics of global markets. Offered at the Glendale campus for full-time students or via the Web for working professionals, your Master of Global Management can be pursued with the format that works best for you.

Executive Education Certificate Programs

Executive education classes provide a great way to develop your global skills and experience the Thunderbird community without committing to a full degree program. The lengths of the classes vary from one day to 12 weeks, and no formal application or testing is required to participate. And many programs are offered online for the busy executive.

The following programs are a sample of those offered:

- Advanced Management Program for Oil and Gas Executives
- Leading Global Projects for Strategic Results
- Pre-MBA/Master’s Intensive English
- Communicating & Negotiating with a Global Mindset
- Globalization: Merging Strategy with Action
- Customized Language and Culture Programs

“Thunderbird is reinventing itself in the form of one global network to serve the needs of executives and corporations around the world.”

— Beth Stoops, Senior Vice President of Corporate Learning
### Which Program is Right for You?

<table>
<thead>
<tr>
<th>Programs</th>
<th>Format</th>
<th>Location</th>
<th>Time</th>
<th>Start Dates</th>
<th>Minimum Work Experience</th>
<th>Average Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degrees for Full-time Students</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MBA in Global Management – Traditional Program</td>
<td>On campus and study abroad</td>
<td>Arizona</td>
<td>15-20 months</td>
<td>August / January</td>
<td>2 years</td>
<td>28</td>
</tr>
<tr>
<td>MBA in Global Management – Accelerated Program</td>
<td>On campus and study abroad</td>
<td>Arizona</td>
<td>11-16 months</td>
<td>August / January</td>
<td>2 years</td>
<td>28</td>
</tr>
<tr>
<td>Master of Arts in Global Affairs and Management</td>
<td>On campus and study abroad</td>
<td>Arizona</td>
<td>16 months</td>
<td>August / January</td>
<td>Not required</td>
<td>25</td>
</tr>
<tr>
<td>Master of Science in Global Management</td>
<td>On campus and study abroad</td>
<td>Arizona</td>
<td>16 months</td>
<td>August / January</td>
<td>Not required</td>
<td>23</td>
</tr>
<tr>
<td>Dual Degree Business Programs – Thunderbird Master of Global Management and partner institution MBA</td>
<td>On campus and study abroad</td>
<td>Thunderbird and partner institution campuses</td>
<td>MBA:12-18 months Master’s: 8 months</td>
<td>August / January</td>
<td>2 years</td>
<td>28</td>
</tr>
<tr>
<td>Dual Degree Law Programs - combining Thunderbird MBA, Master of Arts or Master of Science with Vermont Law School JD or Master of Environmental Law and Policy</td>
<td>On both campuses and study abroad</td>
<td>Thunderbird and Vermont Law School</td>
<td>19-40 months</td>
<td>June or August depending upon degree</td>
<td>MBA - 2 years, None required for other programs</td>
<td>N/A</td>
</tr>
<tr>
<td>Post MBA - Master of Global Management</td>
<td>On campus and study abroad</td>
<td>Arizona</td>
<td>8 months</td>
<td>August / January</td>
<td>Not required</td>
<td>31</td>
</tr>
<tr>
<td>Degrees for Working Professionals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evening MBA in Global Management</td>
<td>On campus evening classes and study abroad</td>
<td>Arizona</td>
<td>27-35 months</td>
<td>August / January</td>
<td>2 years</td>
<td>N/A</td>
</tr>
<tr>
<td>Executive MBA – United States</td>
<td>Every other Friday and Saturday and study abroad</td>
<td>Arizona</td>
<td>17 months</td>
<td>August</td>
<td>8 years</td>
<td>37</td>
</tr>
<tr>
<td>Executive MBA – Europe</td>
<td>11 one-week modules every six weeks with study abroad</td>
<td>Geneva, Switzerland</td>
<td>16 months</td>
<td>January / September</td>
<td>8 years</td>
<td>36</td>
</tr>
<tr>
<td>Distance Learning Global MBA</td>
<td>Web-based with seminars abroad</td>
<td>Worldwide</td>
<td>19, 12 or 36 months</td>
<td>September / January</td>
<td>2 years*</td>
<td>31</td>
</tr>
<tr>
<td>Distance Learning Global MBA – Latin America</td>
<td>Live satellite broadcasting with local classroom facilitation and seminars abroad</td>
<td>Locations across Latin America and the U.S.</td>
<td>21 months</td>
<td>August</td>
<td>2 years</td>
<td>30</td>
</tr>
<tr>
<td>Distance Learning Dual Degree – Thunderbird Master of Global Management and Indiana University / Kelley Direct MBA</td>
<td>Web-based with seminars abroad</td>
<td>Worldwide</td>
<td>28 months</td>
<td>August</td>
<td>2 years*</td>
<td>30</td>
</tr>
<tr>
<td>Distance Learning Post MBA Master of Global Management</td>
<td>Web-based with seminars abroad</td>
<td>Worldwide</td>
<td>17-19 months</td>
<td>September / January</td>
<td>2 years</td>
<td>34</td>
</tr>
<tr>
<td>Executive Education</td>
<td>On campus and Web-based</td>
<td>Arizona and worldwide</td>
<td>1 day to 12 weeks</td>
<td>Throughout the year</td>
<td>Not required</td>
<td>25-54</td>
</tr>
</tbody>
</table>

*Preferred*
Our Faculty

The character of a great business school is synonymous with its great thinkers, teachers and writers who originate new ideas and perspectives and inspire a global following in their fields. Thunderbird’s faculty is recognized for innovative teaching methods, global best business practices and groundbreaking research, as well as commentary and viewpoints on the global business scene. They are:

- Global thought leaders from countries throughout the world. Most faculty have extensive professional experience working and living internationally, which they incorporate into their teaching.
- Real-world consultants who are highly sought after to help companies worldwide remain competitive in rapidly evolving global markets.
- Published authors/academics who write about the future of global business through a stream of thought-provoking books, articles, guest lectures, blogs and more.

Photo (above) - Sundaresan Ram, Ph.D., in France
Associate Professor of Global Marketing

Photo (left) - Renata Kuchembuck from Brazil, Class of 2005
Executive Education Building, Thunderbird Campus, Glendale, Arizona USA
Student Life – On Campus and Around the World

Help discover market-based solutions to poverty in the Net Impact Club. Implement your solutions personally on a Winterim or Summerim abroad. Join the Mandarin Cultural Club and brush up on your Chinese before you study in Beijing. On campus in Glendale, Arizona, students can participate in more than 60 student organizations, like business clubs, sports, debate, language, business consulting, global risk management and more. And around the globe, students from these organizations can apply what they’ve learned. A world of business and cultural experiences awaits. It’s all part of the journey.
**Staying Connected**

The “My Thunderbird” intranet unites students with faculty, course work, discussion groups, career management and one another. The International Business Information Centre (IBIC) offers thousands of books, periodicals, films and documentaries in many languages — as well as Bloomberg terminals and extensive databases for cutting-edge financial information.

**The Global Campus**

Whether you study at our campus in Glendale, or study abroad in locations like China, South Africa, Switzerland, Spain, France, Mexico, Finland, India, Korea or Costa Rica, Thunderbird offers many experiences for professional, personal and career development. We educate global professionals equipped with intensely flexible, instantly transferable business skills and a world vision — leaders who can effortlessly do business across time zones, oceans, cultures and languages.

**Global City**

Thunderbird is located in Glendale, Arizona — a suburb of Phoenix, the fifth largest city in the United States. The greater Phoenix area is a $50 billion marketplace driven by technology. Companies such as Intel, Henkel, Avnet, PetSmart, US Airways, Honeywell and Boeing have chosen this market for their corporate and regional headquarters. Global powerhouses such as American Express, Motorola, DHL, Sumitomo Sitix, Prudential, Charles Schwab and the Mayo Clinic also have major operations in the area. For T-birds, this means several local internships and career opportunities.

*Lisa Waldo, Class of 2007*  
Hiking Apache Trail just outside of Phoenix, Arizona USA

*Phoenix, Arizona USA*
The Thunderbird Professional Oath of Honor

As a Thunderbird and a global citizen, I promise:
I will strive to act with honesty and integrity; I will respect the rights and dignity of all people; I will strive to create sustainable prosperity worldwide; I will oppose all forms of corruption and exploitation; and I will take responsibility for my actions. As I hold true to these principles, it is my hope that I may enjoy an honorable reputation and peace of conscience. This pledge I make freely and upon my honor.

Career Management Center

The world’s best companies recognize the unique talents of Thunderbird graduates. The seven most recent polls of corporate recruiters conducted by The Wall Street Journal and Harris Interactive rank Thunderbird’s Full-time MBA program #1 in International Business. From helping you focus your career goals prior to enrollment, to credited internships, to your ultimate employment in the global market, we’re with you every step of the way.

“I’m not looking to fill a job. I’m looking for top talent that could lead organizations around the world. Multidimensional global leaders. That’s the spirit developed at Thunderbird.”

— Jacques Tapiero, President of Intercontinental, Eli Lilly, Inc.
Alumni Network

Via the Alumni Office, you’ll have access to over 40,000 contacts working at 15,000 organizations in 141 countries. And of course, a great many of them regularly hire fellow Thunderbird grads. T-birds network at chapter events in over 140 cities worldwide and also enjoy a lifetime of benefits and services, including learning programs, career development, business research and travel opportunities.

Pamela Lin, Class of 2008
Bloomberg News, New York City, USA at Thunderbird Graduation
Isn’t it time you became a T-bird?

“The Continents” Sculpture, donated by the Class of 1960
The sculpture’s outer layer features the five interconnected continents that symbolize movement, communications and exchanges between countries and cultures.
Thunderbird Campus, Glendale, Arizona USA