



THE FLETCHER
SCHOOL

TUFTS UNIVERSITY

THE FLETCHER BULLETIN



This Bulletin contains descriptions for courses offered at The Fletcher School for the 2013–2014 academic year only; however, they are typical of the courses offered every year. Biographies are also provided for our faculty, both those who have full-time appointments and those with part-time appointments. These associated faculty are appointed each year to add additional breadth and depth to our curricular

offerings. In addition to the courses offered at Fletcher, students are eligible to cross-register in other graduate schools/departments of Tufts University and Harvard. It should be noted that students may be denied admission to another school's course due to restrictions in class size or other school policy. Enrolled students should contact the Registrar of The Fletcher School for policies and procedures. Course

requirements for our fields of study are detailed on pages 22–31. The Fletcher School reserves the right to change, at any time, any of the information provided in this Bulletin, including adding and dropping courses. Changes will be announced and posted by the Registrar of The Fletcher School at the beginning of each semester.

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COURSE DESCRIPTIONS

DIVISION OF INTERNATIONAL LAW AND ORGANIZATIONS

ILO L200: THE INTERNATIONAL LEGAL ORDER

This introductory course deals with structural aspects of the international legal system, including the jurisprudence of international law and differing cultural and philosophical perspectives; the history of the international legal system; customary international law; treaty law; statehood and recognition; the United Nations and international organizations; and the relationship of the international legal system to domestic legal systems, using the United States as a primary example. Fall semester. Michael J. Glennon

ILO L201: PUBLIC INTERNATIONAL LAW

This course will offer an introduction to the international legal system's principal subfields, including international dispute resolution, the law of state responsibility, the use of force and counter-terrorism, the law of war, international criminal law, human rights, and jurisdiction and immunities. Time permitting; we may also cover selected issues in arms control, international environmental law, and international economic law. We will also explore how these subfields relate to domestic law, focusing on the U.S. legal system as the primary example. Open to students who have completed L200 or equivalent. Spring semester. Michael J. Glennon

ILO L203: INTERNATIONAL LAW IN INTERNATIONAL RELATIONS

Structured as a workshop for the presentation of scholarly work, this seminar will examine the reasons why states and individuals turn to international law, and the impact of international law on international conflict and cooperation. After three introductory sessions in which we develop a base of understanding of the nature, causes and effects of international law, the subsequent eight meetings will focus on presentations by guest scholars

of their current work in various areas of international law. Students will engage with the scholars' presentations, both in writing and in discussion, and will prepare their own research papers for discussion during the last two meetings of the seminar. Students should have a basic background in international law prior to taking this seminar. Not offered 2013-2014. Ian Johnstone, Joel P. Trachtman

ILO L209: INTERNATIONAL TREATY BEHAVIOR: A PERSPECTIVE ON GLOBALIZATION

This seminar examines treaty behavior over a broad spectrum of subject areas—including security, environment, trade, and human rights. Approaches to international agreements affect economic, security, and foreign policy in this interdependent world. The seminar examines IL and IR theories of compliance. It explores exceptionalism in treaty behavior—American and other nations. A simulation will familiarize students with the process of treaty negotiation and drafting. The seminar offers students the opportunity to do research in depth on one or more treaties, or the behavior of a given nation or group of nations under several treaties. Prior law courses helpful but not required. Fall semester. Antonia Chayes

ILO L210: INTERNATIONAL HUMAN RIGHTS LAW

An introductory survey of international human rights law and procedures, including detailed examination of global, regional, and national institutions to protect human rights. The course traces the development of contemporary concepts of human rights, including issues of universality, whether or not certain categories of rights have priority over others, and the means of creating and enforcing human rights law. The role of non-governmental organizations in fact-finding and publicizing human rights violations is also addressed. Fall semester. Hurst Hannum

ILO L211: CURRENT ISSUES IN HUMAN RIGHTS

This seminar analyzes in greater depth a limited number of issues that are of contemporary interest in the field of international human rights law. While specific topics vary, those addressed in recent years have included equality and non-discrimination; democracy; economic and social rights; business and human rights; and humanitarian intervention. The seminar requires a substantial research paper that analyzes a human rights issue in depth, the topic to be determined in consultation with the instructor. Open to students who have completed L210 or equivalent. Spring semester. Hurst Hannum

ILO L212: NATIONALISM, SELF-DETERMINATION AND MINORITY RIGHTS

This seminar explores the evolution of the concepts of self-determination and minority rights from the nineteenth century to the present. The focus is on changing legal norms, including interpretation of the principle of self-determination by the League of Nations and United Nations; protection of the rights of ethnic, religious, and linguistic minorities; and the articulation of the rights of indigenous peoples. The seminar requires a substantial research paper that analyzes a contemporary situation in which these issues are significant. Open to students who have completed L200, L210 or equivalent. Fall semester. Hurst Hannum

ILO L213: INTERNATIONAL CRIMINAL JUSTICE

Demands for accountability for mass atrocities have triggered the development of international criminal justice, which is becoming a significant phenomenon in international relations. This course reviews mandates and operations of contemporary international and hybrid courts, including the permanent International Criminal Court, the UN tribunals for Rwanda and the former Yugoslavia, and the special courts (Sierra

Leone, Cambodia, and Lebanon). It considers how they confront impunity for war crimes, crimes against humanity and genocide, by trying individual leaders, including heads of state. It analyzes the tension between state sovereignty and international criminal justice, and how the latter is challenged for being selective. Spring semester. John Cerone

ILO L214: TRANSITIONAL JUSTICE

This seminar deals with the choices facing countries attempting to establish accountability for past abuses of human rights in the aftermath of mass atrocities. It considers the related philosophical, moral and political issues, as well as the mechanisms available for post conflict justice including international tribunals, truth and reconciliation commissions, and other mechanisms which incorporate local custom, such as the *gacaca* courts in Rwanda. Students will also study the reconstruction of justice systems, examining non-criminal sanctions and considering the challenge of reconciliation in these contexts. Fall semester. Louis Aucoin

ILO L216: INTERNATIONAL HUMANITARIAN LAW

This seminar offers an introduction to international humanitarian law, the body of law regulating armed conflicts. It retraces its evolution, focusing on efforts to mitigate human suffering in war and on the protection of civilians. It considers the challenges posed to the application of IHL by contemporary armed conflicts and the changing nature of war. The topics discussed include: the principles underpinning IHL, the definition of armed conflicts, the distinction between combatants and civilians, the regulation of private military and security companies, humanitarian action during armed conflict, the use of child-soldiers, rape as a 'weapon of war', and other war crimes. Fall semester. John Cerone

ILO L218: HUMAN RIGHTS IN THE ARAB REGION

This course examines questions related to human rights and international law in the Arab region. It explores contemporary themes and controversies related to the Arab uprisings, migrant workers' rights, trials and due process—among others. It considers accountability efforts through popular protests, UN bodies, as well as legal proceedings in both domestic and international courts. Students will engage in debates and address dilemmas of current concern in the region from

various perspectives (including those of activists, human rights lawyers, legal advisers, and policy makers). Open to students who have completed L210 or equivalent. Not offered 2013-2014. Instructor to be announced.

ILO L220: INTERNATIONAL ORGANIZATIONS

This course provides an introduction to the theory and practice of international organizations (IOs). Its central theme is the interaction between international law and politics, illustrated through an in-depth examination of the United Nations and a secondary focus on selected regional organizations. After a number of classes on theory and cross-cutting institutional issues, the bulk of the course is devoted to the substantive work of IOs in three principal areas: peace and security, human rights, and engagement with non-state actors. It concludes by considering reform of IOs from the perspective of the 'democratic deficit'. The format of the course is primarily lectures and structured discussion. Fall semester. John Cerone

ILO L221: ACTORS IN GLOBAL GOVERNANCE

This seminar is designed to explore in a comparative mode various actors in global governance: global organizations, regional organizations, groupings of states, non-governmental organizations, private sector actors, and networks. The first part of the seminar is devoted to theoretical, institutional, and legal issues. Each student then develops and presents to the class an outline for a "Reform Report" on an institution of their choice, taking stock of its performance and offering a vision for the future. Based on feedback from the class, constituted as the 'senior management group' of the institution, the report is finalized and submitted as the major assignment for the course. Fall semester. Ian Johnstone

ILO L223: INTERNATIONAL ENVIRONMENTAL LAW

This course addresses the nature, content, and structure of international environmental law. The course commences with an introduction to international environmental problems, together with basic principles of international law and environmental regulation. Specific topics include global warming, stratospheric ozone depletion, and exports of hazardous substances. Other topics may include marine pollution, transboundary pollution, trade and environment, and devel-

opment and environment. The course evaluates the role of international and non-governmental organizations; the interrelationship between international legal process and domestic law; and the negotiation, conclusion, and implementation of international environmental agreements. Fall semester. David A. Wirth

ILO L224: PEACE OPERATIONS

This course looks at peace operations both as instruments for the management of conflict, and as a lens for understanding major issues in contemporary international affairs. Combining a thematic and case study approach, we consider the law, politics and doctrine of peacekeeping. Select cases are examined to draw out recurring themes and dilemmas, such as sovereignty v. intervention, peace v. justice and the UN v. regional organizations. In addition to lectures and structured discussion, the format of the course includes student presentations and a simulation exercise. Spring semester. Ian Johnstone

ILO L230: INTERNATIONAL BUSINESS TRANSACTIONS

This course provides an examination of private and public law aspects of international business transactions, including conflicts of law and comparative law issues. It examines the selection of the optimal business format for international operations, including branch, subsidiary, joint venture, technology license and distributorship; international commercial law, including sales contract, and commercial documents; international contracts and dispute resolution issues, including governing law, and choice of forum, force majeure, and treaty issues; and the United States Foreign Corrupt Practices Act. Fall semester. Joel P. Trachtman

ILO L232: INTERNATIONAL INVESTMENT LAW

This seminar examines the laws, policies, and legal institutions influencing cross-border investments, with special emphasis on emerging markets and developing nations. It studies the nature of international investment and multinational investors, the international legal framework for international investment with particular emphasis on rapidly evolving treaty law, such as bilateral investment treaties (BITs), NAFTA, and the Energy Charter Treaty, as well as arbitration and judicial decisions applying them. It also considers national regulatory frameworks for foreign investment, the

contractual and legal mechanisms for structuring, financing, and protecting international investments, and methods for settling investment disputes. Spring semester. Joel P. Trachtman

ILO L233: INTERNATIONAL FINANCIAL AND FISCAL LAW

This course is intended to introduce students to the legal and regulatory context of international finance. It covers selected domestic and international aspects of (i) corporate law relating to finance, (ii) bank financing and regulation, (iii) securities financing and market regulation and (iv) insolvency law. It also addresses the process of innovation in international financial law, with coverage of emerging market debt, swaps and other derivatives, privatizations, and securitization. These topics will be reviewed from the standpoint of domestic law of the United States and other selected jurisdictions, as well as from the standpoint of applicable international law and practice. Spring semester. John A. Burgess

ILO L234: INTERNATIONAL INTELLECTUAL PROPERTY LAW AND POLICY

This course will provide an introduction to basic principles of intellectual property law concepts, specifically patents, trademarks, and copyrights. We will examine examples of how intellectual property is infringed and various defenses available to an accused infringer. We will also consider how licensing plays a role in intellectual property business development and disputes. From there, the course will examine the impact of various international conventions and treaties on intellectual property rights. Particular attention will be paid to the protection of intellectual property rights in selected legal regimes; and to the competing interests of intellectual property owners in global commercial transactions. The rapid development and widespread adoption of Digital Technology and the Internet pose serious challenges to long accepted doctrines of copyright and trademark law, and these will also be addressed. Fall semester. Tara Clancy, Thomas F. Holt, Jr.

ILO L236M: SECURITIES REGULATION: AN INTERNATIONAL PROSPECTIVE

This module will review the evolution of securities regulation regimes in North American and European jurisdictions. We will evaluate differing models relating to the regulation of public offering of debt and equity securities, issues of

securities disclosure and enforcement, and the regulation of investment banking and broker/dealer activities across borders. In addition to comparing different substantive approaches, we will review and analyze the increasing convergence in international disclosure and accounting standards and their implications for international markets, as well as continuing challenges relating to the regulation of markets and their participants on a worldwide basis, particularly in light of the global financial crisis. One-half credit. Not offered 2013-2014. John A. Burgess

ILO L237: MERGERS AND ACQUISITIONS: AN INTERNATIONAL PERSPECTIVE

This seminar reviews the structuring, negotiation, and implementation of cross-border merger and acquisition transactions, taking into account applicable issues of international law, and national practice. The seminar discusses alternative forms of transaction structure and the underlying tax and legal considerations considered for choosing particular approaches. We will also analyze different forms of acquisition agreements, review the role and application of key transactional concepts, and analyze how they are addressed in the context of specific transactions. We will take the opportunity to review the typical areas of negotiation in the acquisition of private and public companies, and evaluate how those negotiations are affected by international regulatory, legal, and fiscal considerations. The seminar will review trends in deal terms drawing on recent transactions involving North American, European, and Asian companies. Fall semester. John A. Burgess

ILO L240: LEGAL AND INSTITUTIONAL ASPECTS OF INTERNATIONAL TRADE

This course examines the law of international trade in goods and services, focusing principally on the law of the World Trade Organization and its General Agreement on Tariffs and Trade, as well as on the foreign trade law of the United States. This sector of international law includes specialized negotiation and dispute settlement processes, as well as particular types of rules, restraining national restrictions on trade. These rules address tariff and non-tariff barriers, discrimination, regionalism, anti-dumping duties, countervailing duties and safeguards measures. This course will pay particular attention to how this legal system man-

ages various facets of globalization. Fall semester. Joel P. Trachtman

ILO L250: LAW AND DEVELOPMENT

This seminar examines the role of law and legal systems in the economic and social development of developing nations, emerging markets, and countries in transition. It explores how law may both inhibit and foster change and the ways that legal institutions may be organized to achieve national goals. It first considers the nature of law, the nature of development, and the theoretical relationships of law to the development process. It then explores the links between law and development through case studies on land tenure, foreign investment, environment, governance, constitutionalism, corruption, judicial reform, enterprise organization, and the rule of law. Fall semester. Jeswald W. Salacuse

ILO L251: COMPARATIVE LEGAL SYSTEMS

This course covers the two principal legal traditions in the world—the common law and the civil law traditions with exposure to the Islamic tradition and European Union law as well. It is intended for diplomats, international civil servants, business executives, and lawyers. Students will study the historical evolution of the traditions in comparative perspective with emphasis on France and Germany in the civil law and on the United States and the United Kingdom in the common law. The methodology entails study of the underlying legal philosophies of these traditions through analysis of the sources of law, judicial process and judicial review, and through learning constitutional law, contracts, and criminal and civil procedure. Spring semester. Louis Aucoin

ILO L252: RULE OF LAW IN POST CONFLICT SOCIETIES

This course studies methodologies used by international actors in promoting the rule of law post conflict. It focuses on eight aspects: constitutional development, code reform, legal drafting, judicial reform, accountability for past abuses, fighting corruption, democratic policing, and local custom. These are strategies for building the basic institutional framework strictly necessary for the maintenance of peace and security in the immediate aftermath of conflict. The course will therefore deal with the restoration/reestablishment of the justice sector and only minimally with economic issues. It includes case studies of East

Timor, Kosovo, South Africa, Cambodia, Rwanda, Iraq, and Afghanistan. Not offered 2013-2014. Louis Aucoin

ILO L262: FOREIGN RELATIONS AND NATIONAL SECURITY LAW

This course deals with the intersection of international law and United States constitutional law, focusing upon the separation of powers doctrine and the allocation of decision-making authority, international law as part of United States law, treaties and other international agreements, the war power and terrorism, the appropriations power, federalism, the role of the courts, and current national security issues. Open to students who have completed L200 or its equivalent, or with permission of the instructor. Enrollment limited to 18 students. Spring semester. Michael J. Glennon

ILO 300-399: INDEPENDENT STUDY

Directed reading and research for credit, providing an opportunity for qualified students to pursue the study of particular problems within the discipline of International Law and Organizations under the personal guidance of a member of faculty. The course may be assigned to a Field of Study according to the topic selected. By consent of the professor and petition.

ILO 400: READING AND RESEARCH

Noncredit directed reading and research in preparation for PhD comprehensive examination or dissertation research and writing on the subjects within this division. By consent of the professor.

DIVISION OF DIPLOMACY, HISTORY, AND POLITICS

DHP D200: DIPLOMACY: HISTORY, THEORY, AND PRACTICE

Diplomacy is one of the very constitutive "orders" of the international system, a mainstay of civilization itself. This course examines classical diplomacy and its evolution in the West, the "integration" of regional diplomatic cultures through the League of Nations and United Nations, the establishment of foreign ministries and bilateral embassies, the Vienna Convention on Diplomatic Relations (1961), the professionalization of diplomatic services, "summit" diplomacy and the use of special envoys, diplomatic ceremony and protocol, the nuances of diplomatic language, public diplomacy and social media, educational exchanges and intercultural dialogues,

engagement with non-state actors, and the question of the future of formal diplomacy in a networked global society. Spring semester. Alan K. Henrikson

DHP D201: DIPLOMACY IN PRACTICE: THE VIEW FROM A U.S. EMBASSY

While large diplomatic successes and failures can garner much attention, the vast majority of those engaged in diplomacy are slowly advancing their country's interests with little fanfare. This course will shed light on the working-level design and execution of U.S. foreign policy, specifically focusing on the operations of U.S. Missions abroad, while also featuring the impact of non-state actors. Working in groups, students will write and defend a selected Embassy's strategic plan and engage in simulations of normal diplomatic activities, such as election monitoring, high-level visits, commercial advocacy, and American citizen services. Spring semester. Instructor to be announced.

DHP D204: UNITED STATES PUBLIC DIPLOMACY

This seminar will be a study in depth of the theory and practice of United States public diplomacy. By means of lectures, readings, class discussion, and research papers, students will explore issues of current relevance, including: public diplomacy's challenges in dealing with foreign criticism of the United States; terrorism and radicalism issues; structural and management issues; the role of the private sector; and creative uses of modern information technology. Special attention will be given to understanding the challenges facing public diplomacy professionals doing their jobs at embassies abroad. Spring semester. Instructor to be announced.

DHP D207: RELIGION AND CONFLICT IN INTERNATIONAL RELATIONS: POLICYMAKING ASSUMPTIONS, ANALYSIS, AND DESIGN

This course explores the role of religion in the generation and resolution of conflict in contemporary international relations. Literatures on conventional and revisionist approaches to religion in international relations are considered, in order to identify conceptual and theoretical frameworks shaping policy responses to religion in world affairs. Case studies of religion as conflict-generator and conflict-resolver in international relations will consider: empirical evidence versus perceptions of religion as a conflict/peace variable; domestic and

transnational religious actors as conflict-generators and peacebuilders; differentiation of religion, other identity factors, and material factors, in conflict and peace; and, religious actors as stakeholders in sustainable peacebuilding. Spring semester. Elizabeth H. Prodromou

DHP D210: THE ART AND SCIENCE OF STATECRAFT

It is easy to develop explanations for foreign policy decision-making; it is quite another thing to act as the policymaker. What are the available tools of influence that an international actor can use to influence other actors in the world? When are these tools likely to work? The goal of this course is to offer an introduction into the world of policymaking and statecraft. Topics include using coercion and inducement; intervening in the domestic politics of another country; the nature of public and private diplomacy; and case studies of notable policy successes and failures from the past. Not offered 2013-2014. Daniel W. Drezner

DHP D211: THE POLITICS OF STATECRAFT

Foreign policy is not immune from public debate, political gridlock, or human frailties. Building on The Art and Science of Statecraft, this course examines the political environment in which foreign policy is crafted and implemented. Topics include the role of public opinion, interest groups, bureaucracies, think tanks, and experts in the formulation of policy. Case studies of notable successes and failures of the policy process will be discussed. There will also be frequent in-class exercises in the various arts associated with the promotion of policy. Open to students who have completed D210. Not offered 2013-2014. Daniel W. Drezner

DHP D213: ESSENTIALS OF HUMANITARIAN ACTION IN THE FIELD

This course, run jointly with Harvard and MIT, offers a practical training in the complex issues and skills needed to engage in humanitarian work. Students will gain familiarity with the concepts and standards for humanitarian work and will focus on practical skills, such as rapid public health assessments, GIS mapping, and operational approaches to relations with the military in humanitarian settings. The course includes a separate three-day intensive field simulation of a humanitarian crisis in late April. A \$300 one-time fee is charged to cover camping gear hire, food, and other equipment costs. This course is cross-listed with the Friedman

School of Nutrition Science and Policy.
Spring semester. Peter Walker

DHP D216M: SOCIAL NETWORKS IN ORGANIZATIONS – PART ONE

The prominent use of social media in recent resistance movements and the tracking of bin Laden have fueled a fast-growing interest in understanding social networks of all types. Participants in this course will examine the evolution of the study of networks and will learn how to analyze an array of social, organizational, and professional networks—including their own. Regular blog postings will demonstrate students' understanding of the concepts, as well as the power of a 'networked' class. The final deliverable will be a debate on the importance and future of both social networks and enabling technologies. One-half credit. Fall semester. Christopher R. Tunnard

DHP D217M: SOCIAL NETWORKS IN ORGANIZATIONS – PART TWO

This course, a continuation of D216m, will be a seminar covering how to do a complete Social Network Analysis (SNA) project, from survey and data collection through analysis. Students can choose to do either a stand-alone SNA project, either individually or in groups, or an individual project as part of their MALD/MIB capstone project or doctoral dissertation. Initial sessions will introduce the major concepts and techniques of designing and completing a successful SNA. Subsequent sessions will be shaped by the actual projects themselves, with individuals and teams sharing their progress. Open to students who have completed D216m or a graduate-level course in SNA approved by the instructor. One-half credit. Fall semester. Christopher R. Tunnard

DHP D220: PROCESSES OF INTERNATIONAL NEGOTIATION

This course explores the processes, rather than specific substantive issues, of international negotiation. Using exercises and simulations, it examines the nature of conflict in the international arena; the special characteristics of negotiation in the international setting; negotiation dynamics; the roles of culture, power, and psychological processes; and the strategy and tactics of international negotiation. Special problems of multilateral negotiation, and the follow-up and implementation of negotiated agreements are also examined. Fall semester, four sections with a maximum of 30 students each:

Eileen F. Babbitt, Diana Chigas, Jeswald W. Salacuse, Robert Wilkinson

DHP D221: INTERNATIONAL MEDIATION

Mediation is located within the broader family of international intervention approaches, as practiced by individuals, international and transnational organizations, small and large states, and in bilateral or multilateral contexts. This seminar focuses on the ways in which mediators in the international arena carry out their third-party roles. Topics to be covered include: gaining entry; developing a strategy; gaining and using leverage; and challenges of multi-party mediation. The seminar relies on detailed, extensive case study analysis to understand how international mediators operate in real-time, complex environments. Open to students who have completed D220 or equivalent. Spring semester. Eileen F. Babbitt

DHP D223: THEORIES OF CONFLICT AND CONFLICT RESOLUTION

This course offers an overview of theories of conflict and approaches to conflict resolution. It surveys theories of conflict that originate in various disciplines including sociology, political science, international relations, social psychology, and law. It presents multiple levels of analysis to explain both inter-state and intra-state conflicts. It also reviews approaches that seek to settle and to transform the relationships of disputing parties. This course will provide an in-depth and a critical look at leading theories of conflict and conflict resolution and will explore some of the major theoretical debates in the field. Fall semester. Eileen F. Babbitt

DHP D225: CONFLICT RESOLUTION PRACTICE

This seminar focuses on three crucial aspects of conflict resolution practice: conducting a conflict assessment; facilitating discussions and consensus building processes in the context of intergroup conflict; and designing and conducting effective dialogues between contending identity groups. The seminar will emphasize the applied aspects of these processes and will use demonstrations, films, exercises, and guest lecturers. It will culminate with organizing and conducting a problem-solving workshop under the leadership of the instructor. Open to students who have completed D223. Enrollment limited to 25 students. Not offered 2013-2014. Eileen F. Babbitt

DHP D228M: PROTRACTED SOCIAL CONFLICT: DYNAMICS, MAJOR ISSUES AND POSSIBLE CONSEQUENCES

This module will distinguish protracted social conflict from other types of international and ethnic conflicts. We will review contending frameworks that examine sources of social conflict and its political, economic, societal, and psychological dynamics. In particular, we will examine: the role of social identity; culture and the conditions under which religion plays constructive and destructive roles in conflict escalation and de-escalation; the dynamics of escalation, stalemate, and de-escalation; the political and cultural basis of genocide, mass killings, and ethnic terrorism; and the psychology of perpetrators and bystanders. Some conflict resolution approaches that deal with protracted social conflict will be discussed. One-half credit. Not offered 2013-2014. Nadim N. Rouhana

DHP D229M: THE POLITICS AND PROCESSES OF RECONCILIATION: TRANSITIONAL JUSTICE AND MULTICULTURAL CITIZENSHIPS

This module will examine the processes of reconciliation as distinguished from political settlement and traditional conflict resolution. It will introduce students to major issues that have been emerging in international conflict within states and between states. These include past injustice, historic responsibility, conflicting historical narratives, apology, reparation, recognition of past evil, and eliminating discrimination. The context of transition from totalitarian regimes to democratic order will be the major focus but also the context of oppressed minorities in democratic states will be discussed. The module will also examine the applicability of the various mechanisms in different political and cultural contexts. One-half credit. Not offered 2013-2014. Nadim N. Rouhana

DHP D230: HUMANITARIAN ACTION IN COMPLEX EMERGENCIES

This multi-disciplinary course covers a broad range of subjects, including the evolution of the international humanitarian system, the political economy of conflicts and humanitarian aid, analytical and normative frameworks for humanitarian action, and a variety of programmatic topics. By the end of this course you will be aware of the historical, legal, social, political and moral context of both the causes and responses to complex humanitarian emergencies, and have a working knowledge of the principles and

standards for performing humanitarian response to complex humanitarian emergencies. This course is cross-listed with the Friedman School of Nutrition Science and Policy. Fall semester. Daniel G. Maxwell

DHP D232: GENDER, CULTURE AND CONFLICT IN COMPLEX HUMANITARIAN EMERGENCIES

This course examines situations of armed conflict, civilian experiences of these crises, and the international and national humanitarian and military responses to these situations from a gender perspective and highlights the policy and program implications that this perspective presents. Topics covered include gender analyses of current trends in armed conflict and terrorism, and of the links among war economies, globalization and armed conflict; the manipulation of gender roles to fuel war and violence; gender and livelihoods in the context of crises; masculinities in conflict; sexual and gender-based violations; women's rights in international humanitarian and human rights law during armed conflict; peace-keeping operations; peacebuilding; and reconstruction. Case studies are drawn from recent and current armed conflicts worldwide. This course is cross-listed with the Friedman School of Nutrition Science and Policy. Fall semester. Dyan Mazurana, Elizabeth Stites

DHP D235: INTRODUCTION TO RESEARCH METHODS

This course is intended for students who are new to research, and is an introduction to designing, conducting and writing up a research project. We begin with identifying your main research question—how it is drawn from and relates to the broader field of scholarship and theory. Then we explore the design of research protocols, how the choice of methods relates to the research question, and the art of data collection and field work. Course objectives are to increase your: (1) understanding of methodologically sound and theoretically relevant field research; (2) skills in conducting field work; (3) critical awareness of the ethical and practical problems of field research; (4) ability to evaluate the scientific merits of published materials; and (5) understanding of how research relates to policy and the work of practitioners. Spring semester. Karen Jacobsen

DHP D237: NUTRITION IN COMPLEX EMERGENCIES: POLICIES, PRACTICE AND DECISION-MAKING

The course will introduce students to the concept of Public Nutrition and examine its central role in complex emergencies. The implications of the Public Nutrition approach for assessment and analysis, policy development, program design and implementation will be examined. This will provide an understanding of; the causes and nutritional outcomes of humanitarian crises and complex emergencies (malnutrition, morbidity and mortality). The course has a field oriented focus based on a wide range of recent and past food and nutrition crises ranging. The course reviews international response strategies, nutrition programmes and relevant policies; and incorporates relevant applied research. The course provides the opportunity for active class participation drawing upon the actual work experience of the students and applying a range of up-to-date case-study materials based on current humanitarian crises. This course is cross-listed with the Friedman School of Nutrition Science and Policy. Spring semester. Instructor to be announced.

DHP D239: FORCED MIGRATION

The course is an exploration of how forced displacement, which includes trafficking, and other forms of involuntary migration, relates to the broader spectrum of migration stemming from persecution, development, natural disaster, environmental change, and impoverishment. We begin with an analysis of the root causes of migration, then review the international legal framework, and analyze asylum and refugee policies in different national contexts. The course will explore a range of critical issues including current controversies about climate change and migration, urbanization, trafficking, and new approaches to humanitarian assistance and protection. The course focuses on refugee and IDP movements, but adopts a wider perspective so as to address all kinds of global movements. Spring semester. Karen Jacobsen

DHP D250: WATER DIPLOMACY III: SYNTHESIS OF SCIENCE, POLICY, AND POLITICS OF BOUNDARY CROSSING WATER PROBLEMS

This course is a synthesis of science, policy and politics of water and builds on the concepts and methodologies covered in Water Diplomacy I and II. It will focus on water conflicts, negotiations and cooperation, and integrate scientific origins

of water conflicts from emerging ideas from theory and practice of complexity and negotiation. It will emphasize both quantitative and qualitative approaches to analyzing water conflicts through negotiations using recent advances in collective actions in managing common pool resources with mutual gains approach within an analytical framework of water diplomacy. Students will test their understanding of these principles and approaches by participating in complex negotiation simulation exercises on water cooperation and conflicts we call, Indopotamia. Fall semester. Nancy W. Gleason, Shafiqul Islam

DHP D260: SOUTHWEST ASIA: HISTORY, CULTURE, AND POLITICS

This course is a survey of Southwest Asian institutional history from the middle of the 18th century to modern times. The course is designed for professional students. It examines the complexity of the region, with special emphasis on the impact of the Industrial Revolution. Topics include Great Power competition in the region; the influence of Turko-Muslim culture on contemporary events, Colonialism, the regional context for the formation of nation states, post WWII Globalization, the regional impact of explosive change in the Digital era, Fundamentalism, and chaotic conditions at the turn of the 21st century. Spring semester. Andrew C. Hess

DHP D263: THE ARABS AND THEIR NEIGHBORS

With a particular focus on the Arab world and the Levant, this course examines the evolution of nation-states in the Middle East from colonial rule to the present. Themes addressed include the rise of nationalism and pan-Arabism, ideologies of internal unity and regional tensions, Islam as a political force, globalization, reform and radicalism, the current Arab revolts, and the search for new alternatives. Fall semester. Leila Fawaz, Ibrahim Warde

DHP D265: THE GLOBALIZATION OF POLITICS AND CULTURE FOR IRAN, AFGHANISTAN AND PAKISTAN

This course explores the consequences of accelerated technological change in the geopolitically important region of Southwest Asia that includes the modern states and societies of Iran, Afghanistan, and Pakistan. A special effort to understand this region's problems of transition from pre-modern practices will concentrate attention on the difficulties

of building new institutions in radically new contexts. Along with examining changing internal conditions there is parallel need to assess the major impact of foreign involvement in the politics of each of these states and in turn what the overall effect of both large and small scale military actions have had on the attempt to build modern states and societies. Specific topics studied are modern development, ethnic and sectarian violence, modern educational change, social and cultural reaction to radical urbanization, creation of a modern legal system, transfer of modern technology, religious fundamentalism, foreign policies of major state and non-state powers. Fall semester. Andrew C. Hess

DHP D267: THE GLOBALIZATION OF CENTRAL ASIA AND THE CAUCASUS

The course establishes a basis for understanding modern political and cultural changes in Central Asia and the Caucasus. A major effort will be made to describe how the role of external factors in combination with internal conditions framed the problems new leaders had to confront when the Soviet Union collapsed. Special attention will be devoted to the place of ethnic and sectarian violence and the root causes of such conflict. Other topics studied are: economic development; transfer of modern technology and its environmental impact; ethnic politics; fundamentalism as a response to rapid change; the global politics of oil gas and water; and the new 'Great Game' in Central Asia. Fall semester. Andrew C. Hess

DHP D271: INTERNATIONAL RELATIONS OF THE UNITED STATES AND EAST ASIA: 1945 TO THE PRESENT

An examination of the international relations of the United States and East Asia since the end of World War II, principally U.S. interactions with China, Japan, and Korea, and secondarily, with Vietnam and Southeast Asia. Focus on fundamental concepts and realities of international politics governing interactions between the U.S. and East Asian nations, as well as the major geopolitical issues of the day. Study of the continuing patterns of interaction among the U.S. and East Asian states—the dynamics of wars, ideologies, political, economic, and cultural issues. Spring semester. Sung-Yoon Lee

DHP D283M: U.S.—EUROPEAN RELATIONS SINCE THE FALL OF THE BERLIN WALL

The seminar examines U.S.—European relations since a peaceful revolu-

tion brought down the Berlin Wall in November 1989. The seminar looks at various common challenges in the period thereafter and how they were dealt with, both from the U.S. and the European perspective: the unification of Germany, Bosnia and Kosovo, the enlargement of NATO, NATO/Russia, 9/11 and the threat of violent extremism, Afghanistan, Iraq, Iran and nuclear non-proliferation and disarmament, among others. The emphasis is on practical skills rather than theory. Students will practice to write short memos for political leaders and to give very short oral presentations. One-half credit. Spring semester. Klaus Scharioth

DHP D285: EUROPEAN UNION DIPLOMACY AND FOREIGN POLICY: THE ROLE OF THE EXTERNAL ACTION SERVICE

With support from the European Commission, this course examines the EU's External Action Service – the overarching diplomatic service created by the 2009 Lisbon Treaty – and the Common Foreign and Security Policy. The coming years will be critical to both, as the EU tackles organizational challenges, while adapting to an evolving landscape—economic crisis, unstable neighborhood, and shift in power away from the West. In addition to a module taught by Fletcher's Europeanist faculty, the program includes seminars with EU leaders and experts, providing students with professional opportunities among EU institutions. Fall semester. Erwan Lagadec, Alan K. Henrikson, Michalis Psalidopoulos

DHP H200: THE FOREIGN RELATIONS OF THE UNITED STATES TO 1917

The history of American foreign relations from the Revolution to the First World War. The transformation of the former colony into a "world power," noting the internal dynamics of this remarkable development, as well as its external causes. The evolution of major U.S. foreign policies—non-entanglement, the Monroe Doctrine, the Open Door, and Dollar Diplomacy—and the relationships of these policies to westward expansion, post-Civil War reconstruction, and industrialization and urbanization. The national debate following the Spanish-American War over "imperialism." The leadership of Theodore Roosevelt and Woodrow Wilson and their contrasting ideas of American power, interest, and purpose. Not offered 2013-2014. Alan K. Henrikson

DHP H201: THE FOREIGN RELATIONS OF THE UNITED STATES SINCE 1917

The history of U.S. foreign relations from the First World War to the present day. Woodrow Wilson and the Versailles Treaty. American responses to the Bolshevik Revolution, European fascism, and Japanese imperialism. The presidency of Franklin D. Roosevelt, the Neutrality Laws, and U.S. involvement in the Second World War and major wartime conferences. The postwar "revolution" in American foreign policy—the Truman Doctrine, Marshall Plan, and NATO. The conduct of the Cold War and the management of crises in the Caribbean and other regions. The Vietnam conflict, Nixon-Kissinger "Detente," the Carter Doctrine, the Gulf War and "New World Order," 9/11 and the Global War on Terror, the Arab Spring, worldwide financial instability, and the question of America's future global engagement. Spring semester. Alan K. Henrikson

DHP H202: MARITIME HISTORY AND GLOBALIZATION

A study of world history over the past 500 years from a salt-water perspective. The course will examine the ocean as avenue, arena, source, and cultural metaphor, analyzing major themes such as the impact of changing technologies and modes of warfare, evolving patterns of trade, and differing cultural perceptions. The format will be lecture, with some discussion. Fall semester. John Curtis Perry

DHP H203: THE INTERNATIONAL RELATIONS OF THE CHINA SEAS

The region this course examines is now the world's commercial maritime center. The course offers, within a global salt water perspective, the opportunity to explore strategic, environmental, economic, or cultural problems, depending on individual student interests. Course format is lecture and discussion, with two short written exercises and an oral report leading to a final paper of journal article length. Writing and speaking skills receive considerable attention. No prerequisites other than a lively curiosity. Fall semester. John Curtis Perry

DHP H204: CLASSICS OF INTERNATIONAL RELATIONS

Most graduate courses in international relations focus on "cutting edge" research. Without a working knowledge of Thucydides, Kant, or Schelling, citizens and policymakers are unable to place new theoretical propositions into a historical context. This course surveys the history of international rela-

tions theory through a close reading of 10-15 classic works in the field. Among the questions that will be addressed: how far has IR theory developed since Thucydides? How closely do theories of international relations mirror the era in which they were written? In what ways are these widely cited works simplified or misstated in the current era? Spring semester. Daniel W. Drezner

DHP H261: WAR AND SOCIETY IN THE MIDDLE EAST IN HISTORICAL PERSPECTIVE

One hundred years ago this Fall, the Ottoman Empire deployed for combat one final time. Four years later, the contours of the modern Middle East began to take shape. The end of the Ottoman Empire and the emergence of successor states in search of internal ideologies and regional influence have shaped the region to this day. This course addresses the Middle East and the broader topic of struggle and survival during cataclysmic events such as the World War. It is a research-based class in which students will learn how to develop a thematic approach to the study of conflict. This course is cross-listed (HST. 212) with the School of Arts and Sciences – Department of History. Fall semester. Leila Fawaz

DHP H270: THE UNITED STATES AND EAST ASIA

An examination of the American experience in China, Japan, and Korea, from the centuries of sporadic encounter between the two distinctly disparate and seemingly antithetical worlds of Euro-America and Northeast Asia to the aftermath of the end of the Pacific War. Focus on the late nineteenth century, when mutual images begin to take form and the evolving pattern of the unequal relationship during the first half of the twentieth century. Topics include East Asian cultural traditions, Christianity, imperialism, wars, and modernization. Emphasis on ideas, national mythologies, and images. Fall semester. Sung-Yoon Lee

DHP H271: FOREIGN RELATIONS OF MODERN CHINA, 1644 TO THE PRESENT

This course is a survey of China's foreign relations from the Qing dynasty to the present. Topics include geography, warfare, diplomacy, trade, cultural exchange, and the connections between past and present. Lectures followed by discussion. Fall semester. Sulmaan Khan

DHP P200: INTERNATIONAL RELATIONS: THEORY AND PRACTICE

Traditional, behavioral, and post behavioral theories of international relations, and the nature of theory in international relations; the role of normative theory; levels of analysis, structure-agent relationships, and concepts of foreign policy behavior and decision making; utopian/neo-liberal and realist/neo-realist theory, and democratic peace theory; theories of power and its management; theories of integration, cooperation, conflict, war, and geopolitical and ecological/environmental relationships; constructivism; systems theory; regime analysis; the relationship between theory and the international system in the early 21st century; traditional and contemporary paradigms of the international system. Fall semester. Robert L. Pfaltzgraff, Jr.

DHP P201: COMPARATIVE POLITICS

This course is designed to introduce students to the study of comparative politics. The first two weeks of the course will familiarize students with the type of questions that comparative political scientists tackle and the methodological tools that they employ. This week will also concentrate on issues such as concept formation and theory development. The rest of the course will be structured around key research areas in the field of comparative politics such as state formation, nationalism, constitutional structure of states, origins and persistence of political regimes, emergence of political parties and voting, religion and politics, political culture, and political violence. Fall semester. H. Zeynep Bulutgil

DHP P202: LEADERSHIP IN PUBLIC AND PRIVATE SECTOR ORGANIZATIONS

Leadership involves guiding individuals and public and private sector organizations and making decisions about highly complex problems. This course examines how leadership is defined, theoretical models for evaluating leadership, why certain practical approaches to leadership succeed while others fail, and evaluates various leaders and leadership styles. It draws on case studies of diverse leaders from government and business, including presidents, prime ministers, CEOs of major corporations, governors, and mayors. It helps the student develop frameworks for evaluating leadership styles while thinking systematically about challenges facing contemporary leaders. Not offered 2013-2014. William C. Martel

DHP P203: ANALYTIC FRAMEWORKS FOR INTERNATIONAL PUBLIC POLICY DECISIONS

Introduction to the basic tools of policy analysis and decision making, providing students with analytic skills to make policy decisions in many types of organizations. The course includes an introduction to public policy objectives, decision making, and the role of analysis. Students then learn powerful analytic decision-making techniques, including decision trees, Bayes theorem, utility theory, prospect theory, game theory, benefit-cost analysis, and tipping models. Case studies are used to learn the policy analysis tools while applying them to real world policy problems. Cases come from developed and developing countries, and cover many different policy fields. No background in economics or statistics is required. Fall semester; Spring semester. Carolyn F. Gideon

DHP P205: DECISION MAKING AND PUBLIC POLICY

The challenge for policymakers in all public and private organizations is to make informed decisions about complex problems. This interdisciplinary course studies how the policymaking process operates, considers domestic and international influence decisions, examines interpretive models for understanding the theory and practice of policymaking, and studies governmental interagency processes. It uses case studies to evaluate the theory and practice of policymaking. Students prepare several policy memoranda on national security and domestic issues, and participate in simulated meetings of the U.S. National Security Council. This course encourages students to think analytically and critically about the theory and practice of policymaking. Spring semester. William C. Martel

DHP P206: FOUNDATIONS OF POLICY ANALYSIS

This interdisciplinary course examines the instruments of policy analysis and strategic planning for public and private sector organizations. It develops a qualitative framework for policy analysis, which is the analytical process by which decision makers define problems, generate and evaluate alternatives, and select options to make the best possible decisions. The course also examines how strategic planning permits organizations to connect policy analysis to future policies and decisions. Broadly, this course develops frameworks and tools to help students think analytically and critically

about the role of policy analysis and strategic planning in public policy. Not offered 2013-2014. William C. Martel

DHP P207: GIS FOR INTERNATIONAL APPLICATIONS

This course introduces students to the use of geospatial technologies, data, and analysis focusing on applications in the international context. The course gives primary emphasis to the use of geographic information systems (GIS) for data creation, mapping, and analysis. It will also cover the use of global positioning systems (GPS) for field data collection and mapping; cartography for high quality visualization; and the use of map mash-ups and crowd sourcing in the international arena. Final projects are large-format poster info-graphics. More detailed course information is available at: <https://wikis.uit.tufts.edu/confluence/display/GISINT/Home>. Enrollment limited to 26 students. Spring semester. Patrick Florance, Barbara Parmenter

DHP P210: RESEARCH DESIGN AND METHODOLOGY

This course covers the basics of research design and methods in political science. The first part of the course is devoted to developing a research question, constructing testable theories, understanding the advantages of quantitative and qualitative methods, and concept formation. The second part of the course focuses on specific research methods (historical analysis, statistical methods, field research, archival research, and experiments) and their relative strengths and weaknesses. The final section of the course addresses the ways in which scholars combine different methods to study political phenomena. Open to PhD students only or with permission of instructor. Fall semester. H. Zeynep Bulutgil

DHP P211: FIELD SEMINAR IN COMPARATIVE POLITICS AND INTERNATIONAL RELATIONS

In this seminar, students will analyze classic and contemporary work in comparative politics and international relations from a methodological perspective. The readings will cover the major themes and theories that dominate these fields. They will also include both exemplary and less successful applications of both theory and methods, with the goal of students learning how to better develop their own research strategies. Participants will be required to produce and present a draft dissertation proposal by the end of the course. Open to PhD

students only or with permission of the instructors. Spring semester. Nancy F. Hite, Daniel W. Drezner

DHP P213: RIGHTS-BASED APPROACH TO DESIGN, MONITORING, EVALUATION AND LEARNING

This course addresses the practical elements of The Rights-Based Approach (RBA), which considers how to design, monitor, evaluate, and learn at this new standard. We will explore the principles of RBA, and consider the essential program design elements that bring the theory into practice. The course will cover how to analyze people's rights conditions and power position within society and we will make use of analytical tools that assist us in identifying leverage points for change. Also, the subject of Monitoring, Evaluation and Learning (MEL) will be covered. Students will be engaged in designing a simple impact evaluation that will challenge them to make important decisions to tailor their evaluation to context and conditions. Not offered 2013-2014. Instructor to be announced.

DHP P214: THE EVOLUTION OF GRAND STRATEGY

As shifts in the global order continue to cascade upon each other, policymakers need to be asking: How do we formulate a grand strategy for managing a world that shows signs of increasing disorder? What principles should govern foreign policy? What choices should societies make? How do we create some order out of the emerging disorder? To better understand these questions, this course explores the problem of strategy. To help scholars and policymakers define more carefully and precisely what they mean by strategy, the course examines the existing scholarly and policy literature on strategy, focusing on the more critical theorists and strategists who have contributed to decisions about problems confronting the state. It encourages the student to think analytically about strategy and to understand how scholars and policymakers tackle the problem of formulating strategies to guide the policies of the state. Fall semester. William C. Martel

DHP P216: RESEARCH AND WRITING IN THE GLOBAL POLITICAL ECONOMY

The goal of this seminar is to introduce students to the process of writing research papers on topics in global political economy (GPE). We will examine how domestic and international politics influence the economic relations

between states, and vice versa. The course is intended to introduce students to research design and guide them in selecting a capstone research question and methodology. The course objectives are – 1) introduce seminal theoretical debates and research approaches in global political economy 2) develop skills in critical reading and writing 3) to apply the logic of the scientific method 4) to have students develop a research proposal that can ultimately be the foundation of their capstone thesis. Open to students who have completed B205. Fall semester. Nancy F. Hite

DHP P217: GLOBAL POLITICAL ECONOMY

What determines the direction, magnitude, governance, and fluctuation of international economic exchange? This course surveys the theories and issue areas of the global political economy, both in the current day and in the past. Different analytical models are presented to explain the variations in economic exchange over time. The issue areas that will be examined include: world trade, monetary orders, global finance, and foreign investment. Current topics that will be covered include: the effects of the 2007–2008 financial crisis, the rise of the BRIC economies, the future of the dollar, and the future of global economic governance. Fall semester–Katrina Burgess; Spring semester–Daniel W. Drezner

DHP P218M: SURVEY DESIGN IN COMPARATIVE POLITICAL ECONOMY

Social science surveys are a powerful research tool. When properly designed, implemented and analyzed survey instruments enable us to gain access to valuable information about an identified population and/or social phenomena. The course provides an introduction to survey design that is embedded in study of comparative political economy of developing societies. We will explore issues of survey design as well as the myriad of challenges faced by researchers in designing valid surveys. The assignments are geared toward helping students develop effective survey instruments for policy and research applications. One-half credit. Fall semester. Nancy F. Hite

DHP P219: POLITICAL ECONOMY OF DEVELOPMENT

This class offers a survey of some of the key debates and issues in the political economy of development. First, we examine alternative approaches to development and how they have informed

policies in developing countries since the 1950s. Second, we compare different patterns of interaction among the state, political parties, interest groups, and civil society and examine how they have affected development outcomes. Third, we address current topics such as the rise of China and India, new approaches to poverty alleviation, and the impact of global financial crises on developing countries. Spring semester. Katrina Burgess

DHP P220: UNDERSTANDING MASS ATROCITIES

The study and development of policy related to “genocide” and mass atrocities are highly contested in terms of the universe of cases, key definitions, and thresholds of violence that should trigger action. This course provides an overview of the debates by introducing the key concepts, contexts and policies related to mass atrocities. Beginning with the introduction of the term “genocide,” we will explore a range of terminologies and frameworks for defining and explaining mass violence against civilians. Spring semester. Bridget Conley-Zilkic

DHP P222: DEVELOPMENT AID IN PRACTICE

This course provides an overview of the operational and professional world of development. It covers choices, key concepts, and the main tools in the practice of development. There will be a focus on management and leadership challenges that development professionals face, both from the policy and practitioner perspective. Students will not learn technical knowledge in education, health, infrastructure, etc., but they will learn about cross-cutting issues that appear in all fields of development cooperation. Fall semester. Robert Wilkinson

DHP P223: POLITICAL VIOLENCE: THEORIES AND APPROACHES

Political violence haunts the globe. Varied in form and scale, such violence ranges from assassination and suicide-delivered massacre, to civil war, state-sponsored repression, genocide, and inter-state aggression. This course seeks to understand the origins and logic of political violence, and considers possible approaches to its prevention, containment, or termination. To these ends, the course explores theories of political violence, pausing at intervals to extract the policy implications of the theoretical literature in conjunction with empirical cases mainly drawn from the Latin

American Experience. Not offered 2013-2014. Instructor to be announced.

DHP P224: CULTURE, HUMAN VALUES AND DEVELOPMENT

The influence of cultural values, beliefs, and attitudes on the evolution of societies has been shunned by scholars, politicians, and development experts. It is much more common for the experts to cite geographic constraints, insufficient resources, bad policies, or weak institutions. But by avoiding values and culture, they ignore an important part of the explanation why some societies or ethno-religious groups do better than others with respect to democratic governance, social justice, and prosperity. They also ignore the possibility that progress can be accelerated by (1) analyzing cultural strengths and weaknesses, and (2) addressing cultural change as a purposive policy to apply through families, schools, churches, media, leadership, and/or the law. Fall semester; Spring semester. Miguel E. Basáñez

DHP P225M: DESIGN AND MONITORING OF PEACEBUILDING AND DEVELOPMENT PROGRAMMING

The course explores core components of the program cycle, beginning with peacebuilding theories that underpin program design and ending with the development of high-quality indicators for monitoring. The core concepts of design and monitoring will be applied primarily to international development and peacebuilding programming. This practical course is intended for students who wish to obtain a strong skill set in Design, Monitoring, and Evaluation (DME) and work in peacebuilding or international development. Enrollment limited to 35 students. One-half credit. August Pre-Session. Cheyanne Scharbatke-Church

DHP P226M: EVALUATION OF PEACEBUILDING AND DEVELOPMENT FOR PRACTITIONERS AND DONORS

The course provides an in-depth, very practical preparation for work in the final stage of the program cycle, namely evaluation; it also goes beyond evaluation as a discrete event and explores processes that facilitate learning. The core concepts will be applied primarily to international development and peacebuilding programming. This practical course should be taken by any student wishing to work in the development or peacebuilding field. Open to students who have completed P225m. Note: P226m is a prerequisite for P228m. Enrollment limited to 35 students. One-half credit. August

Pre-Session; January 2014. Cheyanne Scharbatke-Church

DHP P227: ADVANCED DEVELOPMENT AND CONFLICT RESOLUTION

This seminar is an in-depth and cutting-edge discussion of what development and conflict resolution practitioners currently do together on the ground in conflict situations on all continents. It deals with methodologies (conflict analysis, program development, etc.), issue areas (reconciliation, security sector reform, demobilization, disarmament, and reintegration), and context (political economy of peacebuilding, relations with the military). Open to students who have completed D223, P222 or with permission of the instructors. Spring semester. Diana Chigas, Robert Wilkinson

DHP P228M: ADVANCED EVALUATION AND LEARNING IN INTERNATIONAL ORGANIZATIONS

This advanced module is key for students who wish to develop the full-package of skills and concepts expected of professionals working in development and peacebuilding. At the end of this class, students will have a working knowledge of the key evaluation designs, approaches and tools; the ability to evaluate existing evaluations for adequacy of the design and quality; a clear picture of the link between evaluation and learning; and an overview of the latest strategies and challenges in creating learning organizations. Enrollment limited to 35 students. One-half credit. January 2014. Cheyanne Scharbatke-Church

DHP P231: INTERNATIONAL COMMUNICATION

The course covers international communication from three perspectives: its governance, its many-dimensional relationship with governments, and policy issues. Students explore different theories and examples of how different types of communication content and technology interact with sovereignty, politics, security, international relations, culture, and development. The course provides the foundations of this field with a structural approach. Topics covered include freedom of speech, global media and international journalism, public diplomacy, propaganda, media in democracies and totalitarian states, media influence on foreign policy, digital divide, intellectual property, privacy, convergence, security, media and political conflict and economic development. Fall semester. Carolyn F. Gideon

DHP P232: COMMUNICATIONS POLICY ANALYSIS AND MODELING

Students will learn the important political and economic characteristics of communication policy and markets, and will practice using basic analytic tools through case studies and examples from different countries to enhance their understanding of communication policy issues. Students will study the general background and trends in communication policy in different parts of the world. This is followed by in-depth exploration of several issues of telecommunications policy, media policy, and policy issues of the Internet and newer technologies. Open to students who have completed either E201 or E211 or the equivalent. Not offered 2013-2014. Carolyn F. Gideon

DHP P233: INFORMATION AND COMMUNICATIONS TECHNOLOGY FOR DEVELOPMENT

This course explores models for deploying information and communication technologies (ICTs) for the promotion of economic and political development. We will examine the changing role of ICTs in developing economies and review case studies of successful applications of ICTs in education, health services, banking, economics, and political development. We will explore the transformation of ICTs from state-driven industries to more responsive, demand-driven markets. Students who have completed the course will have sufficient understanding of ICTs and economics to participate intelligently in policy debates and in the development of business plans for NGO or commercial projects. Students familiar with development models will gain a broader perspective, which will enhance their ability to effectively engage in development projects, whether in government agencies, NGOs, industry, or start-ups. Students should be comfortable with the fundamental concepts of microeconomics. Spring semester. Instructor to be announced.

DHP P240: THE ROLE OF FORCE IN INTERNATIONAL POLITICS

This core International Security Studies course presents an examination of the role of force as an instrument of statecraft. Topics covered include: 1) military power and the role of force in contemporary world politics; 2) the causes of war and the moral/ethical constraints on armed violence; 3) instruments and purposes of coercion force: military power and strategic non-violent action;

4) national security policy formation and process; 5) the modes and strategies of military power (nuclear, conventional, internal conflict); 6) the structure of the post-Cold War and post-9/11 international security environment. Fall semester. Richard H. Shultz

DHP P241: POLICY AND STRATEGY IN THE ORIGINS, CONDUCT, AND TERMINATION OF WAR

This course employs case studies to assess enduring principles of war and their role in defending a nation's interests and objectives. The works of three military strategists and four political theorists are examined to develop an analytical framework for assessing the origins, conduct, and termination of war. This framework is employed to analyze six major historical conflicts: the Peloponnesian War; the Wars of Revolutionary and Napoleonic France; the American Civil War; World War I; World War II; the French-Indo-China War/U.S. war in Vietnam. Spring semester. Richard H. Shultz

DHP P242: PROLIFERATION-COUNTERPROLIFERATION AND HOMELAND SECURITY ISSUES

The 21st-century proliferation setting; alternative approaches to threat reduction; international negotiations and agreements including the Non-Proliferation Treaty; the International Atomic Energy Agency, the Missile Technology Control Regime, the Chemical Weapons Convention, the Open Skies Treaty, the Biological Weapons Convention, and the Comprehensive Test Ban Treaty; approaches to nonproliferation and counterproliferation; issues of homeland security; coping with the effects of weapons of mass destruction; cyber war; technology transfer; the nuclear fuel cycle; the fissile material problem; cooperative security; compliance, verification, and on-site inspection; missile defense; negotiating strategies, styles, objectives, asymmetries, and techniques. Spring semester. Robert L. Pfaltzgraff, Jr.

DHP P243: INTERNAL CONFLICTS AND WAR

Instability, conflict, and irregular warfare within states due to burgeoning challenges posed by armed groups have proliferated in number and importance since the Cold War ended. With the spread of globalization, the technological shrinking of the world and interdependence of

states and regions, these internal/transnational conflicts have taken new dimensions with far-reaching consequences. This seminar examines their patterns and evolution. Topics include examination of: the global strategic environment which armed groups exploit; the causes of internal/transnational conflict; types of armed groups, their operational patterns and strategies; and six case studies. Fall semester. Richard H. Shultz

DHP P244: MODERN TERRORISM AND COUNTERTERRORISM

This course examines the nature of terrorism; the spectrum of terrorist motivations, strategies, and operations; the socio-political, economic and other factors that can enable terrorist group activities; the unique threat of WMD terrorism; and the internal vulnerabilities of terrorist organizations. Students will examine current and classic research on terrorism, and explore many of the puzzles that remain unanswered. Finally, the course will analyze these critical issues within the context of policies and strategies for responding to the threat of terrorism with increasing sophistication and success. Spring semester. James Forest

DHP P245: CRISIS MANAGEMENT AND COMPLEX EMERGENCIES

Consideration of crisis management in theory and practice, drawing from recent and earlier crises; theories of crisis prevention, deterrence; escalation, de-escalation, termination, and post crisis management; decision making; bargaining and negotiation; the role of third-parties; the National Security Act of 1947 and decisional approaches in successive U.S. administrations. Emphasis on theoretical literature, as well as the perspective of actual participants in recent crises and utilization of case studies, including cyber crises. The seminar also includes a major weekend crisis simulation exercise, SIMULEX, with outside participants from the official policy community. Fall semester. Robert L. Pfaltzgraff, Jr.

DHP P247: CIVIL-MILITARY RELATIONS

Although recent conflict environments entered a grey area that is neither war nor peace, the complexity of civil-military relations is not new. In the last two decades, kinetic activity, wider peacekeeping, peace building and state building have been pursued simultaneously. Cyber attacks and targeted killing outside war zones add to the "grey area." This seminar will analyze how interna-

tional interveners, both civil and military, deal with such complex environments. Approaches will include themes, such as lack of coordination and planning; negotiation at HQ and in the field among civilian agencies, NGOs, and the military. We will examine cases and themes, as well as theory. Prior to taking this course, students should have taken a course in security studies, negotiation, or international law. Spring semester. Antonia Chayes

DHP P248: TECHNOLOGY AND INTERNATIONAL SECURITY

Technology shapes how governmental and private sector organizations conduct their business. While technology is integral to all facets of human interaction, this course examines the relationship between technology and security in the face of globalization and rapid technological change. It develops frameworks for evaluating how defense and commercial technologies influence international security, examines technologies that shaped security historically, and evaluates modern technological developments in information, communications, and space, among others. This course encourages students to think analytically and critically about how technological innovation is altering international security. Not offered 2013-2014. William C. Martel

DHP P249: FOUNDATIONS OF INTERNATIONAL CYBERSECURITY

This course examines the complexities of U.S. and international cyber policy and cyber security. Topics include the connection between cyberspace and critical infrastructure, a technical overview of cyber security and cyber attacks, and the states, non-state actors, and state-sponsored groups who operate in cyberspace. It considers the objectives of these actors, which range from hacking police databases to shutting down critical infrastructure. It studies the cyber threat to nations and the private sector as well as citizens and secure government networks. It concludes with an analysis of efforts to apply domestic and international law to cyberspace. This course seeks to foster a deeper understanding of challenges posed by cyberspace to international security. Fall semester. William C. Martel

DHP P250: ELEMENTS OF INTERNATIONAL ENVIRONMENTAL POLICY

This course is designed to provide an introduction to international environmental policy development beginning

with the scientific identification of the problem, the assessment of its economic and social impact, and the political forces that shape international agreements. Following a short introduction to some of the basic scientific and economic factors that characterize most environmental problems, the course examines five case studies that illustrate the range of international problems facing diplomats and corporations. Bilateral, multilateral, and commons issues are studied using examples of air, climate, water, fisheries, and forests/biological diversity. Fall semester. William R. Moomaw

DHP P251: INTERNATIONAL ENVIRONMENTAL NEGOTIATIONS

The unique nature of environmental problems has brought a new style to international negotiations, which relies much more heavily on scientific and other technical expertise. Because the scientific knowledge base is constantly evolving, far more flexible, process oriented treaties are being negotiated to address environmental issues than has traditionally been the case in other areas. This course brings together a scientist and a negotiation specialist to examine with students the nature of the international environmental negotiation process and its evolution. Not offered 2013-2014. William R. Moomaw, Lawrence Susskind

DHP P253: SUSTAINABLE DEVELOPMENT DIPLOMACY

The principle goal of the course is to acquaint students with a thorough understanding of sustainable Development Diplomacy (SDD) from both a governance and diplomacy viewpoint. By looking at foreign policy through a sustainability and development lens, students will learn of the complexity of the competing claims on natural resources and the role that global natural resources play in national and international security, business relations, and trade policies. The governance and diplomacy lessons are drawn from a range of real-world natural resource policy responses, such as in the field of forests, water, food, and climate change. Fall semester. William R. Moomaw, Patrick Verkooijen

DHP P254: CLIMATE CHANGE AND CLEAN ENERGY POLICY

This course examines how governments respond to the challenges posed by the complex problem of global climate change and how clean energy policies can help countries achieve multiple

goals. The latest science, technological developments, economic assessments of costs and opportunities, the role of the media, domestic and international politics, and innovation are all discussed. Policy instruments for climate mitigation, adaptation, and a clean energy economy are introduced and thoroughly analyzed in a comparative way across most of the major-energy consuming countries. In-class exercises including an international negotiation simulation illuminate course themes. The course introduces and strengthens multidisciplinary policy analysis skills. Fall semester. Kelly Sims Gallagher

DHP P255: INTERNATIONAL ENERGY POLICY

Energy affects every dimension of human society and it is crucial for economic prosperity. Energy is at the heart of economic development strategies, national security challenges, and intractable environmental problems. This review course maps how challenges and opportunities differ among countries, exploring basic differences between industrialized and developing countries. The policies of major energy producers and consumers are compared. The focus is on oil and gas, but renewable energy sources are also considered. Topics include: energy and the world economy, the geopolitics of oil and gas, energy markets, energy policy and economic development, climate change, technological change and the future of energy. Spring semester. Francisco J. Monaldi

DHP P256: INNOVATION FOR SUSTAINABLE PROSPERITY

Innovation is the main source of economic growth and improvements in productivity, is a key lever for catalyzing development, reducing environmental harm, improving human health and well-being, and enhances national security. This seminar explores the nature of technology, theories and "stylized facts" about innovation processes, and how to think about innovation systems. A major focus is policy for innovation. Topics include national innovation systems, management of risks, global change, actors and institutions, social innovation, private vs. public, education, cross-country comparisons, competitiveness, technology transfer and diffusion, learning and "catch-up", IPR's, and leapfrogging. Case studies are used to understand each topic. Spring semester. Kelly Sims Gallagher

DHP P257: CORPORATE MANAGEMENT OF ENVIRONMENTAL ISSUES

Explores companies' responses to pressure from stockholders, regulatory agencies, community and non-governmental organizations to exercise greater responsibility toward the environment. Topics included strategy, staffing and organization, decision making, codes of conduct, resources, program development, product responsibility, corporate environmental policies, pollution prevention, trade associations, accident response, response to laws and regulations, corporate social responsibility, international issues, and foreign operations. Note: This course is cross-listed (UEP 265) with the School of Arts and Sciences – Department of Urban and Environmental Policy and Planning, Fall semester. Ann Rappaport

DHP P258: CLEAN ENERGY TECHNOLOGIES AND POLICY

This course identifies the major environmental, security, and economic issues associated with the continued use of traditional energy sources such as fossil fuels. It then explores alternative technologies that are capable of providing essential energy services in both developed and developing countries. Woven into the assessment of each technology is a determination of the present policies and factors that lock-in current technology and lockout new alternatives. Types of regulatory, market, contractual and voluntary policies and practices are identified that can facilitate the introduction of new, clean energy technologies. The major emphasis is on electricity production, transportation, and building energy conservation. Prerequisites: Familiarity with basic science and calculus is expected. Not offered 2013-2014. Maria Flytzani-Stephanopoulos, William R. Moomaw

DHP P260: ISLAM AND THE WEST

Going beyond the simplistic notion of a great civilization divide, this course puts the categories 'Islam' and 'the West' under the spotlight of historical and comparative analysis. After providing some essential background, the course concentrates on the colonial and post-colonial encounter between Muslim and Western societies and polities with special, but not exclusive reference to the South Asian subcontinent. Organized along historical and thematic lines, the course focuses on the overlapping domains of culture and politics, thought and practice, to elucidate aspects of dialogue, tension, and confrontation

between the worlds of Islam and the West. Fall semester. Ayesha Jalal

DHP P262: CONTEMPORARY SOUTH ASIA

Organized along both historical and thematic lines, the course surveys politics, economy, and society in late colonial India and offers a comparative historical analysis of state structures and political processes in post-colonial South Asia, particularly India, Pakistan, and Bangladesh. Among the themes considered are the reasons for the partition of 1947, the nature of the colonial legacy, the origins of democracy and military authoritarianism, history of development, the shifting balance between central and regional power, the ongoing clash between so-called secular and religiously informed ideologies, and the impact on interstate relations in the subcontinent. Not offered 2013-2014. Ayesha Jalal

DHP P263: ISLAM AND POLITICS: RELIGION AND POWER IN WORLD AFFAIRS

Islamic ideas and actors play an important part in global politics today. Their impact on political change, international security, and economic and social trends has shaped international relations in recent years. This course will trace the historical evolution of political Islam from both an international relations and a comparative politics perspective. A particular focus will be on the diversity of political Islam and on the religious factor in the "Arab Spring". The course will also look at the role of other religions in contemporary politics. Fall semester. Ibrahim Warde

DHP P266M: THE ISLAMIC WORLD

This course aims to explain those aspects of the Islamic world—history, politics, economics, society, legal systems, business practices—that are necessary to conduct business or political negotiations in a number of countries. The course will discuss issues of political economy and business of the Islamic world, with a special focus on Islamic networks, business culture, oil, and issues of globalization and governance. Case studies will focus on specific companies and institutions. From a geographic standpoint, the course will focus primarily on Middle Eastern and Persian Gulf countries, although it will also include countries such as Malaysia and Pakistan. For MIB students, this course is one of the regional course options. One-half credit. Spring semester. Ibrahim Warde

DHP P272: CHINA'S FRONTIERS

This seminar examines the significance of China's frontiers for Chinese foreign policy, Asian security, and international relations. The course will move geographically, taking students from Vietnam to the South China Sea, by way of the Tibetan plateau, Central Asia, the Mongolian steppe, and the Diaoyu (or Senkaku) islands, to name a few. Students will consider the different forces that come into play in a frontier region, such as ethnicity, trade, boundary disputes, and geography. The course is multidisciplinary: students are encouraged to take advantage of perspectives from history, anthropology, political science, economics, and journalism. Students are expected to produce a 15-30 page research paper. The assignments of an annotated bibliography, a précis, and a rough draft are meant to facilitate the writing process. Spring semester. Sulmaan Khan

DHP P273: THE STRATEGIC DIMENSIONS OF CHINA'S RISE

This course is built around two key questions surrounding China's rise: How will China rise? Where will this rise take China? To address these two deceptively simple questions, this course relies on the concept of strategy. In the broadest sense, strategy is the relationship between ends and means. For the purposes of this course, strategy is understood as the nexus between a nation's long-term goals and the various implements of national power—diplomatic, economic, military, and cultural tools—to achieve those objectives. To sharpen the analytical focus, this course focuses primarily on the "hard" dimensions of China's national power, which encompasses such material factors as geography, resources, economic size, and military power. Spring semester. Toshi Yoshihara

DHP P274: THE POLITICS OF THE KOREAN PENINSULA: FOREIGN AND INTER-KOREAN RELATIONS

An examination of Korea's modern "evolution" as a state and society. Emphasis on Korea's modern political history, from the origins and theory of statecraft in traditional Korea to the major geopolitical issues of the present day. Topics include Korea's relations with the great powers of the North Pacific and the primacy of international relations in the Korean world: from imperialism and Japanese colonialism, partition of the Korean peninsula and the establishment of two

separate Koreas, Cold War politics and the Korean War, economic development and political freedom, to inter-Korean relations. Fall semester. Sung-Yoon Lee

DHP P275: NORTH KOREAN STATE AND SOCIETY

North Korea is the world's last major hermit society. Since the division of the Korean peninsula in 1945, South Korea has developed into one of the largest trading nations in the world with a vibrant democratic polity, while North Korea has descended into a perpetually aid-dependent state that maintains domestic control through the deification of the ruling family and operation of extensive political prisoner concentration camps. What does the future hold for North Korea? Emphasis on the Kim family continuum, strategy of brinkmanship, human rights, nuclear politics, and the implications of regime preservation or collapse. Spring semester. Sung-Yoon Lee

DHP P279: CHINA POLITICS

This seminar covers domestic Chinese politics on center-local relations and state-society relations. Some undergraduate-level knowledge of Chinese politics and recent history is required. Conventional wisdom in the U.S. is that China's post-Mao authoritarian central government has absolute power over society, exercised through efficient and obedient Party and state structures. This seminar asks students to reconsider this interpretation by examining how center, locality, and society interact and vie for influence in the making and implementation of policy. Not offered 2013-2014. Instructor to be announced.

DHP P285: SOUTHEASTERN EUROPE IN THE WORLD ECONOMY

This course analyzes the transition of the economies of Southeastern Europe from the 19th to the 21st century. It focuses on their long-term record of structural change and economic growth, in a comparative perspective, and places the role of economic/development policies and economic ideas at the centre of the analysis. The course explores the economic history of the region and tries to analyze contemporary issues and challenges by drawing from historical experience. Questions of regional cooperation and/or conflict are also addressed, not least in relation to recent efforts to extend NATO and European Union membership to all Southeastern European countries. Spring semester. Michalis Psalidopoulos

DHP P287M: POLITICAL ECONOMY AND BUSINESS OF THE EUROPEAN UNION

Has the European Union (EU) delivered on its promise of a fully integrated economic and political union? How has Europe grown from its modest beginning with the European Coal and Steel Community established in 1951 with only six countries to the European Union which today encompasses 27 countries? Is the Euro crisis undermining the future of the European Union or will it usher the EU in a fiscal union which by necessity requires a closer political union? How does this multi-faceted integrative process shape the European business environment? Through class discussion and case studies managerial implications for firms operating in Europe are assessed at the provincial, national, and EU level. No pre-requisite. Offered in English (m01) and French (m02) language sections. For MIB students, this course is one of the regional options. Spring semester. Laurent L. Jacque

DHP P290: MIGRATION AND TRANSNATIONALISM IN LATIN AMERICA

This seminar will examine the implications of international migration, migrant remittances, and transnationalism for development and politics in Latin America. The first section addresses alternative theories of migration and reviews global patterns of migration in both sending and receiving countries. The last two sections focus on the impact of international migration and remittances on economic development and politics in sending countries, primarily in Latin America but with some comparative data from other developing countries. Fall semester. Katrina Burgess

DHP P293: DEMOCRACY AND STATE REFORM IN LATIN AMERICA

This seminar examines how democratization and market reform have interacted to reshape the state and society in Latin America. The first part of the course provides an historical overview of these processes in ten Latin American countries: Brazil, Mexico, Argentina, Chile, Peru, Venezuela, Colombia, El Salvador, Bolivia, and Ecuador. The second part of the course addresses the region's ongoing struggles to deepen democracy in the areas of participation, citizenship, public security, accountability, decentralization, social policy, and civil rights. Spring semester. Katrina Burgess

DHP P294M: POLITICAL ECONOMY AND BUSINESS CONTEXT OF LATIN AMERICA

Examination of the economic and business environment of Latin America and the policies that shape it. Consists of interrelated institutional and structural topics such as financial systems, labor markets, social security regimes, inequality and poverty, foreign direct investment, regional economic integration, privatization, infrastructure, industrial policy, and fiscal federalism, with the controversial role of the state at issue throughout. Analysis often relies on notions of welfare economics, expounded concisely at the outset. Prior command of microeconomics very helpful, but not required. For MIB students, this course is one of the regional options. Complements macro-oriented E250. Offered in English (m01) and Spanish (m02) language sections. One-half credit. Spring semester. Lawrence Krohn

DHP P298: CONFLICT IN AFRICA

During this course, students should gain a deeper understanding of the nature of contemporary violent conflict in Africa. Students will be expected to master the key theoretical approaches to violence in Africa, and to become familiar with a number of important case studies. The focus is on the origins and nature of violence, rather than policy responses and solutions. The course is inter-disciplinary and involves readings in political science, international relations, and social anthropology, while also touching on economics, environmental studies, and history. Fall semester. Alex de Waal

DHP 300-399: INDEPENDENT STUDY

Directed reading and research for credit, providing an opportunity for qualified students to pursue the study of particular problems within the discipline of Diplomacy, History, and Politics under the personal guidance of a member of faculty. The course may be assigned to a Field of Study according to the topic selected. By consent of the professor and petition.

DHP 400: READING AND RESEARCH

Noncredit directed reading and research in preparation for PhD comprehensive examination or dissertation research and writing on the subjects within this division. By consent of the professor.

IR CPT: PRACTICUM IN INTERNATIONAL RELATIONS

Summer study and Internship for Fletcher MALD and MIB students who do not hold U.S. work authorization and who choose to engage in off-campus work or internship experiences in the United States. Experiential learning and application of academic experiences are standard components of a two-year master's level international affairs program. Requirements include successful completion of the Professional Development Program, mandatory attendance at two lectures, the internship and a presentation and Executive Summary at the conclusion of the internship. PhD students in the dissertation phase of their program will be eligible for up to 11 months of curricular practical training provided that they enroll in a .25 credit independent study under the supervision of their dissertation director. The course will be graded and based on a paper submitted by the student based on their internship experiences and the relationship to their PhD research. Students are eligible one time only during their degree program. Available only for F-1 visa holders. Please consult with the Registrar's Office for more information.

DIVISION OF ECONOMICS AND INTERNATIONAL BUSINESS**EIB E201: INTRODUCTION TO ECONOMIC THEORY**

This course provides the foundation of modern economics with an emphasis on its applications. Topics include demand and supply analysis, consumer theory, theory of the firm, welfare economics, monopoly and antitrust, public goods, externalities and their regulation, unemployment, inflation and economic growth, national income determination, monetary and fiscal policy. This is an introductory course for non-specialists. Enrollment limited to 60 students only during Fall semester. Fall semester—Carsten Kowalczyk; Spring semester—Lawrence Krohn

EIB E210M: QUANTITATIVE METHODS MODULE

This module presents the mathematical methods that are used widely in economics, including logarithms, exponential functions, differentiation, optimization, constrained optimization, and an introduction to dynamic analysis. The mathematical material is presented in the context of economic applications and examples that illustrate the bridge

between mathematics and economics. One-half credit. Fall semester. Michael W. Klein

EIB E211: MICROECONOMICS

The goal of this course is to teach you how economics offers a way to explain how individuals and firms make market decisions, and how governments can sometimes improve outcomes when markets fail. The topics cover consumer theory (how individual and market-wide demand are determined), producer theory (how production and cost determine supply), and their interactions in a range of market environments, including competitive markets, monopoly, and oligopoly. Throughout the course, we put special emphasis on applications of economic models to the fields of business and public policy. Open to students who have completed E201. Students are also required to have completed or be concurrently enrolled in E210m. Fall semester. Shinsuke Tanaka

EIB E212: MACROECONOMICS

Intermediate level course in macroeconomic theory and practice oriented toward industrial economy issues, with explicit, frequent reference to the global economic and financial turbulence of the last five years. Begins with rigorous coverage of national income accounting and definitions of the most important macroeconomic variables. Covers short-run Keynesian underemployment equilibria, money and financial assets, labor markets, inflation, economic growth and technological change, monetary and fiscal policy, the origins of the financial crisis of 2007–2008. Includes interpretation of the most important macroeconomic indicators. Prerequisite: Comfort with basic economic principles at level of E201 or equivalent. Spring semester. Lawrence Krohn

EIB E213: ECONOMETRICS

This course introduces students to the primary tools of quantitative data analysis employed in the study of economic and social relationships. It equips students for independent econometric research and for critical reading of empirical research papers. The course covers ordinary least squares, probit, fixed effects, two-stage least squares and weighted least squares regression methods, and the problems of omitted variables, measurement error, multicollinearity, heteroskedasticity, and autocorrelation. Prerequisites include familiarity with (1) basic probability and statistics (B205), and (2) basic concepts

of functions and derivatives (E210m or an introductory calculus course). Fall semester—Jenny C. Aker; Spring semester—Julie Schaffner

EIB E214: INTERNATIONAL ECONOMIC POLICY ANALYSIS

This seminar teaches skills that enable students to bridge the gap between coursework in economics and the types of economic analysis used in both government and private sector settings. These skills and tools build on material taught in Econometrics. The topics addressed in the seminar include a range of timely and policy-relevant issues in international economics and macroeconomics. The seminar will also focus on the use of empirical analysis for writing concise, effective policy memorandums. Open to students who have completed E213, which may be taken concurrently. Fall semester. Michael W. Klein

EIB E215M: EMPIRICAL TOPICS IN GLOBALIZATION

The course examines evidence on the extent of globalization and its consequences. We will look at whether the evidence supports the notion that the last few decades have, in fact, seen an unprecedented rise in the globalization; the effects of expanding trade on economic inequality, and the environment, and the effects of greater capital market liberalization on economic growth. Open to students who have completed E210m and either E201 or E200. E213 is recommended, but not required and may be taken concurrently. One-half credit. Not offered 2013–2014. Michael W. Klein

EIB E217M: MANAGERIAL ECONOMICS

This course is a brief introduction to management issues presented from the perspective of economics. The focus is on the strategic responses a firm can make regarding both its internal organization and its external interaction with both consumers and other firms. Students will learn the role of economic analysis in determining organizational design and developing competitive strategies whether the organization is a for-profit firm or a non-profit enterprise. One-half credit. Fall semester. Daniel Richards

EIB E220: INTERNATIONAL TRADE AND INVESTMENT

This course investigates why nations trade, what they trade, and the distribution of the gains from trade. Topics include trade and economic growth, technology, the product cycle, multinationals, international labor integration,

tariffs, regional economic integration, dumping and international competitiveness of firms and nations. Special attention is given to analyzing the effects of various policy instruments. Open to students who have completed E211. Spring semester. Carsten Kowalczyk

EIB E221: ADVANCED INTERNATIONAL TRADE AND INVESTMENT

This seminar explores current issues in trade policy reform and institutions. Topics include subsidies, agriculture, market access and reciprocity, the WTO Doha Development Round, preferential integration, dispute settlement, World Bank and IMF trade policy measures, trade and income distribution, and trade and the environment. The course is open to students who have completed E220 or have permission of instructor. Fall semester. Carsten Kowalczyk

EIB E230: INTERNATIONAL FINANCE

This course examines the determination of income, the exchange rate, and the trade balance in economies that trade goods and services, as well as assets, with the rest of the world. Theory is developed and employed to study current events, as well as historical experience. Issues studied include exchange rate determination, monetary and exchange rate policy, the causes and consequences of external imbalances, international policy coordination, financial crises, and the global capital market. Open to students who have completed E201 or equivalent. E210m is suggested, and may be taken concurrently, but is not required. Fall semester. Michael W. Klein

EIB E233M: FINANCE, GROWTH AND BUSINESS CYCLES

In this module we consider the potential role played by financial markets and the role of financial intermediation. We also study the actual structure and performance of banks, stock markets, and bond markets across a range of countries, and the extent of worldwide financial integration. There will be a focus on the worldwide financial and economic crisis that began in 2008. This module should appeal to students with interests in economic policy, financial and portfolio management, and international business. One-half credit. Spring semester. Michael W. Klein

EIB E240: DEVELOPMENT ECONOMICS: MACROECONOMIC PERSPECTIVES

This course provides an introduction to several central themes in development economics. The organizing framework is

pro-poor economic growth. By combining economic models and case studies, one can draw lessons regarding what approaches have worked to alleviate poverty. The course also pays particular attention to situations that have led to economic crises, and develops models of macroeconomic management and structural adjustment. Lectures and assignments presume a background in economics at the introductory level. Open to students who have completed E201 or equivalent. Fall semester; Spring semester. Steven A. Block

EIB E241: DEVELOPMENT ECONOMICS: POLICY ANALYSIS

This course adapts the basic tools of economic analysis for study of development and demonstrates how to apply the tools in systematic and comprehensive analysis of development problems and policies. The first half of the course examines the decisions, markets and institutions that shape development outcomes. The second half analyzes practical policy questions related to cash and food transfers, agricultural pricing, infrastructure, education, agricultural technology, microfinance, and health. Emphasis is on rigorous reasoning, careful synthesis of empirical evidence, and effective communication of policy analysis results. Open to students who have completed E201 or the equivalent. Fall semester. Julie Schaffner

EIB E242: DEVELOPMENT ECONOMICS: MICRO PERSPECTIVES

This course teaches students how to use microeconomic theory and econometric skills to analyze issues in low-income countries, develop policy interventions to address those issues, and measure the impact of such interventions in a rigorous empirical manner. It then addresses the issues that constrain and support development, particularly in sub-Saharan Africa: health and education, labor, agriculture, financial services, and institutions. Open to students who have completed E211 or an intermediate microeconomic theory course. E213 is strongly recommended. Spring semester. Jenny C. Aker

EIB E243: AGRICULTURE AND RURAL DEVELOPMENT IN DEVELOPING COUNTRIES

This seminar examines a range of issues relating to agriculture and food policy in developing countries. Within a broad analytical framework that emphasizes the interactions between the production, consumption, and marketing of food in

developing countries, central topics will include: famine, the role of agriculture in poverty alleviation, global food crises, technology, political economy perspectives, food price policy analysis, and agriculture's contribution to economic growth. Open to students who have completed E201 or its equivalent. Fall semester. Steven A. Block

EIB E244M: POLITICAL ECONOMY OF REFORM, GROWTH, AND EQUITY

This seminar explores the insights and critiques of rational political economy in explaining the determinants of reform, growth, and equity in developing countries. This approach applies tools of economic analysis to understanding political processes. In particular, the seminar will apply theories of "public choice" and collective action in explaining development policy outcomes in relevant areas including: rational delay of reform, history and institutions, the macroeconomic effects of elections, the interaction of equity, democracy, and growth, and the political economy of failed states. Students are encouraged to have completed E240. One-half credit. Spring semester. Steven A. Block

EIB E246M: ENVIRONMENTAL ECONOMICS

This course is designed for students interested in learning theoretical approaches and empirical tools economists use to analyze environmental problems and policies. Topics include 1) Modeling environmental problems from an economic perspective, using market theory, a public goods model, and externality theory; 2) Analyzing regulatory policies and pollution-control instruments based on command-and-control approach and the market-based approach; and 3) Assessing the costs and benefits of environmental goods and policies using contingent valuation and hedonic pricing methods. Open to students who have completed E201. One-half credit. Fall semester. Shinsuke Tanaka

EIB E247: ECONOMETRIC IMPACT EVALUATION FOR DEVELOPMENT

The course will cover econometric impact evaluation theory and empirical methods for measuring the impact of development programs (including randomization, difference-in-differences, regression discontinuity, and propensity score matching). The curriculum will combine theory and practice. The primary objectives of the course are to provide participants with the skills to understand the value

and practice of impact evaluation within development economics, design and implement impact evaluations and act as critical consumers of impact evaluations. Econometrics (at the level of E213) is a strict prerequisite and may not be taken concurrently. Enrollment limited to 40 students. Fall semester; Spring semester. Jenny C. Aker

EIB E250: MACROECONOMIC PROBLEMS OF MIDDLE INCOME COUNTRIES: FOCUS ON LATIN AMERICA

Examines the diverse reasons for which many middle-income nations have failed to realize their potential in terms of economic growth and stability over the past quarter century. Emphasis placed on macroeconomic policies and their responsibility for middle-income nations' many crises. Perspective decidedly economic, but the course never loses sight of the role played by political institutions in shaping economic policy, thus national well-being. Each problem illustrated with cases drawn from recent Latin history. Emphasis on Argentina, Brazil, and Mexico within 18-nation universe. Prior mastery of basic macroeconomic theory essential; familiarity with the Latin region helpful, but not required. Fall semester. Lawrence Krohn

EIB E262: THE ECONOMICS OF GLOBAL HEALTH AND DEVELOPMENT

This course examines economic aspects of public health issues in developing countries. As such, the course is structured into three parts. Part I illustrates an overview of current status of global health and examines the returns of health to economic development. Part II investigates constraints in demand for health that lead to suboptimal investments into health, including externalities, credit/liquidity constraint, pricing, education, and gender bias and intra-household resource allocation. Part III covers issues related to supply of health: health care delivery, quality of health care, and roles of political economy. Whereas applications to modern health issues include HIV/AIDS, malaria, air pollution, water pollution, worms, anemia, and early childhood health, this course emphasizes statistical tools and research designs used in empirical development economics. Open to students who have completed E201. E213 is strongly recommended. Not offered 2013-2014. Shinsuke Tanaka

EIB E270: HISTORY OF FINANCIAL TURBULENCE AND CRISES

This course uses the analytical tools of economic history, the history of economic policy-making, and the history of economic thought to study episodes of financial turbulence and crisis spanning the last three centuries. It explores the principal causes of a variety of different manias, panics, and crises, as well as their consequences, and focuses on the reactions of economic actors, theorists, and policy-makers in each case. Emphasis is placed on the theoretical framework used by contemporary economists to conceptualize each crisis, as well as the changes in theoretical perspective and/or policy framework that may have been precipitated by the experience of the crises themselves. Fall semester. Michalis Psalidopoulos

EIB B200: FOUNDATIONS IN FINANCIAL ACCOUNTING AND CORPORATE FINANCE

An introductory course to corporate finance from the perspective of the chief financial officer (CFO). The first part of the course deals with financial planning and budgeting, financial analysis, and short-term financial management. The second part of the course develops a valuation framework for making investment decisions (capital budgeting) for new equipment, the launch of new products, mergers and acquisitions and LBOs... and the funding/financing decisions to be coordinated with those investment decisions. Special attention is given to the cost of capital and valuing stocks, bonds, convertible and preferred. Fall semester. Laurent L. Jacque

EIB B205: DATA ANALYSIS AND STATISTICAL METHODS

This course provides an overview of classical statistical analysis and inference. The language and methods of statistics are used throughout the Fletcher curriculum, both in the classroom and in assigned readings. In addition, the language and methods of statistical analysis have permeated much of academic and professional writing, as well as media reporting. The goal is to present a broad introduction to statistical thinking, concepts, methods, and vocabulary. Fall semester; Spring semester. Robert Nakosteen

EIB B206: DATA ANALYSIS AND STATISTICAL METHODS FOR BUSINESS

This course provides an overview of classical statistical analysis and inference. The goal is to provide you with

an introduction to statistical thinking, concepts, methods, and vocabulary. This will give you some tools for dealing with statistical methods you may encounter in your coursework or research while at The Fletcher School, especially "regression analysis," which is covered at the end of the course. In addition, this section of the course has a particular emphasis on business applications. Students who plan to or have completed B205 are not permitted to take this course. Spring semester. Robert Nakosteen

EIB B207: FINANCIAL STATEMENT MANAGEMENT

Accounting is an economic information system, and can be thought of as the language of business. Accounting information provides individuals with a starting point to understand and evaluate the key drivers of the firm, its financial position and performance. This can then be used to enhance decisions, as well as help predict a firm's future cash flows. The present (or current) value of those cash flows provides an estimate for the value of the firm. This course will cover the basic vocabulary, concepts, procedures and mechanics of financial and managerial accounting and the role of accounting information in society. Fall semester. Lawrence A. Weiss

EIB B208: FINANCIAL STATEMENT ANALYSIS

This course will provide participants with an understanding of the techniques used to alter and evaluate the key competitive value drivers of a firm and assess the nature and likelihood of future cash flows. We begin by reviewing the basics and remembering the limits of accounting information. Next we deepen our examination of ratio analysis and extend our analysis to build pro-forma (as if, or future) financial statements. Then, we look at certain accounting choices and their impact on financial statements and analysis. Finally, we will study the nature of bankruptcy and how creditors assess this possible end game. Spring semester. Lawrence A. Weiss

EIB B209M: MANAGERIAL ACCOUNTING

Management accounting goes beyond the traditional accounting model to integrate dispersed information into a form that is relevant to many of the decision-making, planning, and control activities of the organization. This course has two major objectives: (1) to develop an understand-

ing of the traditional methods of collating and preparing this information; and (2) to develop an understanding of its usefulness in facilitating the decision-making process within organizations. We will cover the basic vocabulary, concepts, procedures and mechanics of managerial accounting, the design of management accounting systems for different operations, and the role of management accounting information in firm operations. One-half credit. Fall semester. Lawrence A. Weiss

EIB B210: ACCOUNTING FOR PROFIT, NON-PROFIT, AND GOVERNMENT ORGANIZATIONS

This course is designed to demystify accounting and its processes for those with no prior experience in accounting or finance. Accounting information provides individuals with a starting point to understand and evaluate the key drivers of an organization, its financial position and performance. We will examine the nature of accounting information and how it is used for external reporting, managerial decision making, and to control and align the actions of the members of an organization. By the end of the course, participants will have the ability to interpret accounting information effectively in the government and not for profit sector. Spring semester. Lawrence A. Weiss

EIB B212: STARTING NEW VENTURES

The course seeks to prepare students to start businesses in which they have a significant equity interest. It focuses on the necessary knowledge, skills, and attitudes in two areas: how to analyze opportunities quickly and cheaply; and how to secure resources (money, customers, and people) in the early stages of an enterprise. The primarily cased based course also has several guest experts and (in lieu of in-class lectures) extensive pre-class readings. Fall semester. Amar Bhidé

EIB B213: MANAGING THE GROWING ENTERPRISE

The Managing Growing Enterprise (MGTE) examines the challenges of transforming the fledgling enterprise into a larger more resilient entity that can function without the day-to-day intervention of its proprietors and cope with changes in its environment. Few new businesses start off being 'built to last.' Rather, most ventures start with marginal concepts, weak staff, and limited cash. Their early profits often derive from the founder's personal skills and hustle. Complementing the course, Starting New Ventures (SNV), MTGE prepares students to start and

nurture their own businesses. It also seeks to develop what has been variously called the general management point of view—an integrative capacity to lead and manage an organization as whole. Not offered 2013-2014. Amar Bhidé

EIB B220: GLOBAL FINANCIAL SERVICES

The focus is on the determinants of competitive performance of financial institutions including commercial banks, insurance companies, hedge funds, investment banks, and private equity firms. Review of bank management principles emphasizes asset liabilities management, interest rate risk management and Value at Risk (V@R). Discussion of international commercial banking will focus on international trade financing, syndicate lending, project finance, and international securitization. Open to students who have completed B200 or B221 or equivalent. Spring semester. Laurent L. Jacque

EIB B221: INTERNATIONAL FINANCIAL MANAGEMENT

This course develops a conceptual framework within which the key financial decisions faced by multinational corporations can be analyzed. The traditional themes of corporate finance, including working capital management, capital budgeting, mergers and acquisitions, and funding strategies, are revisited in the context of volatile exchange rates, different regulatory environments and segmented capital markets. Focus on foreign exchange risk management including the appropriate use of new hedging instruments such as currency options, swaps, and derivatives. Case studies emphasize how international financial management should be integrated with corporate strategy and operating decisions. Open to students who have completed B200 or equivalent. Spring semester. Laurent L. Jacque

EIB B223: INFORMAL AND UNDERGROUND FINANCE

This seminar aims to study the role of the informal (off-the-books) and underground (criminal) sectors in the global economy, from multiple perspectives ranging from economic development to law enforcement and global security. In the past decades, the removal of financial controls, combined with technological advances, has allowed "deviant globalization" to prosper (drug trade, piracy, cybercrime, counterfeiting, human trafficking, terrorist financing, etc.) without necessarily improving the integration of traditional economies in the global system. The seminar will help provide conceptual and

policy frameworks while allowing students to pursue case studies on these and related topics. Spring semester. Ibrahim Warde

EIB B225M: CORPORATE FINANCE AND BANKING: A COMPARATIVE ASIAN PERSPECTIVE

This course explores major themes in corporate finance and banking in Asia drawing on the diverse experiences of regional actors. Systemic issues dominate the first third of the course, specifically the legacy of bank-centric finance, trends in financial deregulation and internationalization, and crisis. The balance of the course will examine decisions at the firm-level on issues such as corporate ownership, performance, and governance, and capital structure management, across both public and private debt and equity and balance sheet management through the use of derivatives and asset-backed securities. Open to students who have completed B200. One-half credit. Spring semester. Patrick J. Schena

EIB B226: LARGE INVESTMENT AND INTERNATIONAL PROJECT FINANCE

A case study approach to employing the latest techniques for structuring transactions, including risk mitigation by financial intermediaries. This course stresses decision-making and prioritization of tasks, policy formulation, the selection of world-class partners and on-the-ground operational skills necessary to ensure timely completion of construction, budget adherence and efficient start-up. Large investment projects across a variety of geographic regions, industrial sectors, and stages of project execution are examined, including data on default and loss characteristics. Contrasts differences in risk between domestic and export sector projects, including foreign exchange issues and the role of host governments. Fall semester. Phil Uhlmann

EIB B227: ISLAMIC BANKING AND FINANCE

The course is a comprehensive introduction to Islamic banking and finance. In addition to providing religious and historical background, the course discusses the political and economic context of the creation and evolution of Islamic institutions. The course will explain how Islamic products (murabaha, mudaraba, musharaka, ijara, sukuk, takaful, Islamic mutual funds and derivatives, etc.) work. The final part of the course will discuss Islamic finance in the context of the "war on terror" and the recent global financial meltdown. Spring semester. Ibrahim Warde

EIB B228M: RISK MANAGEMENT IN BANKING

Never before has risk management been so important in the post-financial crisis banking industry. Finance discovered how risks were transferred, with derivatives, before they were measured. Regulators corrected this bias by imposing stringent quantifications of risks. The course starts from the sources of risks: Lending, investing, trading, funding. It moves on to understanding how liquidity risk, interest rate risk, credit risk and market risk, were measured, with such as exposure, value-at-risk, potential losses. Banks' practices follow. With such building blocks, sources, measures and controls, the course covers, in a non-technical manner, the essentials of risk management in banking. One-half credit. Not offered 2013-2014. Hugh-Joel Bessis

EIB B229: GLOBAL INVESTMENT MANAGEMENT

This course investigates the global dimensions of investment management. The course combines technical and theoretical tools with practical illustration and application of critical investment concepts. The course will open with an overview of global institutional investors and the business of investment management. Following sessions will focus on developing an understanding primary asset classes, including foreign exchange, global equities, global fixed income securities, alternative investment vehicles, and derivatives. On this foundation, subsequent class sessions will focus on introducing and developing portfolio skills in the areas of risk management, investment performance and attribution, and finally portfolio construction and asset allocation. Open to students who have completed B200 and B221 or a strong finance background. Fall semester. Patrick J. Schena

EIB B230: STRATEGY AND POLICY FOR COMPETITIVE ADVANTAGE

This course introduces fundamental issues in the strategic management of firms. The aim of the course is to provide students with some basic theoretical perspectives and practical tools for understanding firm performance over time. The course considers both business and corporate strategy, and particular emphasis is given to industry analysis, competitive rivalry, organizational structure, company growth, and diversification. The course is open to all students. E201 and B200 or their equivalent are strongly recommended (and may be taken concurrently). Not offered 2013-2014. Jonathan Brookfield

EIB B231: INTERNATIONAL BUSINESS STRATEGY AND OPERATIONS

This course surveys issues related to the internationalization of firms and the strategic management of multinational enterprises. The aim of the course is to expose students to a variety of theoretical perspectives and managerial practices related to international business. In particular, this course considers the internationalization process, organizational design, modes of foreign investment, and global strategy. It also explores questions related to globalization and the cross-border flow of people, goods, ideas, and money, and reflects on issues related to political risk, country analysis, comparative economic organization, and emerging markets. Spring semester. Jonathan Brookfield

EIB B233: BEST (OR MORE PLAUSIBLY, WIDELY USED) PRACTICES

When sensible people are faced with tasks that are new to them, they don't try to reinvent the wheel. Rather they try to draw on approaches others have developed in similar circumstances. The "best practices" course addresses the general issue of how to use and acquire existing knowledge mainly through the inductive process of studying readings on specific "how-to" topics. These range from individual challenges—how to run a meeting, give presentations or look for a job—to broader, organizational tasks—how to outsource, start a school, and (drawing on Gene Sharp's handbook) how to overthrow a dictatorship. Spring semester. Amar Bhidé

EIB B234: STRATEGIC MANAGEMENT IN PRIVATIZING AND DEREGULATING INDUSTRIES

This seminar surveys the literature related to privatization, considering both theoretical perspectives and practice. It also explores current issues shaping debates about how to structure the boundary between public and private sector activity in a comparative and interdisciplinary manner. The seminar examines key concepts and policy issues related to privatization and deregulation, looks at different national experiences, and explores the impact of privatization from an industry perspective. Students should come away from the seminar with a deep appreciation of the challenges confronting executives and policymakers dealing with changes to public sector – private sector boundaries in a variety of different settings. Fall semester. Jonathan Brookfield

EIB B235: MANAGING THE GLOBAL CORPORATION

The course will analyse the major elements required to direct the global corporation from an overall management perspective. Hence, while the course will touch the key issues in finance, human resources, marketing, manufacturing, and other areas, the emphasis will be on integrated, cross functional management decisions and issues, rather than on the detailed technical aspects of each separate area. The course will also focus on the management of change and its related issues. It will draw on readings, cases, and the experience of the Professor. Fall semester. G. Richard Thoman

EIB B236: STRATEGY AND INNOVATION IN THE EVOLVING CONTEXT OF INTERNATIONAL BUSINESS

This course will prepare students with conceptual frameworks and practical approaches to addressing several questions: What constitutes, sustains or disrupts competitive advantage for international pure-profit and social enterprises? How does the international context create distinct sources of competitive advantage? If innovation involves new market spaces, then how does the rise of emerging markets change the opportunities for innovation and its influence on the strategic choice set? What are the challenges facing innovators? The course progresses in four phases. The first phase lays the foundations of strategy and innovation. Subsequent phases build on it by considering the global context, how innovation expands the strategic choice space, and how emerging markets expand it even further. Spring semester. Bhaskar Chakravorti

EIB B237: FIELD STUDIES IN GLOBAL CONSULTING

The goal of this course is to provide an introduction to consulting as it is practiced worldwide and across sectors. Students will achieve this goal by undertaking a consulting engagement for a real-world client. The first part of the course will include an introduction to and practice in the essential skills that form the core of professional development for consultants at top level firms. Students will then put these skills to the test by completing a team consulting project for a sponsoring company. Open to students who have completed B225 or B230 and/or B200 or with permission of the instructor. Class size will be limited by the number of projects confirmed by external sponsors with a maximum of eight projects, or

forty students, being accepted. Input for the project grade will come primarily from the client; team self-evaluations will be reflected in individual final grades. Note: Students are limited to only one “field study” type of course during their career at The Fletcher School. This also includes courses taken outside of Fletcher that are considered field study courses. Spring semester. Christopher R. Tunnard

EIB B238M: STRATEGIC MANAGEMENT

Effective strategists can: size up the dynamics of the external environment of a firm, covering its economic, political, and social contexts; take a holistic view across all functions and configure all of a firm’s internal choices to give it a competitive advantage; sustain this advantage over time and leverage it into adjacent business and geographic opportunities; use acquisitions and alliances when these are the more effective approaches to support a strategy; create the right organizational context to execute the chosen strategy efficiently; ensure the continuous renewal of the firm in anticipation of and adapting to its changing environment. The objectives of this short course are to master the field’s core concepts and to build the skills needed to be an effective strategist. One-half credit. August Pre-Session. Bhaskar Chakravorti

EIB B241: MICROFINANCE AND FINANCIAL INCLUSION

This course explores financial solutions to eradicate poverty. It sheds light on how financial services to the poor began with microcredit and slowly evolved into an industry that includes mainstream financial institutions, global payment and transfer systems, as well as NGOs and microfinance institutions. The course examines this changing industry from commercial, anthropological, humanitarian, and social service perspectives. The course has no prerequisites. Spring semester. Kim Wilson

EIB B242: COLLOQUIUM: MICROFINANCE AND INCLUSIVE MARKETS

This seminar examines commercial and development approaches to a range of economic and social issues - finance, fuel, and food among them. We will focus on markets and vulnerable populations surviving at the base of the economic pyramid, end will pay special attention to breakthroughs led by technology. Together, we will explore new thinking in financial behavior and financial fitness and how suppliers (service providers, investors,

donors, NGOs) are interpreting, using or ignoring research findings in initiatives to distribute energy, water, household health, or to promote financial well-being. Cases will center on both stable and volatile environments. Not offered 2013-2014. Kim Wilson

EIB B243: MARKET APPROACHES TO ECONOMIC AND HUMAN DEVELOPMENT: REACHING THE BASE OF THE ECONOMIC PYRAMID THROUGH SOCIAL ENTERPRISE

This course examines how commercial, government and non-profit stakeholders are engaging market forces in a range of crucial services to improve lives of those living and working at the base of the economic pyramid. From social investing at a macro level to the grassroots work of NGOs at a micro level, each class explores a different approach to tapping value chains and market ecosystems to promote economic and human development. B241 is a suggested prerequisite. Spring semester. Kim Wilson

EIB B260: INTERNATIONAL MARKETING

This course introduces students to the fundamentals of marketing in a global environment. It addresses the problems encountered by all organizations—small and large, for profit and non-profit—as they operate in an international environment. The full range of marketing activities is covered: marketing research, product policy, branding, pricing, distribution, advertising and promotion, customer service, planning, organization, and control. While internationally oriented in nature, the aim of the course is also to build a significant understanding of classic marketing management principles. Non-traditional aspects of international marketing (e.g., nation branding) will also be considered for a variety of constituencies. Fall semester. Bernard L. Simonin

EIB B261: ADVANCED TOPICS IN MARKETING

This course offers comprehensive coverage of both fundamental and emerging issues in the fields of marketing that continue to capture marketers’ time and attention. The first three modules of the course (market orientation; customer orientation; learning orientation) follow a classic marketing paradigm centered on best marketing practices and superior organization performance. Issues will be examined with respect to various contexts (e.g., for-profit vs. non-profit; organizational vs. individual behavior). The fourth module co-designed and moderated by

students, will be centered on students’ specific interests. Not offered 2013-2014. Bernard L. Simonin

EIB B262: MARKETING RESEARCH AND ANALYSIS

This course adopts a comprehensive hands-on approach to designing and conducting research. From classic opinion research to social media analytics, a wide range of contexts, problem areas, and methods are covered that are relevant across disciplines and fields of study. Students will be exposed to the various stages of the research process from recognizing the need for research and defining the problem to analyzing data and interpreting results. Proper design of research methods, fieldwork, questionnaires, and surveys (e.g., online surveys) is covered. Both qualitative (e.g., focus groups, projective techniques) and quantitative approaches (e.g., cluster, discriminant, and factor analysis) are presented. Various analytical techniques are introduced “hands on” via a series of computer exercises and cases (using SPSS and Excel). Fall semester. Bernard L. Simonin

EIB B263M: MARKETING MANAGEMENT

The course addresses the managerial, organizational, ethical, societal, environmental, and global dimensions of marketing decision making. The main objectives of the course are to sharpen your skills in marketing decision-making, problem diagnosis, and management skills; to understand and apply some fundamental marketing concepts; to improve your familiarity and understanding with institutional marketing knowledge, terminology, and practice; and to provide you with a forum for formulating, presenting, and defending your own marketing ideas and recommendations. Note: Students having completed or planning to take B260 are not eligible to enroll in this course. One-half credit. Spring semester. Bernard L. Simonin

EIB B264: STRATEGIC MARKETING FOR NONPROFIT ORGANIZATIONS

This course offers a comprehensive coverage of the fundamental issues in marketing and branding in nonprofits. The aim of this course is to arm students with the analytical skills and knowledge necessary to make, evaluate, and critique marketing and branding strategy decisions facing nonprofit organizations in an increasingly global arena. The course addresses how to craft a nonprofit marketing strategy; implement a coherent marketing plan and optimize the use of marketing resources,

develop brand identity and positioning statements; leverage brand alliances and partnerships; and perform financial brand valuations. Spring semester. Bernard L. Simonin, Nathalie Laidler-Kylander

EIB B265: ENTREPRENEURIAL MARKETING—BUILDING A WINNING BUSINESS PLAN

This course guides students through the development of a new product/ service strategy and detailed business plan. It is an applied, project based course, designed to weave together field research, theory, case studies, class discussions, lectures and workshops into a comprehensive approach. Students actively engage in their own learning as they construct the building blocks of their business plan, working in teams throughout the semester. The objective of this course is to craft a comprehensive business plan which students present to a panel of investors at the end of the course. This course is relevant for business students and social entrepreneurs alike. Not offered 2013–2014. Instructor to be announced.

EIB B270M: BUSINESS GROUPS IN ASIA

While Asian economies are increasingly important to the world, a full understanding of how such economies are organized is difficult to achieve without some consideration of business groups. This seminar looks at business groups in a number of economies, including Japan, the Republic of Korea (South Korea), the Republic of China (Taiwan), Hong Kong, Singapore, and the People's Republic of China (PRC). The goal of the seminar is to put Asian business groups in their historical, political, and economic context, and then to examine current conditions in an effort to give some insight into future trends. One-half credit. Spring semester. Jonathan Brookfield

EIB B271M: SOCIO-ECONOMIC AND BUSINESS ENVIRONMENT OF INDIA

This course, offered in the second half of the term, helps students develop a deep understanding of the complexities of (i) policy making and policy execution, and (ii) the emerging business environment in India, so that either as an executive working for multinationals in India, or as a member of the executive team of an Indian business house, or of an entrepreneurial venture, he/she will have the ability to design and develop, manage or improve innovative solutions/business models for both privileged and less privileged segments of India. For MIB students, this course is one of the regional

options. One-half credit. Not offered 2013–2014. Instructor to be announced.

EIB B272M: THE POLITICAL ECONOMY AND BUSINESS ENVIRONMENTS OF GREATER CHINA

This course will expose students to similarities and differences in the business environments of Greater China. At the end of the course, students should have a better understanding of Chinese business and the context in which business occurs in Hong Kong, Singapore, the Republic of China (Taiwan), and the People's Republic of China (PRC). For MIB students, this course is one of the regional course options. One-half credit. Spring semester. Jonathan Brookfield

EIB B280: THE GLOBAL FOOD BUSINESS

The purpose of the course is to introduce the student to the rapidly expanding global food business. The growing, processing, distribution, and marketing of food are major and necessary economic endeavors of the world's people. Today, the international food industry is increasing at historically high rates of growth paralleled by increasing world trade in agricultural commodities, motivated by new multinational trade agreements. The course focus will be to introduce the student to the management, business strategy, marketing, research, and analytical skills required in the international food business. Spring semester. James Tillotson

EIB B281M: MANAGING OPERATIONS IN GLOBAL COMPANIES: HOW THE WORLD'S BEST COMPANIES MANAGE AND OPERATE TODAY

A management-oriented, case study-based course on how companies design, manage, and measure operations around the globe today. The core topics will be: the exercise of competitive advantage through operational capability; business process design; supply chain management; lean operations; disruptive operations innovations; operations networks and connectivity; talent management; the managerial metrics revolution; etc. Readings and cases will focus on both the operations themselves and the management issues surrounding them. One-half credit. Fall semester. Thomas Hout

EIB B284: PETROLEUM IN THE GLOBAL ECONOMY

This course covers the structure of the international petroleum industry and its role in the international economy. The first half will address the technical, commercial, legal, economic and political basis of the industry, and the business models

for key segments, including exploration and production, refining, marketing and natural gas. Drawing on this knowledge base, the second half will consider key issues of the petroleum industry, including the resource base, pricing, environmental impacts, alternative energy sources, and geopolitics. Open to students who have basic Excel skills and have completed either E201, B200 or equivalent. Enrollment limited to 60 students. Fall semester. Bruce M. Everett

EIB B292: NON-PROFIT MANAGEMENT: IMPORTANT IDEAS FOR MOTIVATING AND LEADING CHANGE

Aspiring leaders in today's global community of non-profit organizations face an extraordinary set of opportunities and challenges—appealing to divergent stakeholders, leading diverse and often dispersed teams, transforming social networks into coalitions, and aligning collective values and resources with targeted strategic objectives. The aim of this course is to increase students' non-profit management and leadership potential by expanding their repertoires of motivational strategies, enhancing their competence in building global teams, sharpening their analysis of social networks, strengthening their command of nonprofit management practices, and deepening their understanding of how management and leadership decisions contribute to organizational performance and strategic coherence. Not offered 2013–2014. Instructor to be announced.

EIB 300–399: INDEPENDENT STUDY

Directed reading and research for credit, providing an opportunity for qualified students to pursue the study of particular problems within the discipline of Economics and International Business under the personal guidance of a member of faculty. The course may be assigned to a Field of Study according to the topic selected. By consent of the professor and petition.

EIB 400: READING AND RESEARCH

Noncredit directed reading and research in preparation for PhD comprehensive examination or dissertation research and writing on the subjects within this division. By consent of the professor.

FIELDS OF STUDY

INTERNATIONAL BUSINESS FIELDS OF STUDY FOR MIB STUDENTS

The following four fields of study are the International Business fields for the MIB degree. Students in the MIB program must complete one of these four International Business Fields of Study along with one International Affairs (MALD/PhD) Field of Study. The International Affairs Fields are listed on the subsequent pages. MIB students must complete a minimum of three course credits in a single field to fulfill the International Business Field of Study requirement. Modular courses (1/2 credit courses) must be matched up to make a full credit. Each field has one required course credit and two elective course credits. An asterisk (*) denotes the required course for the field.

Through petition to the Committee on Student Academic Programs, MALD students may offer one of the MIB International Business Fields of Study. However, it should be noted that in doing so, they are ineligible to officially offer the International Business Relations Field toward their plan of study.

KEY

- * This course is required for constitution of the field.
- ++ Any one of these courses may be used as the required course in the field.
- + Any one of these courses may be used as the second required course in the field.
- [] Bracketed courses are those not offered 2013-2014.

Unless otherwise indicated, students need three course credits to complete a field of study. Modular courses count as one-half credit and if listed in a field, two must be taken to complete one course credit.

INTERNATIONAL FINANCE AND BANKING

The International Finance and Banking field prepares students for careers such as treasurers, comptrollers, and chief financial officers (CFOs) of globally reaching manufacturing and trading corporations; investment bankers in financial services encompassing international banking, investment and insurance; and asset managers with institutional investors, hedge funds, private equity firms, and sovereign wealth funds. It is also appropriate for students looking to deepen their skills in quantitative financial analysis and knowledge of the global financial sector. The field deals with valuation concepts which are at the core of investment decisions, including new product launches, mergers and acquisitions, leveraged buy-outs, privatization, project finance, and private equity. Emphasis is placed on funding/financing within the multi-currency setting of global capital markets. Special attention is devoted to the challenge of managing credit, interest rate, and exchange risk in the context of financial engineering and asset securitization.

*EIB B221 International Financial Management

Group I – Select one full credit from the following list:

EIB B208	Financial Statement Analysis
EIB B209m	Managerial Accounting
EIB B220	Global Financial Services
EIB B226	Large Investment and International Project Finance
[EIB B228m]	Risk Management in Banking
EIB B229	Global Investment Management

Group II – Select one credit from the following or from Group I list:

EIB B225m	Corporate Finance and Banking: A Comparative East Asian Perspective
EIB B227	Islamic Banking and Finance
EIB E233m	Finance, Growth and Business Cycles
EIB B234	Strategic Management in Privatizing and Deregulating Industries

STRATEGIC MANAGEMENT AND INTERNATIONAL CONSULTANCY

This field is relevant for students pursuing general management careers with multinational corporations, as well as management consulting careers. The field provides students with a deep grounding in the basic logic of competitive advantage, premised on a careful analytical treatment of the distinct qualities and positions of individual firms, and an understanding of broader competitive dynamics. This background positions students well for guiding strategy at both established and emerging enterprises pursuing both domestic and international strategies. Foreign market entry strategies through exporting, licensing, franchising, acquisitions, or foreign direct investments are also emphasized.

- *EIB B212 Starting New Ventures
Or
*EIB B231 International Business Strategy and Operations

Group I – Select one full credit from the following list:

- EIB B209m Managerial Accounting
[EIB B213] Managing the Growing Enterprise
EIB B234 Strategic Management in Privatizing and Deregulating Industries
EIB B235 Managing the Global Corporation
EIB B236 Strategy and Innovation in the Evolving Context of International Business
EIB B237 Field Studies in Global Consulting
EIB B281m Managing Operations in Global Companies: How the World's Best Companies Manage and Operate Today

Group II – Select one credit from the following or from Group I list:

- ILO L237 Mergers and Acquisitions: An International Perspective
DHP D216m Social Networks in Organizations – Part One
DHP D217m Social Networks in Organizations – Part Two
EIB B220 Global Financial Services
[EIB B265] Entrepreneurial Marketing–Building a Winning Business Plan
EIB B270m Business Groups in Asia
EIB B284 Petroleum in the Global Economy

MARKETING

The Marketing field investigates the fundamental activities, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Its relevance speaks to both developed and emerging markets and spans across the private, public, and non-profit sectors. In addition to careers in product and brand management, communication and public relations, and the growing area of social media, the Marketing field is pertinent for students interested in general management careers, entrepreneurial management, as well as management consulting. The Marketing field helps students acquire the tools, concepts, and grounding in the basic disciplines (e.g., psychology, economics, statistics) essential to understanding consumer and organizational behaviors and to developing successful marketing strategies.

- EIB B212 Starting New Ventures
[EIB B213] Managing the Growing Enterprise
EIB B237 Field Studies in Global Consulting
EIB B243 Market Approaches to Economic and Human Development: Reaching the Base of the Economic Pyramid Through Social Enterprise
[EIB B261] Advanced Topics in International Marketing

- *EIB B262 Marketing Research and Analysis
EIB B263m Marketing Management
EIB B264 Strategic Marketing for Nonprofit Organizations
[EIB B265] Entrepreneurial Marketing–Building a Winning Business Plan
EIB B280 The Global Food Business

PUBLIC AND NGO MANAGEMENT

This field prepares students for administrative and general management positions with public agencies, governments, and NGOs. Emphasis is placed on planning, budgeting, controlling, and financing in the unique context of both the public sector and NGOs. Special attention is given to micro-finance and entrepreneurship within NGOs.

- ILO L221 Actors in Global Governance
DHP D216m Social Networks in Organizations – Part One
DHP D217m Social Networks in Organizations – Part Two
DHP P228m Advanced Evaluation and Learning in International Organizations
EIB B209m Managerial Accounting
*EIB B210 Accounting for Profit, Non-Profit, and Government Organizations
EIB B212 Starting New Ventures
EIB B220 Global Financial Services
EIB B234 Strategic Management in Privatizing and Deregulating Industries
EIB B237 Field Studies in Global Consulting
EIB B241 Microfinance and Financial Inclusion
[EIB B242] Colloquium: Microfinance and Inclusive Markets
EIB B243 Market Approaches to Economic and Human Development: Reaching the Base of the Economic Pyramid Through Social Enterprise
EIB B264 Strategic Marketing for Nonprofit Organizations
[EIB B292] Non-Profit Management: Important Ideas for Motivating and Leading Change

FIELDS OF STUDY

KEY

- * This course is required for constitution of the field.
- ++ Any one of these courses may be used as the required course in the field.
- + Any one of these courses may be used as the second required course in the field.
- [] Bracketed courses are those not offered 2013-2014.

Unless otherwise indicated, students need three course credits to complete a field of study. Modular courses count as one-half credit and if listed in a field, two must be taken to complete one course credit.

INTERNATIONAL AFFAIRS FIELDS OF STUDY FOR MALD, MIB, AND PHD STUDENTS

PUBLIC INTERNATIONAL LAW

International Law has been one of the key subjects studied at The Fletcher School of Law and Diplomacy since the founding of the School. This has never meant that economic, political (including military), social and other aspects of international affairs are neglected, but that the play of various policies in the international legal order is seen as a significant part of international affairs. The basic course for the field is the course in Public International Law. Admission to that course requires the prior completion of the Fletcher course in the International Legal Order. To complete the field, a student may take one of a wide variety of courses focusing on the structure of international organizations, trade, dispute resolution, human rights, international legal history, or other aspects of the international legal order as they affect current affairs.

*ILO L200	The International Legal Order
*ILO L201	Public International Law
[ILO L203]	International Law in International Relations
ILO L209	International Treaty Behavior: A Perspective on Globalization
ILO L210	International Human Rights Law
ILO L211	Current Issues in Human Rights
ILO L212	Nationalism, Self-Determination and Minority Rights
ILO L216	International Humanitarian Law
ILO L220	International Organizations
ILO L221	Actors in Global Governance
ILO L223	International Environmental Law
ILO L224	Peace Operations
ILO L240	Legal and Institutional Aspects of International Trade
ILO L262	Foreign Relations and National Security Law

INTERNATIONAL ORGANIZATIONS

The theory and practice of international organizations is a dynamic and increasingly important dimension of world affairs. The field is at the intersection of international law and politics, and its core approach is inter-disciplinary. Students are given the opportunity to study the norms and rules that govern international relations and the institutions where those rules are formulated and implemented. In addition to survey courses on international organizations in general, course offerings cover substantive areas of international activity in which institutions play a central role, such as peace operations, human rights, the environment, and international trade. Students who specialize in the field acquire a) basic knowledge of the nature and functions of international institutions – both formal organizations and less formal arrangements; b) an understanding of the role institutions play in the development of international law and policy; and c) an ability to think critically about the significance of international organizations to contemporary world affairs. Career opportunities for those who specialize in the field include inter-governmental organizations, government agencies and non-governmental organizations. The field is also helpful for positions in private sector firms that interact with international organizations and related government offices.

[ILO L203]	International Law in International Relations
ILO L210	International Human Rights Law
ILO L211	Current Issues in Human Rights
ILO L213	International Criminal Justice
ILO L216	International Humanitarian Law
*ILO L220	International Organizations
ILO L221	Actors in Global Governance
ILO L223	International Environmental Law
ILO L224	Peace Operations
ILO L240	Legal and Institutional Aspects of International Trade
[ILO L252]	Rule of Law in Post Conflict Societies
DHP D200	Diplomacy: History, Theory, and Practice
DHP P203	Analytic Frameworks for International Public Policy Decisions
EIB B264	Strategic Marketing for Nonprofit Organizations

INTERNATIONAL BUSINESS AND ECONOMIC LAW

International business and economic law involves the public international law and domestic law applicable to international business transactions between private parties, as well as the public international law applicable to trade and investment relations between or among states. The concerns of international economic and business law relate to the international economy, and involve sales of goods, trade in services, intellectual property licensing and protection, international finance and foreign direct investment, as well as the settlement of disputes relating thereto. This field is affiliated with international business studies and with international economic studies, and also relates to international political economy. This field also involves international organizations related to international business and economic activity, including multilateral organizations such as the WTO or the IMF, regional organizations such as the European Union or NAFTA and functional organizations such as the Basle Committee on Bank Regulation. Students who present this field will be expected to understand the legal context of international business transactions, as well as how states relate to one another in the international economy.

[ILO L203]	International Law in International Relations
*ILO L230	International Business Transactions
ILO L232	International Investment Law
ILO L233	International Financial and Fiscal Law
ILO L234	International Intellectual Property Law and Policy
[ILO L236m]	Securities Regulations: An International Perspective
ILO L237	Mergers and Acquisitions: An International Perspective
ILO L240	Legal and Institutional Aspects of International Trade
ILO L250	Law and Development
ILO L251	Comparative Legal Systems

LAW AND DEVELOPMENT

The field of law and development examines the role of law, legal institutions and legal systems, both domestic and international, in the processes of economic and social development, particularly in developing countries, emerging markets, and nations in transition. It seeks to understand how law may both inhibit and foster desired change and the ways in which legal institutions may be organized to achieve national and international policy goals. This field includes a basic course on law and development, as well as more specialized courses in comparative law, international financial institutions and law, foreign investment, and intellectual property law, as well as courses from other disciplines, such as economic development.

ILO L214	Transitional Justice
ILO L232	International Investment Law
ILO L233	International Financial and Fiscal Law
*ILO L250	Law and Development
ILO L251	Comparative Legal Systems
[ILO L252]	Rule of Law in Post Conflict Societies
EIB E240	Development Economics: Macroeconomic Perspectives
EIB E241	Development Economics: Policy Analysis

Note: If offering Law and Development as a field, either E240 or E241 can constitute the field, but not both.

UNITED STATES

The United States field encompasses the history of the United States, its institutions, and its international relations, with a particular focus on the development of American foreign policy and diplomatic practice. The geographical context and economic basis and also cultural background as well as the political and constitutional-legal framework of the U.S. government and its foreign policy making processes are studied—as an essential background for students who may one day be representing or may be dealing with the United States in diplomatic situations or in their professional work in law, business, economic development, humanitarian service, policy research, academic teaching, journalism, and in other ways. The question of the uniqueness, or “exceptionalism,” of American civilization and of the appropriateness of “lessons” of American historical experience to the situations of other societies in other parts of the world is examined. So, too, is the issue of the definition of U.S. national “interests” and democratic and other “values”—and the defense and promotion of those abroad—in a changing world environment in which coalition efforts and multilateral cooperation increasingly are necessary, and in which universal norms may or may not prevail.

ILO L209	International Treaty Behavior: A Perspective on Globalization
ILO L262	Foreign Relations and National Security Law
DHP D201	Diplomacy in Practice: The View From a U.S. Embassy
DHP D204	U.S. Public Diplomacy
DHP D271	International Relations of the United States and East Asia: 1945 to the Present
[++DHP H200]	The Foreign Relations of the United States to 1917
++DHP H201	The Foreign Relations of the United States Since 1917
DHP H270	The United States and East Asia
DHP P214	The Evolution of Grand Strategy

PACIFIC ASIA

The history of relations between the United States and the states of Northeast Asia has been the principal focus of the Asia field. Most courses in the field emphasize diplomatic, cultural, and political history. The field deals most directly with developments in China, Japan, and Korea from the nineteenth century to the present, relations among those states, and between them and the United States. Courses are intended to offer students a foundation on which to build an understanding of the contemporary interstate problems in the region, as well as the bonds and tensions that currently exist in relations between the U.S. and the states of the region.

++DHP D271	International Relations of The United States and East Asia: 1945 to the Present
DHP H202	Maritime History and Globalization
DHP H203	The International Relations of the China Seas
DHP H270	The United States and East Asia
DHP H271	Foreign Relations of Modern China, 1644 to the Present
DHP P272	China's Frontiers
DHP P273	The Strategic Dimensions of China's Rise
DHP P274	The Politics of the Korean Peninsula: Foreign and Inter-Korean Relations
DHP P275	North Korean State and Society
[DHP P279]	China Politics

KEY

- * This course is required for constitution of the field.
- ++ Any one of these courses may be used as the required course in the field.
- + Any one of these courses may be used as the second required course in the field.
- [] Bracketed courses are those not offered 2013-2014.

Unless otherwise indicated, students need three course credits to complete a field of study. Modular courses count as one-half credit and if listed in a field, two must be taken to complete one course credit.

SOUTHWEST ASIA AND ISLAMIC CIVILIZATION

Southwest Asia and Islamic Civilization provides students with conceptual skills that will assist them in interpreting the revolutionary course of events taking place in what was the core region of Islamic Civilization. At the regional level the geographical focus of the field includes Southwest Asia (roughly South Asia to Egypt), the Eastern Mediterranean, Central Asia, and the Caucasus. At the global level of analysis its courses are particularly concerned with how the history, culture, politics, and economics of the states and societies of this portion of Eurasia condition the human response to an accelerating impact of global change. Lectures, reading assignments, and other course requirements are specifically designed to fit the curriculum of The Fletcher School and will develop students' interest in Southwest and Central Asia into a firm understanding of the complexity of the region.

DHP D204	U.S. Public Diplomacy
++DHP D260	Southwest Asia: History, Culture, and Politics
++DHP D263	The Arabs and their Neighbors
DHP D265	The Globalization of Politics and Culture for Iran, Afghanistan and Pakistan
DHP D267	The Globalization of Central Asia and the Caucasus
DHP H261	War and Society in the Middle East in Historical Perspective
DHP P201	Comparative Politics
DHP P260	Islam and the West
[DHP P262]	Contemporary South Asia
DHP P263	Islam and Politics: Religion and Power in World Affairs

INTERNATIONAL INFORMATION AND COMMUNICATION

International information and communication is a critical component of international affairs and at the heart of how people of different nations perceive the world and each other. The study of international information and communication is interdisciplinary by its nature, and the curriculum at Fletcher emphasizes the political economy and policy perspective. In addition to learning about the role of international information and communication in international affairs, students will learn about the economic, political, policy, and technology forces that both enable and constrain different forms of communication, as well as the interaction of international information and communication across the many other fields studied at Fletcher.

They will also become familiar with many theoretical frameworks and analytic techniques commonly used in the many branches of international communication. The curriculum is designed to provide students with a strong background to confront the new policy, political, development, security, governance, and business challenges they will encounter in their careers from an informed analytic perspective.

DHP D204	U.S. Public Diplomacy
DHP D216m	Social Networks in Organizations – Part One
DHP D217m	Social Networks in Organizations – Part Two
*DHP P231	International Communication
[DHP P232]	Communications Policy Analysis and Modeling
DHP P233	Information and Communications Technology for Development
[DHP P248]	Technology and International Security
DHP P249	Foundations of International Cybersecurity

Students taking DHP P232 may also offer one credit of the following courses to fulfill field requirements:

EIB E210m	Quantitative Methods Module
EIB E211	Microeconomics
EIB E213	Econometrics

INTERNATIONAL NEGOTIATION AND CONFLICT RESOLUTION

The International Negotiation and Conflict Resolution field (INCR) examines the causes of and approaches to managing and resolving violent conflict in the international context. Toward this end, it focuses especially on the theory and practice of international negotiation and mediation. The required course for the field is Processes of International Negotiation (DHP D220). To constitute the field, a student must choose two additional course credits from the list below.

ILO L224	Peace Operations
DHP D207	Religion and Conflict in International Relations: Policymaking Assumptions, Analysis, and Design
*DHP D220	Processes of International Negotiation
DHP D221	International Mediation
◇ DHP D223	Theories of Conflict and Conflict Resolution
[DHP D225]	Conflict Resolution Practice
[DHP D228m]	Protracted Social Conflict: Dynamics, Major Issues and Possible Consequences
[DHP D229m]	Politics and Processes of Reconciliation: Transitional Justice and Multicultural Citizenships
DHP D232	Gender, Culture and Conflict in Complex Humanitarian Emergencies
DHP P227	Advanced Development and Conflict Resolution
[DHP P251]	International Environmental Negotiations

◇ PhD students offering International Negotiation and Conflict Resolution as a field of study are required to take this course.

INTERNATIONAL TRADE AND COMMERCIAL POLICIES

This field provides the tools for analysis of trade and investment relations between nations. Among the questions considered are why and what nations trade and invest internationally, and their effects—and the effects of international labor migration—on wages and employment, technology, international competitiveness, economic development, growth, and the environment. There is emphasis on how policies affect outcomes and on how policies are determined in unilateral, regional or preferential, and multilateral settings.

Note: This field requires 4.5 credits, unless you pass the E210m Equivalency Exam, which waives the course, E210m, and enables you to complete the field with 4 credits. Also, if you pass the E201 Equivalency Exam, which waives the course, E201, you are still required to complete the field with 4.5 credits. Review the Special Note regarding the three Economics Fields of Study on page 31 for more detailed information.

Core Requirements for the Field:

EIB E201	Introduction to Economic Theory
EIB E210m	Quantitative Methods Module
EIB E211	Microeconomics

Field Specific Required Core Course:

EIB E220	International Trade and Investment
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Elective courses:

ILO L240	Legal and Institutional Aspects of International Trade
EIB E214	International Economic Policy Analysis
[EIB E215m]	Empirical Topics in Globalization
EIB E221	Advanced International Trade and Investment

INTERNATIONAL MONETARY THEORY AND POLICY

The International Monetary Theory and Policy field focuses on the macroeconomic performance of countries that are integrated with the world economy both through trade in goods and services and through the exchange of assets. A central concern is the way in which world financial markets contribute to growth and development as well as serve as a means by which economic disruptions may be transmitted across national boundaries. Some of the issues addressed include exchange rate and financial crises like those in Asia and Latin America in the 1990s and, more recently, the worldwide crisis that began in 2008; the appropriate exchange rate regime, a question of particular interest for the euro area, but also for many emerging market and developing economies; the causes and consequences of large trade deficits and surpluses, an issue that often gives rise to political pressures for protectionism; and the appropriate role of international institutions like the IMF, especially in their actions during economic and financial crises. Courses in this field offer theories that give students frameworks for understanding issues, present recent and historical experiences that provide a context for the use of economic models, and statistical methods that enable students to use the theories and analyses for their own work.

Note: This field requires 4.5 credits. If you pass the E201 Equivalency Exam, which waives the course, E201, you are still required to complete the field with 4.5 credits. Review the

Special Note regarding the three Economics Fields of Study on page 31 for more detailed information.

Core Requirements for the Field:

EIB E201	Introduction to Economic Theory
EIB E212	Macroeconomics
EIB E213	Econometrics
EIB E233m	Finance, Growth and Business Cycles

Field Specific Required Core Course:

EIB E230	International Finance
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Elective Courses:

EIB E214	International Economic Policy Analysis
[EIB E215m]	Empirical Topics in Globalization
EIB E250	Macroeconomic Problems of Middle Income Countries: Focus on Latin America
EIB E270	History of Financial Turbulence and Crises

DEVELOPMENT ECONOMICS

The field of development economics is intended to ground students in a variety of analytical perspectives on the development process. The required core course, Development Economics, concentrates on central themes including global poverty, growth, and the role of policies towards agriculture and trade. Other courses in the field complement this broad perspective, addressing such issues as nutrition and rural development, microeconomic poverty interventions, international finance, and political economy.

Note: This field requires 4.5 credits, unless one of the following applies, which enables you to complete the field with 4 credits: 1) you pass the E210m Equivalency Exam, which waives the course, E210m, or 2) you offer E213 in place of E210m and E211. Also, if you pass the E201 Equivalency Exam, which waives the course, E201, you are still required to complete the field with 4.5 credits. Review the Special Note regarding the three Economics Fields of Study on page 31 for more detailed information.

Core Requirements for the Field:

EIB E201	Introduction to Economic Theory
EIB E210m	Quantitative Methods Module
EIB E211	Microeconomics
Or	
EIB E213	Econometrics (in lieu of E210m and E211)

Field Specific Required Core Course:

EIB E240	Development Economics: Macroeconomic Perspectives
Or	
EIB E241	Development Economics: Policy Analysis
Or	
EIB E242	Development Economics: Micro Perspectives

Elective Courses:

EIB E214	International Economic Policy Analysis
EIB E243	Agriculture and Rural Development in Developing Countries
EIB E244m	Political Economy of Reform, Growth, and Equity
EIB E246m	Environmental Economics
[EIB E246]	Environmental Economics
EIB E247	Econometric Impact Evaluation for Development
EIB E250	Macroeconomic Problems of Middle Income Countries: Focus on Latin America
[EIB E262]	The Economics of Global Health and Development
EIB B223	Informal and Underground Finance

INTERNATIONAL ENVIRONMENT AND RESOURCE POLICY

The rapid growth of resource use and the acceleration of land conversion to feed and house an expanding population have created a new set of transboundary and global commons problems. During the past 30 years, the international community has attempted to reverse the loss of fisheries, forests and species, the disruption of the atmosphere and climate, the degradation of land, air and water and the global distribution of toxic substances by implementing hundreds of bilateral and multilateral agreements. Many of these treaties and soft law declarations impose totally new responsibilities upon national governments, and create new approaches to the relationships among states and with the private sector and non-governmental organizations. The program demonstrates how environment and resource issues are integral to the ongoing economic development process and are critical to the security of societies. The role of science in developing sound policies is emphasized, as is the role of technology choice and the policies that influence them. Clashes such as those that occur between trade and environmental treaty regimes, forest protection and sovereignty and between developed and developing countries create new challenges for international diplomacy. The program emphasizes the need to utilize multiple disciplinary tools from science, economics, politics, law and engineering in developing sustainable solutions. Note: Petition to the Committee on Student Academic Programs (CSAP) is needed, with approval of the supervising faculty of the field, in order to consider substitution of P253: Sustainable Development Diplomacy as a required course for the field.

ILO L223	International Environmental Law
ILO L240	Legal and Institutional Aspects of International Trade
DHP D250	Water Diplomacy III: Synthesis of Science, Policy, and Politics of Boundary Crossing Water Problems
*DHP P250	Elements of International Environmental Policy
[DHP P251]	International Environmental Negotiations
DHP P253	Sustainable Development Diplomacy
DHP P254	Climate Change and Clean Energy Policy
DHP P255	International Energy Policy
DHP P256	Innovation for Sustainable Prosperity
DHP P257	Corporate Management of Environmental Issues
[DHP P258]	Clean Energy Technologies and Policy
EIB E240	Development Economics: Macroeconomic Perspectives
EIB E243	Agriculture and Rural Development in Developing Countries
EIB E246m	Environmental Economics
[EIB E246]	Environmental Economics
EIB B284	Petroleum in the Global Economy

POLITICAL SYSTEMS AND THEORIES

The study of political systems and theories represents an essential basis for explaining, understanding, and comparing the units and actors that comprise the world of the early 21st century. As a field, Political Systems and Theories encompasses courses whose focus is alternative theoretical approaches for the conduct of research and analysis about political systems, major forces shaping the emerging world, the nature of international change and continuity, and the basis for theoretical development. The Political Systems and Theories field offers students the opportunity to explore, evaluate, and compare theories about such

crucially important phenomena as power, legitimacy, institutions, cooperation, conflict, peace, and war. Conceptually, the field is (or should be) integral to, and an essential prerequisite for, courses that comprise the “practice” parts of the curriculum. Students taking this field are expected to acquire basic knowledge about the major theories that shape international and comparative politics. Specifically, the field includes courses on such topics as international relations theory; non-governmental organizations in international politics; geography as a factor in international politics; theories of statecraft, bureaucracy, democratization, ethno-religious conflict, identity, sovereignty, nationalism, and self-determination. This field should be of great importance to students preparing MALD theses or PhD dissertations and/or planning academic careers focused on political science. It should also be of interest to students seeking to understand the theories that help explain behavior and assumptions that guide policymakers. All students offering this field of study are required to take P200. Students taking the Political Systems and Theories field for the PhD must take P200 and at least three other course credits. A second required course for PhD students should be selected from a list that includes D210, P205, and P224.

ILO L212	Nationalism, Self-Determination and Minority Rights
[DHP D210]	Art and Science of Statecraft
[DHP D211]	The Politics of Statecraft
DHP H204	Classics of International Relations
*DHP P200	International Relations: Theory and Practice
DHP P201	Comparative Politics
[DHP P202]	Leadership in Public and Private Sector Organizations
DHP P205	Decision Making and Public Policy
[DHP P206]	Foundations of Policy Analysis
DHP P214	The Evolution of Grand Strategy
DHP P224	Culture, Human Values and Development
DHP P240	The Role of Force in International Politics

INTERNATIONAL SECURITY STUDIES

The International Security Studies field consists of courses that examine the sources, conduct and termination of conflict, strategy and statecraft, crisis management, regional security, intelligence, and the emerging spectrum of new and complex security issues. The course offerings encompass approaches that are both theoretical and policy oriented, as well as historical and contemporary. Since the end of the Cold War, the faculty has revised the course offerings to reflect a rapidly changing international security environment. Among the new issues introduced into the curriculum are: the proliferation of weapons of mass destruction and non-proliferation/counter-proliferation policy; ethnic, sectarian, and religious conflict; internal war and state failure; the management of humanitarian emergencies by alliances and/or international organizations; the use of military forces in peace operations; information technologies and security; and the increasing role of ethics in security policy. In support of its course offerings the International Security Studies Program sponsors a senior level guest lecture series, a conference with one of the U.S. military services or commands, a colloquium series, and a crisis simulation exercise. MALD students taking International Security Studies are required to take P240 and at least two other courses. PhD students taking the International Security Studies field must take P240 and at least three other

course credits. A second required course for PhD students should be selected from a list that includes P206, P241, and P245.

ILO L216	International Humanitarian Law
ILO L224	Peace Operations
ILO L262	Foreign Relations and National Security Law
DHP D267	The Globalization of Central Asia and the Caucasus
[DHP P202]	Leadership in Public and Private Sector Organizations
DHP P205	Decision Making and Public Policy
[DHP P206]	Foundations of Policy Analysis
DHP P214	The Evolution of Grand Strategy
*DHP P240	The Role of Force in International Politics
DHP P241	Policy and Strategy in the Origins, Conduct, and Termination of War
DHP P242	Proliferation-Counterproliferation and Homeland Security Issues
DHP P243	Internal Conflicts and War
DHP P244	Modern Terrorism and Counterterrorism
DHP P245	Crisis Management and Complex Emergencies
DHP P247	Civil-Military Relations
[DHP P248]	Technology and International Security
DHP P249	Foundations of International Cybersecurity
DHP P273	The Strategic Decisions of China's Rise
EIB B223	Informal and Underground Finance

INTERNATIONAL POLITICAL ECONOMY

The field of IPE analyzes the interactions between international political and economic dynamics. It consists of a set of interdisciplinary approaches to analyze structures and processes of globalization and economic integration, as well as the interactions between domestic and international political and economic phenomena. It tries to overcome the artificial separation between politics and economics, between states and markets, and between domestic and international levels of analysis. Recent empirical research has concentrated on issues such as structural adjustment, regional economic integration, state-business relations, Third World development, multinational corporations, and the institutions of international economic governance.

DHP P216	Research and Writing in the Global Political Economy
++DHP P217	Global Political Economy
++DHP P219	Political Economy of Development
EIB E244m	The Political Economy of Return, Growth, and Equity
EIB E250	Macroeconomic Problems of Middle Income Countries: Focus on Latin America
EIB B223	Informal and Underground Finance
EIB B234	Strategic Management in Privatizing and Deregulating Industries
EIB B284	Petroleum in the Global Economy

Students may use one of the following courses as their third course in the field:

ILO L240	Legal and Institutional Aspects of International Trade
[DHP D210]	The Art and Science of Statecraft
[DHP D211]	The Politics of Statecraft
EIB E220	International Trade and Investment
EIB E230	International Finance

KEY

- * This course is required for constitution of the field.
- ++ Any one of these courses may be used as the required course in the field.
- + Any one of these courses may be used as the second required course in the field.
- [] Bracketed courses are those not offered 2013-2014.

Unless otherwise indicated, students need three course credits to complete a field of study. Modular courses count as one-half credit and if listed in a field, two must be taken to complete one course credit.

HUMANITARIAN STUDIES

Some 240,000 people are employed in humanitarian work around the world today. The agencies they work for spend close to \$15 billion/year and they are present, on the ground in all of the political, economic and environmental crisis events we are familiar with. This field of study seeks to equip students with an understanding of both how these crisis environments evolve, how communities caught up in them survive and what role the international aid system plays in that survival. Students will take away from the field an understanding of the natural of humanitarian crises and a critique of the humanitarian aid system.

ILO L216	International Humanitarian Law
++DHP D213	Essentials of Humanitarian Action in the Field
++DHP D230	Humanitarian Aid in Complex Emergencies
DHP D232	Gender, Culture and Conflict in Complex Humanitarian Emergencies
DHP D235	Introduction to Research Methods
DHP D237	Nutrition in Complex Emergencies: Policies, Practice and Decision-Making
DHP D239	Forced Migration

KEY

- * This course is required for constitution of the field.
- ++ Any one of these courses may be used as the required course in the field.
- + Any one of these courses may be used as the second required course in the field.
- [] Bracketed courses are those not offered 2013-2014.

Unless otherwise indicated, students need three course credits to complete a field of study. Modular courses count as one-half credit and if listed in a field, two must be taken to complete one course credit.

HUMAN SECURITY

The human security field brings together the concerns and practices that deal with the interconnection between freedom from fear and freedom from want. This covers a broad variety of issues and practices, but they all share a) a desire to cross boundaries between fields of social change until now usually treated separately, and b) a strong ultimate focus on the inclusive well-being of all human beings.

ILO L210	International Human Rights Law
ILO L211	Current Issues in Human Rights
ILO L214	Transitional Justice
ILO L250	Law and Development
[ILO L252]	Rule of Law in Post-Conflict Societies
DHP D220	Processes of International Negotiation
DHP D221	International Mediation
DHP D223	Theories of Conflict and Conflict Resolution
[DHP D225]	Conflict Resolution Practice
[DHP D228m]	Protracted Social Conflict: Dynamics and Major Issues and Possible Consequences
DHP D230	Humanitarian Action in Complex Emergencies
++DHP D232	Gender, Culture and Conflict in Complex Humanitarian Emergencies
◇ DHP P201	Comparative Politics
DHP P222	Development Aid in Practice
++DHP P227	Advanced Development and Conflict Resolution
EIB E240	Development Economics: Macroeconomic Perspectives
EIB E241	Development Economics: Policy Analysis
EIB E247	Econometric Impact Evaluation for Development
EIB B243	Market Approaches to Economic and Human Development: Reaching the Base of the Economic Pyramid Through Social Enterprise

◇ PhD students offering the Human Security Field are required to take this course.

INTERNATIONAL BUSINESS RELATIONS**

The IBR field is concerned broadly with the management of the business enterprise in a multinational context. It encompasses theoretical, technical and practical analyses of manufacturing, trading, service and financial firms, which may be operating at different stages of their internationalization process. International management builds on a thorough understanding of the firm's broader socio-political, socioeconomic, and industry-specific environments. Within the firm idiosyncratic setting, international management also requires an integrated understanding of accounting, finance, marketing, entrepreneurship production and logistics, and strategic management. The IBR field offers a comprehensive coverage of the sociopolitical, socio-economic, and industry-specific contextual environments while providing a rigorous training in core functional disciplines such as accounting, finance, strategic management and marketing. Students taking the International Business Relations field are required to complete four course credits. Note: MIB students are not permitted to offer International Business Relations Field of Study to satisfy one of their field requirements.

ILO L230	International Business Transactions
ILO L232	International Investment Law
ILO L233	International Financial and Fiscal Law
ILO L234	International Intellectual Property Law and Policy
[ILO L236m]	Securities Regulations: An International Perspective
ILO L237	Mergers and Acquisitions: An International Perspective
DHP D216m	Social Networks in Organizations – Part One
DHP D217m	Social Networks in Organizations – Part Two
DHP P203	Analytic Frameworks for Public Policy Decisions
[DHP P232]	Communications Policy Analysis and Modeling
*EIB B200	Foundations in Financial Accounting and Corporate Finance
EIB B205	Data Analysis and Statistical Methods
EIB B206	Data Analysis and Statistical Methods for Business
EIB B207	Financial Statement Management
+EIB B208	Financial Statement Analysis
EIB B209m	Managerial Accounting
EIB B210	Accounting for Profit, Non-Profit, and Government Organizations
+EIB B212	Starting New Ventures
[+EIB B213]	Managing the Growing Enterprise
EIB B220	Global Financial Services
+EIB B221	International Financial Management
EIB B225m	Corporate Finance and Banking: A Comparative East Asian Perspective
EIB B226	Large Investment and International Project Finance
EIB B227	Islamic Banking and Finance
[EIB B228m]	Risk Management in Banking
EIB B229	Global Investment Management
[EIB B230]	Strategy and Policy for Competitive Advantage
+EIB B231	International Business Strategy and Operations
EIB B233	Best (or more plausibly, widely used) Practices
EIB B234	Strategic Management in Privatizing and Deregulating Industries
EIB B235	Managing the Global Corporation
+EIB B236	Strategy and Innovation in the Evolving Context of International Business
EIB B237	Field Studies in Global Consulting

International Business Relations courses continued on next page.

EIB B238m	Strategic Management
EIB B241	Microfinance and Financial Inclusion
[EIB B242]	Colloquium: Microfinance and Inclusive Markets
EIB B243	Market Approaches to Economic and Human Development: Reaching the Base of the Economic Pyramid Through Social Enterprise
+EIB B260	International Marketing
[EIB B261]	Advanced Topics in Marketing
EIB B262	Marketing Research and Analysis
EIB B263m	Marketing Management
EIB B264	Strategic Marketing for Non-Profit Organizations
[EIB B265]	Entrepreneurial Marketing—Building a Winning Business Plan
EIB B270m	Business Groups in Asia
EIB B272m	The Economic and Business Environments of Greater China
EIB B280	The Global Food Business
EIB B284	Petroleum in the Global Economy

** Students offering the International Business Relations Field of Study are required to complete four course credits.

Special Note regarding the Three Economics Fields of Study

- All three Economics fields of study (International Trade and Commercial Policies, International Monetary Theory and Policy, and Development Economics) have a select group of core required courses, which include E201, as well as a field specific core required course, and one elective course credit. Together, they constitute a minimum package of economics knowledge allowing Fletcher students to use economic tools to reason analytically in their chosen domain.
- If you pass the E201 Equivalency Exam, which waives the course, you are still obliged to complete the 4.5 credits required for all three Economics fields of study.
- In the case of the International Trade and Commercial Policies field, as well as Development Economics field, if you pass the E210m Equivalency Exam, which waives the course, E210m, you may complete either of these fields of study with 4 credits.
- Some students seek to offer both of their fields of study for their degree in Economics, which requires the following:
 - Completion of the course, E213: Econometrics, and
 - A minimum of seven Economic course credits which are beyond E201.

Note: Since some of the core required courses are the same among the different Economics Fields of Study, students pursuing both their fields of study in Economics are required to take more elective courses in one or both of their selected Economic fields of study.

- Please note the Equivalency Exams are administered, without exception, twice during the academic year. Refer to the 2013–2014 Academic Calendar to note the specific dates for the Equivalency Exams at: <http://fletcher.tufts.edu/Academic/Academic-Calendar>. More information about how to prepare for the Equivalency Exams is available at: <http://fletcher.tufts.edu/Academic/Courses>.

CERTIFICATES

Certificates complement the MALD degree by allowing students to define themselves in a manner that more closely reflects the realities of a competitive job market and the need to master certain core knowledge and skills. Certificates available at The Fletcher School include:

- **Diplomatic Studies**
- **Human Security**
- **International Development**
 - **Political and Social Change**
 - **Economic Analysis, Trade and Investment**
 - **Sustainable Development**
- **International Finance and Banking**
- **Strategic Management and International Consultancy**

DIPLOMATIC STUDIES

The purpose of the Certificate in Diplomatic Studies is to enable a student to acquire, through a concentrated and interdisciplinary group of courses, advanced knowledge, both theoretical and practical, of the institutions and exercise of formal, or interstate diplomacy. Its focus, in short, is on the diplomatic achievement of international agreement. The Certificate encompasses the study of the historical evolution of diplomacy, as well as the ways in which diplomatic concepts and methods are applied today—by the U.S. government and by the governments of other countries, large and small, bilaterally, as well as in multilateral settings across the broad agenda of current international relations. The Certificate is intended to serve the interest of those planning, or continuing, careers in professional diplomacy, whether within ministries of foreign affairs or in international organizations. It is designed also to serve the purposes of those having primarily a scholarly, investigative interest in the study of diplomacy, a rich and intellectually rewarding academic subject that is currently undergoing a major revival.

HUMAN SECURITY

The Certificate in Human Security provides guidance in course selection for those seeking a deeper professional understanding of the interactions among the main fields of international social change: development, conflict resolution, human rights, and humanitarian assistance. Students who graduate with the Certificate in Human Security will possess a deep understanding of the core issues and challenges that underlie all action for international social change, and be capable of leading interdisciplinary teams for policy-making, research, field action, or advocacy. The Certificate consists of four introductory courses, which will acquaint students with each of the four fields whose concerns and methodologies need to be understood within a human security framework; two capstone courses laying out the cross-disciplinary framework; two courses allowing students to gain some degree of further specialization in one of the relevant fields; an internship and associated discussion series designed to deepen the students' understanding of the operational challenges of interdisciplinary work; and completion of a Capstone Project whose subject matter falls within the realm of human security.

INTERNATIONAL DEVELOPMENT

For students aspiring to careers in international development, the Certificate in International Development offers a rigorous sequence of three core courses (chosen from four offered) in political and social change in developing countries, developing economics, development theory, law, and development. The core courses will ensure that students receive a basic understanding of development and introduce them to the complex and interdependent nature of the field of study. The core courses are followed by specialization courses within one of three tracks:

- **Political and Social Change**
- **Economic Analysis, Trade and Investment**
- **Sustainable Development**

**INTERNATIONAL FINANCE
AND BANKING**

For students aspiring to careers in the global financial services industry, Fletcher's International Business Program offers a rigorous sequence of courses in accounting, finance and banking that, coupled with international business transaction and securities law, uniquely prepares our graduates for the fast-paced world of international finance. This Certificate program requires students to intern with a financial institution and to complete a Capstone Project on a related topic.

**STRATEGIC MANAGEMENT AND
INTERNATIONAL CONSULTANCY**

For students aspiring to careers in management consulting and international management, the International Business Program offers a rigorous sequence of courses in global strategic management and the law of international business transactions, foreign private investment, and international intellectual property. This Certificate program uniquely prepares our students for the rapidly evolving world of international business. It also requires students to intern in the private sector and to complete a Capstone Project on a related topic.

BREADTH REQUIREMENTS

All MALD degree candidates will be required to take:

- two courses in the Division of Diplomacy, History, and Politics,
- one course in the Division of International Law and Organizations,
- one course in the Division of Economics and International Business,
- one course in Quantitative Reasoning.

Specific requirements/options for each of the three divisions, as well as Quantitative Reasoning are detailed in the section that follows. Students who have performed equivalent graduate level work for courses listed below may apply for equivalence with the approval of the appropriate Fletcher instructor. Students who receive equivalence must still meet the requirement of pursuing one or two courses in the division but may choose from any course in the division rather than just those listed below. MA degree candidates can meet the breadth requirement by taking one course from each division (ILO, DHP, and EIB). LLM degree candidates are required to take one course in both the DHP and EIB divisions. MIB degree candidates are required to take two courses in the division of Diplomacy, History, and Politics as detailed in the section that follows. The balance of the breadth requirement for MIB degree candidates is satisfied through the core curriculum of the MIB program. PhD degree candidates must complete at least two courses in your choice of two of the three divisions and at least one course from the remaining division.

DIVISION OF DIPLOMACY, HISTORY, AND POLITICS (DHP)

Each MALD and MIB student is required to take two courses from the DHP Division. One of those courses must be one of the following:

DHP D200	Diplomacy: History, Theory, and Practice
DHP D210	The Art and Science of Statecraft
DHP D220	Processes of International Negotiation
DHP H200	The Foreign Relations of the United States to 1917
DHP H201	The Foreign Relations of the United States Since 1917
DHP P200	International Relations: Theory and Practice
DHP P201	Comparative Politics
DHP P216	Research and Writing in the Global Political Economy
DHP P217	Global Political Economy
DHP P219	Political Economy of Development
DHP P240	The Role of Force in International Politics

DIVISION OF INTERNATIONAL LAW AND ORGANIZATIONS (ILO)

Each MALD student is required to take one of the following courses:

ILO L200	The International Legal Order
ILO L210	International Human Rights Law
ILO L220	International Organizations
ILO L230	International Business Transactions
ILO L232	International Investment Law
ILO L250	Law and Development
ILO L251	Comparative Legal Systems

DIVISION OF ECONOMICS AND INTERNATIONAL BUSINESS (EIB)

Each MALD student is required to take EIB E201: Introduction to Economic Theory. Students who pass the E201 Equivalency Exam must take another Economics course for their breadth requirement. They may choose from the following list:

EIB E211	Microeconomics
EIB E212	Macroeconomics
EIB E213	Econometrics +
EIB E220	International Trade and Investment
EIB E230	International Finance
EIB E240	Development Economics: Macroeconomic Perspectives
EIB E241	Development Economics: Policy Analysis
EIB E242	Development Economics: Micro Perspectives
EIB E246	Environmental Economics †

QUANTITATIVE REASONING

Each MALD student who does not pass one of the Quantitative Reasoning Equivalency Exams will be required to take one of the following courses:

DHP P203	Analytic Frameworks for International Public Policy Decisions *
EIB B205	Data Analysis and Statistical Methods
EIB B206	Data Analysis and Statistical Methods for Business
EIB E210m	Quantitative Methods Module
EIB E213	Econometrics +
EIB B262	Marketing Research and Analysis

Important to Note:

* DHP P203 may not be used to satisfy the second required DHP course.

+ EIB E213 may not be used to satisfy both the Quantitative Reasoning Breadth Requirement and the Economics and International Business Breadth Requirement. Students must determine which Breadth Requirement it will satisfy.

† EIB E246m may not be used to satisfy the Economics and International Business Breadth Requirement.

FACULTY BIOGRAPHIES

Jenny C. Aker is an Assistant Professor of Development Economics at The Fletcher School and Department of Economics at Tufts University. In addition, she is Deputy Director of the Hitachi Center for Technology and International Affairs. She is also a Non-Resident Fellow at the Center for Global Development and a member of the Advisory Board for Frontline SMS. After working for Catholic Relief Services as Deputy Regional Director in West and Central Africa between 1998 and 2003, Aker returned to complete her PhD in agricultural economics at the University of California-Berkeley. Aker works on economic development in Africa, with a primary focus on the impact of information technology (mobile phones) on development outcomes, namely agriculture, education, and health; the impact of drought on agricultural food market performance and famine; the determinants of agricultural technology adoption; and impact evaluations of NGO projects. Aker has conducted field work in many countries in West and Central Africa, including Benin, Burkina Faso, Burundi, DRC, The Gambia, Ghana, Liberia, Mali, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, and Sudan, as well as Haiti and Guatemala.

Louis Aucoin is Professor of Practice in Law and Academic Director of the LLM program. His teaching covers a range of fields from Rule of Law and Transitional Justice to Comparative Law and European Union Law. Prior to Fletcher, he taught for fifteen years at Boston University School of Law, and in various law faculties in France. In his research and writing, he studied the constitution-making process in post conflict countries, served as a foreign advisor to the development of the Constitutions in Cambodia, East Timor, Rwanda, and Kosovo, and worked on constitutional reform in Liberia while on a one-year leave of absence from Fletcher to serve as the Deputy Special Representative of the

Secretary General for the United Nations Mission in Liberia. In 2000, he served as an acting Minister of Justice for East Timor while it was under UN auspices. He also served as a Rule of Law Program Officer at the United States Institute of Peace in Washington D.C., and was the recipient of a U.S. Supreme Court Fellowship in 2001-2002. Recent research projects involved the use of local customary law as a strategy for the promotion of rule of law post conflict and the promotion of rule of law in Liberia. He is an avid singer and enjoys biking, jogging, and the culinary arts.

Eileen F. Babbitt is Professor of the Practice of International Conflict Management, Acting Director of the Institute for Human Security, and Co-Director of the Program on Human Rights and Conflict Resolution at The Fletcher School. She is also a Faculty Associate of the Program on Negotiation at the Harvard Law School. Her research interests include identity-based conflicts, coexistence and trust-building in the aftermath of civil war, and the interface between human rights concerns and peacebuilding. Her practice as a facilitator and trainer has included work in the Middle East, the Balkans, and with the United Nations, U.S. government agencies, regional inter-governmental organizations, and international and local NGOs. Before joining Fletcher, Professor Babbitt was Director of Education and Training at the U.S. Institute of Peace in Washington, D.C. and Deputy Director of the Program on International Conflict Analysis and Resolution at the Weatherhead Center for International Affairs, Harvard University. Professor Babbitt's latest publications include: "Preventive Diplomacy by Intergovernmental Organizations: Learning from Practice." *International Negotiation* (2012); "Conflict Resolution as a Field of Inquiry: Practice Informing Theory," with Fen Osler Hampson, *International Studies Review* (2011); and

Human Rights and Conflict Resolution in Context, co-edited with Ellen Lutz, Syracuse University Press (2009). Professor Babbitt holds a Master's Degree in Public Policy from the Kennedy School of Government at Harvard University, and a PhD from MIT.

Miguel E. Basáñez is Adjunct Professor and Director, Judiciary Reform Program. He was a Fulbright Visiting Professor at the University of Michigan (1995-1996) and, since 1970, has been a Professor in Mexico at ITAM, UAEM, UNAM, and Ibero. He is member of the World Values Survey group that studies culture as shared belief and value systems in around 100 countries through public opinion surveys conducted every five years, and was President of the World Association for Public Opinion Research (1998-1999). He assisted in the expansion of democracy in México through the introduction of opinion polling for elections in 1985. He has combined a career in academia, opinion research, and government. He was Pollster of the President of Mexico, General Attorney of the State of Mexico, and Chief of Staff for the Secretary of Energy. He received his Law degree in Mexico (UNAM); a Masters in Public Administration (Warwick University, UK); and, from the London School of Economics, a Master in Political Philosophy and a PhD in Political Sociology. He has published and edited 12 books and more than 150 articles. His current research projects focus on Timor Leste, Italy, Russia, and Mexico.

Hugh-Joel Bessis, Visiting Professor of Finance, holds a primary appointment as Professor at HEC Paris. His teaching focuses on areas of Corporate Finance, Financial Markets, and Risk Management. Joel Bessis has more than 20 years of professional experience in business; he was in charge of risk analytics at the risk department of CDC IXIS, Investment Bank in Paris, until 2008, and was previously Director

of Research at Fitch, a leading global rating agency. Joel Bessis has been a consultant to risk departments of several banking institutions in Europe, and held a seven-year consultancy position in the Risk Department at Banque Paribas. Joel Bessis is the author of books and articles in academic and business journals. Bessis received his DES from University of Paris I- Sorbonne, an MBA from Columbia University, and a Doctorate in Business from the University of Paris IX-Dauphine and Group HEC, as well as a PhD in finance from University of Paris IX-Dauphine.

Amar Bhidé is the Thomas Schmidheiny Professor of International Business, member of the Council of Foreign Relations, editor of *Capitalism and Society*, and a founding member of the Center on Capitalism and Society. He is the author of *A Call for Judgment: Sensible Finance for a Dynamic Economy* (Oxford, 2010), *The Venturesome Economy: How Innovation Sustains Prosperity in a More Connected World*, (Princeton, 2008), *The Origin and Evolution of New Businesses* (Oxford, 2000) and *Of Politics and Economics Reality* (Basic Books, 1984). In addition, he has written numerous articles in the *Harvard Business Review*, the *Wall Street Journal*, *The New York Times*, *BusinessWeek*, and *Forbes*. Bhidé was previously the Glaubinger Professor of Business at Columbia University and served on the faculties of Harvard Business School and the University of Chicago's Graduate School of Business. A former Senior Engagement Manager at McKinsey & Company and Proprietary Trader at E.F. Hutton, Bhidé served on the staff of the Brady Commission which investigated the stock market crash. Bhidé earned a DBA and MBA from Harvard School of Business with High Distinction and a B. Tech from the Indian Institute of Technology.

Steven A. Block is Professor of International Economics and Director of the Program on International Development. His research focuses on food and agricultural policy in developing countries, and on the political economy of policy reform. Much of his work concentrates on sub-Saharan Africa and his current research focuses on agricultural productivity there. He is co-author of a leading textbook on development economics. His other recent publications include: "The Political Economy

of Agricultural Trade Interventions in Africa" and "Revisiting African Agriculture: Institutions and Productivity Growth" (both with Robert Bates), "Does Child Undernutrition Persist Despite Poverty Reduction in Developing Countries? Quantile Regression Results" (with Will Masters and Priya Bhagowalia), and "Up in Smoke: Tobacco Use, Expenditure on Food, and Child Malnutrition in Developing Countries" (with Patrick Webb). He teaches courses on development economics, agricultural policy, and political economy. Professor Block earned his MPP and PhD (in political economy) from Harvard University.

Jonathan Brookfield, Associate Professor of Strategic Management and International Business, teaches classes on strategic management, international business, privatization, Asian business groups, and the political economy and business environments of greater China. He received a B.S. from Yale, an MPhil from the University of Cambridge, and a PhD from the University of Pennsylvania. Professor Brookfield has published several articles looking at different kinds of business networks in Asia and sits on the editorial review board of the *Asia Pacific Journal of Management*. His current research interests include comparative political economy, political risk, business groups, interfirm networks, industrial districts, firm boundaries, and business in Asia.

H. Zeynep Bulutgil is Assistant Professor of Comparative Politics. She received her PhD from the University of Chicago in 2009 and was a postdoctoral researcher at the Woodrow Wilson School at Princeton University prior to joining The Fletcher School. Her book manuscript, *Territorial Conflict and Ethnic Cleansing: Europe and Beyond*, develops a theory that explains the conditions under which states decide to deport or exterminate ethnic groups living in their territory. She has received several competitive awards including a National Science Foundation Grant, which funded her fieldwork in Bosnia-Herzegovina, as well as a research fellowship at Harvard's Belfer Center for Science and International Relations. Her general research interests include mass ethnic violence, comparative state formation, civil wars, territorial conflict, and European history.

John A. Burgess, Adjunct Professor of International Law, teaches courses on international finance transactions, international securities regulation and cross-border mergers and acquisitions. Burgess has practiced law at Wilmer Cutler Pickering Hale and Dorr for 34 years, and during that time has chaired the firm's corporate and international practice groups, as well as serving on its Management Committee. He has represented for profit, NGO, and university clients in a range of transactions throughout Western Europe, Asia, and the Middle East. He is listed in Best Lawyers in America and Massachusetts "Super Lawyers" in areas of international trade, finance, mergers and acquisitions, and securities law. A graduate of Yale University (B.A. in history) and Harvard Law School (JD), he is a member of the Council on Foreign Relations, a Fellow of Branford College at Yale University, and former President of the Massachusetts Foundation for the Humanities.

Katrina Burgess is Associate Professor of Political Economy. Before joining the Fletcher faculty, she taught at Syracuse (the Maxwell School), Brown, UCLA, and the Autonomous Technological Institute of Mexico (ITAM). She is author of *Parties and Unions in the New Global Economy*, which won the 2006 Outstanding Book Award for the best publication on labor issues granted by the Section on Labor Studies and Class Relations of the Latin American Studies Association, and co-editor with Abraham F. Lowenthal of *The California-Mexico Connection*. She has also published numerous book chapters, as well as articles in *World Politics*, *Latin American Politics & Society*, *Studies in Comparative International Development*, *South European Politics and Society*, *Comparative Political Studies*, *Política y gobierno*, and *International Studies Review*. Her current project addresses the impact of migration and remittances on the quality of democracy in developing countries. Burgess received a B.A. in political science from Swarthmore College, an M.A. in international relations from the University of Southern California, and a PhD in politics from Princeton University. She has also served as Assistant Director of the U.S.-Mexico Project at the Overseas Development Council in Washington, D.C. and Associate Director of the California-Mexico Project at USC in Los Angeles.

John Cerone is Visiting Professor of International Law. He has worked for a number of international organizations, including the UN, the OSCE, and Amnesty International, and has served as advisor to several international criminal tribunals. He also served as Special Adviser to the first U.S. delegation to the UN Human Rights Council. He has extensive field experience in conflict and post-conflict environments, including Afghanistan, Kosovo, Sierra Leone, and East Timor. Professor Cerone received the BBA President's Award for his legal work on Guantanamo Bay issues, which includes representing international human rights organizations in litigation before U.S. courts and international human rights institutions. He is accredited by the UN to represent the ASIL before UN bodies and has served on the ICRC Expert Group on the Law of Occupation. He has been a fellow at the Max Planck Institute for Comparative Public Law and International Law and a visiting scholar at the International Criminal Court. He has been a Fulbright scholar at the Danish Institute for Human Rights and at the Tokyo University of Foreign Studies. He has lectured on human rights law, the law of armed conflict, and international criminal law at the International Institute of Humanitarian Law (Sanremo), the U.S. Naval War College, the Inter-American Defense College, the Canadian Forces Staff College, the Institut International des Droits de l'Homme, and in the ICRC Annual Course. He is U.S. Member of the ILA's International Human Rights Committee, and has served as Chair of the Human Rights Sections of both the AALS and the ASIL. He holds a tenured appointment as Professor of Law at New England Law.

Bhaskar Chakravorti is Professor of Practice of Strategic Management in the Masters in International Business Program, Senior Associate Dean for International Business and Finance, and Executive Director of Fletcher's Institute for Business in the Global Context and Center for Emerging Markets. Prior to Fletcher, he was a Partner of McKinsey & Company, a Distinguished Scholar at MIT's Legatum Center for Development and Entrepreneurship and on the faculty of the Harvard Business School and the Harvard University Center for the Environment. He was a leader of McKinsey's Innovation and Global Forces practices and served on the Firm's

Knowledge Services Committee. In a 20+ year career as consultant and educator, he has advised over 30 companies in the Fortune 500 and worked across multiple geographies: the Americas, EU, Asia, and Africa. At Harvard, he taught innovation and entrepreneurship. Bhaskar is the author of the book, *The Slow Pace of Fast Change: Bringing Innovations to Market in a Connected World*, more than 40 articles in top-tier peer-reviewed academic journals, multiple books, and widely-read publications, e.g., *HBR*, *The New York Times*, *WSJ*, *Financial Times*, *CNBC*, over a dozen HBS case studies, and a video HBS Faculty Seminar. Bhaskar's work is featured in multiple publications, e.g., *BusinessWeek*, *The Economist*, *Fortune*, *WSJ*, *BBC*, *Fast Company*, *CNN Money*, *CBS MarketWatch*. Bhaskar's economics PhD is from the University of Rochester where he was a University Fellow. He is a graduate of the Delhi School of Economics and in economics with honors from Delhi's St. Stephen's College.

Antonia Chayes is Professor of Practice of International Politics and Law. Prior to her coming to The Fletcher School, she taught at Harvard's Kennedy School and Law School. She chaired the Project on International Institutions and Conflict Management at the Program on Negotiation at the Harvard Law School. Her interests encompass international conflict, international law, and security. Her government experience is extensive, having served as Assistant and later Under Secretary of the U.S. Air Force, where she was awarded the Distinguished Service Medal. She has served on several Federal Commissions, including the Vice President's White House Aviation Safety and Security Commission, and the Commission on Roles and Missions of the U.S. States Armed Forces. As Board member of United Technologies Corporation for 21 years, she chaired its Public Issues Review Committee, and served on its Executive Committee until retiring in 2002. She also practiced law in a Boston law firm, and served as mediator at JAMS/Endispute. She is a member of the Council on Foreign Relations; serves as a consultant to the Office of Compliance, Adviser, Ombudsman of IFC and MIGA of the World Bank. She was elected to the Executive Council of the American Society of International Law in 2009. She is the author of a number of books and articles. Her most recent publication is "How American Treaty Behavior

Threatens National Security" in 33 *International Security*, 45 (2008). Most cited book: Chayes and Chayes, *The New Sovereignty: Compliance with International Regulatory Agreement*.

Diana Chigas is Professor of Practice of International Negotiation and Conflict Resolution. Since 2003, she has also been Co-Director, Reflecting on Peace Practice, CDA-Collaborative Learning Projects, where she works with practitioners and policy makers globally to improve the effectiveness of peacebuilding strategies, programming, and monitoring and evaluation. Prior to joining CDA, Diana worked as a facilitator, trainer, and consultant in negotiation, dialogue, and conflict resolution, at Conflict Management Group, a non-governmental organization founded by Harvard Law School Professor Roger Fisher. Her work included development of strategies, training, and advice on preventive diplomacy in the OSCE; facilitation of inter-ethnic dialogue in Cyprus; "track two" discussions in El Salvador, in South Africa, Ecuador, and Peru; and in the Georgia/South Ossetia peace process. Her publications include *What Difference Has Peacebuilding Made? A Study of Peacebuilding and the March '04 Riots in Kosovo*; "Capacities and Limits of NGOs as Conflict Managers," *Leashing the Dogs of War*; and "Grand Visions and Small Projects: Coexistence Efforts in Southeastern Europe" (co-author), *Imagine Coexistence: Restoring Humanity After Violent Ethnic Conflict*. Chigas earned her B.A. from Yale University, a MALD from The Fletcher School, and a JD from Harvard Law School.

Tara Clancy, Adjunct Associate Professor of International Law, is a partner at K&L Gates, where her law practice concentrates on patent, trademark, and copyright litigation. She has handled matters dealing with chemical compositions, nutritional supplements, medical devices and procedures, transport systems, electrical and mechanical devices, and packaging. From 1985-1991, Clancy worked for Procter & Gamble as a technical engineer in the papermaking division and then as a business manager in the industrial chemicals division and has experience in mechanical and chemical manufacturing processes. Ms. Clancy has a BS in Mechanical Engineering from Lafayette College, and a JD from Suffolk University.

Bridget Conley-Zilkic is Assistant Professor of Research and Research Director at the World Peace Foundation. Her specializations include mass atrocities, genocide, museums, and memorialization. Before joining the WPF, she served as research director for the U.S. Holocaust Memorial Museum's Committee on Conscience, where she helped establish the Museum's program on contemporary genocide. Over her ten years at the Museum, she led many of the Museum's signature projects on genocide, including case study and issue analysis, educational programs, exhibitions, and its podcast series, *Voices on Genocide Prevention*, which she hosted from 2008-2011. She received a PhD in Comparative Literature from Binghamton University in 2001.

Alex de Waal is Executive Director of the World Peace Foundation and a Research Professor at The Fletcher School. Considered one of the foremost experts on Sudan and the Horn of Africa, his scholarship and practice has also probed humanitarian crisis and response, human rights, HIV/AIDS and governance in Africa, and conflict and peacebuilding. Professor de Waal received a D.Phil. from Oxford for his thesis on the 1984-1985 Darfur famine in Sudan. He worked for several Africa-focused human rights organizations, focusing on the Horn of Africa, and especially on avenues to peaceful resolution of the second Sudanese Civil War. He also researched the intersection of HIV/AIDS, poverty and governance, and initiated the Commission on HIV/AIDS and Governance in Africa. De Waal was a fellow at the Global Equity Initiative at Harvard (2004-2006), and Program Director at the Social Science Research Council. He was a member of the African Union mediation team for Darfur (2005-2006) and senior adviser to the African Union High-Level Implementation Panel for Sudan (2009-2012). He was on the list of *Foreign Policy's* 100 most influential public intellectuals in 2008 and *Atlantic Monthly's* 27 "brave thinkers" in 2009.

Daniel W. Drezner is Professor of International Politics, as well as a senior editor at *The National Interest*. He has previously taught at the University of Chicago and the University of Colorado at Boulder. He is the author of four books, including *All Politics Is Global* (Princeton University Press, 2007). He is the editor

of two other books, including *Avoiding Trivia: The Future of Strategic Planning in American Foreign Policy* (Brookings Institution Press, 2009). Drezner has published more than fifty book chapters and journal articles, as well as essays in *The New York Times*, *Wall Street Journal*, *Washington Post*, and *Foreign Affairs*. He has received fellowships from the German Marshall Fund of the United States, the Council on Foreign Relations, and Harvard University, and has previously held positions with Civic Education Project, the RAND Corporation and the Treasury Department. He received his B.A. from Williams College and his M.A. in economics and PhD in political science from Stanford University. He is a regular commentator for *Newsweek International* and NPR's *Marketplace*, and keeps a daily blog for *Foreign Policy* magazine.

Bruce M. Everett, Adjunct Associate Professor of International Business, specializes in analysis of global oil markets and international energy and environmental policy. He holds an A.B. from Princeton University and a MALD and PhD from The Fletcher School. After starting his career in the International Affairs Office of the U.S. Department of Energy and its predecessor agencies between 1974 and 1980, he worked as an Executive for the ExxonMobil Corporation. His energy industry experiences include strategic planning, industry analysis, and forecasting; marketing; government relations; coal mining; electric power management in China; natural gas project development in the Middle East, Africa, and Latin America; as well as commercialization of advanced gas to liquids technology. He retired from ExxonMobil in 2002 and now teaches a course on the international petroleum industry at The Fletcher School during the fall semester and at the Georgetown School of Foreign Service during the spring semester. He has written a number of op-eds and articles in the *Christian Science Monitor*, the *Baltimore Sun* and other newspapers; lectures on international oil and energy issues; and writes a weekly blog on energy at <http://bmeverett.wordpress.com/>. He and his wife Kathy split their time between Washington, D.C. and Cape Cod and travel extensively, visiting often with their daughter in New York and son in Los Angeles.

Leila Fawaz is the Issam M. Fares Professor of Lebanese and Eastern Mediterranean Studies and was founding Director of the Fares Center for Eastern Mediterranean Studies at Tufts University. Fawaz, a social historian who specializes in the Eastern Mediterranean region, with specific emphasis on late Ottoman Arab history, holds a joint appointment as Professor of Diplomacy at The Fletcher School and Professor of History at Tufts University. In 2012, she was named a Chevalier in the French National Order of the Legion of Honor. Fawaz served on Harvard University's Board of Overseers from 2006-2012, and presided over the Board from 2011-2012. She is a member of the Council on Foreign Relations as well as a member of the Comité Scientifique of the Maison Méditerranéenne des Sciences de l'Homme at the Université d'Aix-Marseille. Her editorial posts have included editor of the *International Journal of Middle East Studies* (IJMES) and editorial board positions with the *American Historical Review* and the *British Journal of Middle East Studies*, among others. Her publications include *Transformed Landscapes* (co-editor), *Modernity and Culture* (co-editor), *An Occasion for War, State and Society in Lebanon*, and *Merchants and Migrants in Nineteenth Century Beirut*. Fawaz received her PhD in History from Harvard University.

Patrick Florance is the Manager of Geospatial Technology Services at Tufts University, and Adjunct Lecturer at The Fletcher School and at the Friedman School of Nutrition Science and Policy. He directs all geospatial technology services at Tufts and teaches courses and workshops on GIS and International Disaster Management, GIS for International Applications, GIS for Public Health, GIS for Human and Animal Health, Crisis Mapping, Introduction to GPS for Field Data Collection, and many others. Patrick recently edited a special "Crisis Mapping" edition of *The Journal of Map & Geography Libraries*. Patrick has worked as a senior geospatial consultant and project manager on numerous projects and grants relating to international health, natural resources, and disasters over the last ten years. Previously, Patrick was the digital cartography specialist at Harvard University. He has worked in a variety of private, academic, and public environments including New York City Planning.

James Forest is Professor and Director of Security Studies at the University of Massachusetts Lowell, and a Visiting Associate Professor at The Fletcher School. He is also a senior fellow with the Joint Special Operations University, where he contributes to the research and educational needs of U.S. special operations forces. He has taught courses on terrorism, counterterrorism, weapons of mass destruction, security studies, and other topics to a broad range of academic, military, law enforcement, and other professional audiences in several countries. Previously, Forest served nine years on the faculty of the United States Military Academy (2001-2010), six of them as the Director of Terrorism Studies in the Combating Terrorism Center at West Point. Forest has published fourteen books and dozens of journal articles, served as an expert witness for terrorism-related court cases, and testified before members of Congress. He received his graduate degrees from Stanford University and Boston College, and undergraduate degrees from Georgetown University and De Anza College.

Kelly Sims Gallagher is Associate Professor of Energy and Environmental Policy. She directs the Center for International Environment and Resource Policy's (CIERP) at Fletcher. She is also Senior Research Associate at the Harvard Kennedy School's Belfer Center for Science and International Affairs, where she previously directed the Energy Technology Innovation Policy (ETIP) research group. Broadly, she focuses on energy and climate policy in both the United States and China. She is particularly interested in the role of policy in spurring the development and deployment of cleaner and more efficient energy technologies, domestically, and internationally. A Truman Scholar, she has a MALD and PhD in international affairs from The Fletcher School at Tufts University, and an A.B. from Occidental College. She speaks Spanish and basic Mandarin Chinese. She is the author of *China Shifts Gears: Automakers, Oil, Pollution, and Development* (MIT Press, 2006), editor of *Acting in Time on Energy Policy, No Great Wall: The Global Diffusion of Clean Energy Technologies* (MIT Press, 2014) and numerous academic articles and policy reports.

Carolyn F. Gideon is Assistant Professor of International Communication and Technology Policy. She is also Director of the Hitachi Center for Technology and International Affairs. Gideon's research focus is policy, access, and industry structure issues of information and communication technology. She has been a Fellow at the Belfer Center for Science and International Affairs and at the Center for Business and Government at Harvard Kennedy School, and a research affiliate with the MIT Program on Internet and Telecoms Convergence. Past experience includes Asst. Vice President of Parker/Hunter Incorporated, Manager of Manville Personal Injury Settlement Trust, and Consultant with Strategic Planning Associates (now Mercer Management Consulting). She is a member of the International Telecommunication Society, International Communications Association, Society for Benefit Cost Analysis, and President-Elect of the Transportation and Public Utility Group of the American Economic Association.

Nancy W. Gleason, PhD, is a Lecturer in Environmental Studies. Her research areas relate to sustainable development diplomacy in the context of forests, climate change and water. The complexity of water-related challenges and the importance of sound water diplomacy has also been a research interest. She has been a lecturer in the Political Science Department at Tufts University for five years. Her courses focus on conflict and natural resources and international environmental negotiations. She has a PhD and a MALD from The Fletcher School. She also holds a master's of science from the London School of Economics and a bachelor's degree from George Washington University.

Michael J. Glennon is Professor of International Law. Prior to going into teaching, he was Legal Counsel to the Senate Foreign Relations Committee (1977-1980). He has since been a Fulbright Distinguished Professor of International and Constitutional Law, Vytautas Magnus University School of Law, Kaunas, Lithuania (1998); a Fellow at the Woodrow Wilson International Center for Scholars in Washington D.C. (2001-2002); Thomas Hawkins Johnson Visiting Scholar at the United States Military Academy, West Point (2005); Director of Studies at the Hague Academy

of International Law (2006); and professeur invité at the University of Paris II (Panthéon-Assas) since 2006. Professor Glennon has served as a consultant to various congressional committees, the U.S. State Department, and the International Atomic Energy Agency. He is a member of the American Law Institute and the Council on Foreign Relations and served on the Board of Editors of the American Journal of International Law from 1986 to 1999. Professor Glennon is the author of numerous articles on constitutional and international law as well as several books. He has testified before the International Court of Justice and numerous congressional committees. A frequent commentator on public affairs, he has spoken widely within the United States and abroad and appeared on *Nightline*, *the Today Show*, NPR's *All Things Considered* and other national news programs. His op-ed pieces have appeared in *The New York Times*, *Washington Post*, *Los Angeles Times*, *International Herald-Tribune*, *Financial Times*, and *Frankfurt Allgemeine Zeitung*.

Hurst Hannum, Professor of International Law, has taught courses on public international law, international human rights law, minority rights, international organizations, and nationalism and ethnicity. His focus is on human rights and its role in the international legal and political order, including, in particular, issues such as self-determination, minority rights, and conflict resolution. His scholarly work has been complemented by service as consultant/advisor to a number of intergovernmental and nongovernmental organizations, including the UN High Commissioner for Human Rights and Department of Political Affairs. He has been counsel in cases before European and Inter-American human rights bodies and is a member of the international Council of Minority Rights Group International (London). A graduate of the University of California, Berkeley, School of Law, he also has taught at the University of Hong Kong, Central European University (Budapest), Harvard, American University, Georgia, and Virginia. Professor Hannum is the author or editor of numerous books and articles on international law and human rights, including *International Human Rights: Problems of Law, Policy, and Process*; *Negotiating Self-Determination*; *Guide to International Human Rights Practice*; and *Autonomy*,

Sovereignty, and Self-Determination: The Accommodation of Conflicting Rights. He serves on editorial advisory boards of *Human Rights Law Review* and *Human Rights Quarterly*.

Alan K. Henrikson, Lee E. Dirks Professor of Diplomatic History, is also Director of Diplomatic Studies. He teaches the history of the foreign relations of the United States, U.S.-European relations, political geography, and the theory and practice of diplomacy. During the year 2010-2011 he was Fulbright Schuman Professor at the College of Europe in Bruges. He previously has taught as Fulbright Professor at the Diplomatic Academy in Vienna, at the China Foreign Affairs University in Beijing, and at the National Institute for Defense Studies in Tokyo. He has been Lloyd I. Miller Visiting Professor of Diplomatic History at the U.S. Department of State, and also a Fellow at the Woodrow Wilson International Center for Scholars. Recent publications of his include: "FDR and the 'World-wide Arena,'" in *FDR's World: War, Peace and Legacies*; "The Washington Diplomatic Corps," in *The Diplomatic Corps as an Institution of International Society*; the monograph, *What Can Public Diplomacy Achieve?*; "Diplomacy's Possible Futures," *The Hague Journal of Diplomacy*; and "Niche Diplomacy in the World Public Arena: The Global 'Corners' of Canada and Norway," in *The New Public Diplomacy: Soft Power in International Relations*. A graduate of Harvard University (A.B., A.M., PhD) in History, he is also a graduate of the University of Oxford (B.A., M.A.) where he studied Philosophy-Politics and -Economics as a Rhodes Scholar at Balliol College.

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to the U.S. and from 2002-2006 as State Secretary of the German Foreign Office. Before that he was, inter alia, Political Director and Director-General of the Political Department, Director of the North America and Security Policy Directorate, Head of the Office of the German Foreign Minister, Director of the Private Office of the NATO Secretary General, as well as Vice Chairman of the UN Legal and Charter Committees. He also served in Ecuador, the International Law Division, and the Policy Planning Staff of the Foreign Office. He holds a German Law Degree, a PhD, MALD, and MA from The Fletcher School, as well as honorary doctoral degrees from The College of Idaho, Chatham University and Old Dominion University. He is also a senior non-resident Fellow of the Transatlantic Academy in Washington D.C., a member of the board of Humanity in Action, a member of the International Advisory Council of the Istanbul Policy Center, and a member of the European Council on Foreign Relations.

Patrick J. Schena is Adjunct Assistant Professor of International Business Relations at The Fletcher School, Tufts University, where he is also Senior Fellow of the Center for Emerging Market Enterprises and Co-Head of the Sovereign Wealth Fund Initiative. Dr. Schena has 30 years of experience in finance, operations, and technology management focused on investment management. He was formerly a Principal, leading delivery of the Investment Management Services at a Genpact-Headstrong Corp., a global provider of outsourcing services. He has participated in or cofounded two companies providing technology and operations services to investment managers. He holds a PhD in from The Fletcher School, Tufts University and additional graduate degrees from The Fletcher School, and Boston College.

Richard H. Shultz is Professor of International Politics and Director of the International Security Studies Program. He has held three chairs: Olin Distinguished Professor of National Security, U.S. Military Academy; Secretary of the Navy Senior Research Fellow, Naval War College; and Brigadier General Oppenheimer Chair of War-fighting Strategy, U.S. Marine Corps. Since the mid-1980s, he has served as a security consultant to various U.S.

government agencies concerned with national security. He will publish this academic year a new book on the U.S. Marine Corps' 2004-2008 counterinsurgency campaign in Iraq titled, *The Marines Take Anbar: The Four-Year Fight to Defeat al Qaeda in Iraq*. He has recently initiated a new research project with Dr. Querine Hanlon of United States Institute of Peace that will focus on designing a new U.S. approach to Security Sector Reform that draws on existing theory and international practice, as well as U.S. experience, to identify flexible tools for addressing dysfunctional security sectors in fragile states. His most recent book is *Insurgents, Terrorists, and Militias: The Warriors of Contemporary Combat* (Columbia University Press, 2006; 2009 Paperback). Recent articles include "A QDR for all Seasons," *Joint Forces Quarterly* (September 2010) and "The Sources of Instability in the Twenty-First Century Weak States, Armed Groups, and Irregular Conflict," *Strategic Studies Quarterly* (Summer 2011).

Bernard L. Simonin is Professor of Marketing and International Business. He holds a PhD in International Business from the University of Michigan, an MBA from Kent State University, and a graduate degree in computer sciences from a French engineering school. His research interest in knowledge management and strategic alliances spans the fields of strategy and management, international business, and marketing. His award-winning work is widely cited and has been published in the *Academy of Management Journal*, *Strategic Management Journal*, *Human Resource Management Journal*, *International Executive*, *Journal of Business Research*, *Global Focus*, *Fletcher Forum of World Affairs*, *Nonprofit Management and Leadership*, *International Journal of Nonprofit and Voluntary Sector Marketing*, *Journal of International Business Studies*, *Journal of Marketing Research*, *International Journal of Research in Marketing*, *Journal of Advertising*, and *Journal of International Marketing*. His current research focuses on nation branding, brand alliances, brand communities, symbiotic marketing and sponsorship, market orientation, customer satisfaction and services, nonprofit branding, strategic alliances, collaborative know-how, headquarter subsidiary relations, organization learning and knowledge management, and structural equation modeling. He has taught at the University of Michigan,

University of Washington, University of Illinois, Harvard University, Autonomia University of Barcelona, and Kasetsart University in Thailand.

James Stavridis, Dean, is the 12th leader of The Fletcher School since its founding in 1933. A former Admiral in the U.S. Navy, he led the NATO Alliance in global operations from 2009 to 2013 as Supreme Allied Commander. He also served as Commander of U.S. Southern Command, with responsibility for all military operations in Latin America from 2006-2009. A Fletcher PhD, he won the Gullion prize as outstanding student and has published five books and over a hundred articles. His focus is on innovation, strategic communication and planning, and creating security through international, interagency, and public/private partnerships in this turbulent 21st century.

Elizabeth Stites, PhD, is an Assistant Research Professor at Fletcher and Senior Researcher for Conflict and Livelihoods at the Feinstein International Center. Her work focuses on the effects of conflict on civilian livelihoods and the ways in which communities, households, and individuals adapt or change their livelihood strategies in conflict environments and the repercussions of these changes. She is particularly interested in how conflict and livelihoods intersect and overlap and the repercussions of these linkages for individual and groups according to gender, age, and social position. At the policy level, Stites focuses on the effects of international and national humanitarian, development and military policies on gender roles and livelihood strategies. Her field work aims to improve the effectiveness of international and national policies through evidenced-based research reflecting the lived experiences of local communities. She has worked throughout sub-Saharan Africa and in Afghanistan, Bosnia, and Nepal.

Shinsuke Tanaka is Assistant Professor of Economics. His research interests are in the fields of health economics and environmental economics, with a focus in developing countries. Broadly, he is interested in the interactions between environmental issues, human capital development, and economic activities, and how the interactions relate to economic development in low-income countries. His current work

investigates the effect of environmental regulations in China on air pollution and infant mortality; the effect of environmental regulations on industrial activities in China; the impact of abolishing user fees from healthcare on child health status in South Africa, and its long-term effect on schooling; and long-term impact of early childhood exposure to heat in the United States. He has a PhD in Economics from Boston University, a M.A. in international and development economics from Yale University, and a B.A. in liberal arts from Soka University of America.

G. Richard Thoman, Professor of Practice of International Business, is the managing partner of Corporate Perspectives, a New York corporate strategy advisory and investing firm. He also teaches at Columbia University, and is a visiting professor and leader in Residence at CEIBS, the leading Chinese business school. Thoman is one of the few individuals to have been a "top five" executive for four "Fortune 75" U.S. corporations in three different industries. He was president and chief executive officer of the Xerox Corporation. Prior to joining Xerox, Thoman was a senior vice president and chief financial officer of IBM and served as IBM's number two executive. Prior to joining IBM, Thoman was president and chief executive officer of Nabisco International, and chairman and chief executive officer of American Express Travel Related Services (the current American Express Corporation). Thoman serves on a number of business and educational boards. He is a past member of the Business Council and Business Roundtable, as well as a regular management member or past board member of IBM, American Express, RJR Nabisco, Xerox, Fuji Xerox, Daimler Chrysler, Union Bancaire Privée, Club Med, Bankers Trust, and a current member of Schneider Electric. He serves on the boards of The Fletcher School (where he is chairman), the CEIBS International Advisory Board, the Americas Society, the Council of the Americas, the French American Foundation, the McGill University International Advisory Board, McGill University School of Business Board, the INSEAD International Council, the Committee for Economic Development, and is a member of the Council on Foreign Relations and the Trilateral Commission. He received his B.A. from McGill University, a graduate degree from the Graduate Institute

of International Studies (Geneva, Switzerland), and three graduate degrees (including a PhD) from The Fletcher School.

James Tillotson is Professor of Food Policy and International Business at the Friedman School of Nutrition Science and Policy. Prior to returning to the academic world, he worked in industry, having held research and development positions in the food and chemical sectors and currently teaches courses on the global food business and food public policy. He received his A.B. from Harvard College, M.A. in biology from Boston University, PhD from Massachusetts Institute of Technology in Food Science and Technology and MBA from the University of Delaware. Some of his most recent publications are *Agriculture and the Food Industry's Role in America's Weight Pandemic*; *Why Does My Food Suddenly Cost So Much*; *Supermarkets in the 21st Century*; *Fast Food Through the Ages*; *Mega-Brands that Rule Our Diet*; *Agribusiness-The Backbone of Our Diet for Better or for Worse*; *What Goes Up Always Comes Down: The Facts About Agricultural Commodity Cycles*; *Who's Filling Up Your Shopping Bag*; *Global Food Companies in the Developing World*; *Benefactors, Malefactors or Inevitable Change Agent*; *Multinational Food Companies*; and *Developing Nations' Diet, Convenience Foods and The Politicalization of Food Quality*.

Joel P. Trachtman is Professor of International Law. Recent books include *The International Law of Economic Migration: Toward the Fourth Freedom*; *Ruling the World: Constitutionalism, International Law, and Global Governance*; *Developing Countries in the WTO Legal System*; *The Economic Structure of International Law*; and *International Law and International Politics*. He has consulted for the United Nations, the OECD, APEC, the World Bank, the Organization of American States, and the U.S. Agency for International Development. Trachtman has served on the Boards of the *American Journal of International Law*, the *European Journal of International Law*, the *Journal of International Economic Law*, the *Cambridge Review of International Affairs*, and the *Singapore Yearbook of International Law*. He is a member of the bar of the State of New York. From 1998-2001, he was Academic Dean of The Fletcher School, and during 2000 and 2001, he served as Dean ad interim. In 2002, he was Manley

O. Hudson Visiting Professor of Law, and in 2004 he was Nomura Visiting Professor of International Financial Systems, at Harvard Law School. He graduated in 1980 from Harvard Law School, where he served as editor in chief of the *Harvard International Law Journal*. His undergraduate education was at the London School of Economics and Columbia College.

Christopher (Rusty) Tunnard, Professor of Practice of International Business, is the former Hitachi Fellow for Technology and International Affairs at Fletcher and a Senior Fellow in the Center for Emerging Markets. He is also an independent management consultant and a Visiting Professor at HHL—the Leipzig Graduate School of Management. He has spent more than thirty years in international business and management consulting, and he is a recognized expert on innovation and technology-led change in the international communications, travel, and financial service industries. He has successfully led board-level strategy assignments for some of the world's most respected companies and for many government ministries in Europe, Asia, Africa, and the United States. Professor Tunnard's dissertation focused on the use of technology in the formation of resistance networks in Serbia in the 1990s. As part of his doctoral research on communications technology and new media, he joined the growing group of practitioners that studies all kinds of networks and their impact on public and private organizations. Currently, he is examining the roles that social networks and social media can play in building up institutions and civil society in countries where they have been used effectively in bringing down long-time democratic dictatorships. Tunnard holds MA, MALD, and PhD degrees from The Fletcher School, and he received his A.B. from Harvard.

Phil Uhlmann, Adjunct Assistant Professor of International Business, has an extensive background in international banking, finance, and economics. He received his Bachelor of Commerce, with a specialization in Finance, from the University of British Columbia. Uhlmann holds graduate degrees in business and international relations, respectively from the Rotman School, University of Toronto, and the Maxwell School, Syracuse University. He received his PhD from The Fletcher School.

Prior to undertaking his doctoral studies, Uhlmann worked for more than 25 years at the Canadian Imperial Bank of Commerce, primarily in Vancouver and Toronto. He has substantial international risk management expertise, particularly in the areas of country risk and international banking systems. His dissertation, “See How They Run: Linkages Between National Elections and the Behavior of International Banking Flows in Developing Countries,” deals with how banking funds flow into and out of emerging market countries around national election dates. His research interests include international finance, economics and political business cycles, especially as these areas relate to multinational financial services, country risk management, and international relations. He also has a special interest in International Project/Infrastructure Finance. Uhlmann has also been active with the Tavitian Scholars Program at Fletcher since 2003, a program that works to advance government professionals in Armenia. He currently teaches International Finance, Operations of Financial Institutions, Large Investments and International Project Finance, and Corporate Financial Strategy—the MSF capstone course, at Bentley University, Waltham, MA. He has taught at Fletcher since 2003.

Patrick Verkooijen is Professor of Practice of Sustainable Development Diplomacy at The Fletcher School and Visiting Professor at Wageningen University and Research Center. A Dutch national, he became Special Representative for Climate Change at the World Bank in July 2012, and represents the World Bank in UN meetings on climate change, and serves as principal advisor to the Vice President SDN, specifically engaging with the UN and other partners leading global efforts in the climate change area. Prior to his appointment as Special Representative, Professor Verkooijen served in the Bank as Head, Agriculture and Climate Change, and as Senior Partnership Specialist. Before his appointment to the Bank, he acted as key negotiator for the Department of International Affairs at the Ministry of Agriculture, Nature and Food Quality in the Netherlands. He has extensive experience in multilateral environmental negotiations and in negotiations within the EU with a particular emphasis on sustainable development

issues. He received his doctorate degree from Wageningen University, in close collaboration with The Fletcher School. His thesis, *Transforming Sustainable Development Diplomacy: Lessons Learned from Global Forest Governance*, is widely perceived as an important contribution to the emerging field of sustainable development diplomacy. He received his Master’s degree in Public Administration from Harvard University, a Master’s degree in social and political philosophy from the University of Amsterdam, and an engineering degree in environmental science from the University of Utrecht.

Peter Walker is the Irwin H. Rosenberg Professor of Nutrition and Human Security at the Friedman School of Nutrition Science and Policy and the Director of the Feinstein International Center, a research center studying on humanitarian crises, human rights and livelihood analysis of marginalized communities. His research at the center focuses on the long term consequence of globalization and climate change for humanitarian action. Active in development and disaster response since 1979, he has worked for a number of British based NGOs and environmental organizations in several African countries, as well as having been a university lecturer and director of a food wholesaling company. Walker joined the International Federation of Red Cross and Red Crescent Societies in Geneva in 1990 where he was Director of Disaster Policy for ten years before moving to Bangkok as Head of the Federation’s regional programs for Southeast Asia. He has traveled extensively in the Middle East, Africa, Eastern Europe, and the Former Soviet Union, and has published widely on subjects as diverse as the development of indigenous knowledge and famine early warning systems, to the role of military forces in disaster relief. Walker was the founder and manager of the *World Disasters Report* and played a key role in initiating and developing both the Code of Conduct for disaster workers and the Sphere humanitarian standards. He is a founding member of the International Humanitarian Studies Association.

Ibrahim Warde is Adjunct Professor of International Business. He is Carnegie scholar working on informal and underground finance in the Islamic world. His books include *The Price of Fear: The Truth Behind the Financial War on Terror*, which

has been translated into French, Italian, Japanese, and Czech, and was selected by *Foreign Affairs* as one of the best books of the year about economic, social, and environmental issues, and *Islamic Finance in the Global Economy*, now in its second edition. He has previously taught at the University of California, Berkeley, at MIT’s Sloan School of Management, and at other universities in the United States and abroad. He is also a writer for *Le Monde diplomatique* and a consultant. He holds a B.A. from Université Saint Joseph in Beirut, Lebanon, an M.B.A. from France’s Ecole des Hautes Etudes Commerciales, and an M.A. and a PhD in Political Science from the University of California, Berkeley.

Lawrence A. Weiss is Professor of International Accounting. His research focuses on three themes. The first is the reorganization of financially distressed firms. He is a recognized expert on U.S. corporate bankruptcy and has testified before the U.S. Congress on bankruptcy reform. The second is how managers gather and use information for decision making. The third is the transition from country specific accounting standards (Local GAAP) to one set of global standards (IFRS). He has over forty publications, has been cited over 1,000 times and won the All Star Paper award from the *Journal of Financial Economics*. He is the co-author of *Corporate Bankruptcy: Economic and Legal Perspectives* (1996). Professor Weiss earned his B.Sc., a Diploma in public accounting and MBA from McGill University and his D.B.A. from Harvard Business School. Prior teaching appointments include Georgetown University, The University of Lausanne, HEC, MIT-Sloan School of Management and INSEAD.

Robert Wilkinson is a Lecturer in International Negotiation and Global Aid Management. He has worked for twenty years in the fields of conflict resolution, development, and human rights, with an emphasis on leadership in complex environments. Rob has worked with a wide range of clients, including international agencies such as CARE and UNICEF, private sector companies such as General Mills, and political bodies such as the White House. As a consultant with PricewaterhouseCoopers, he was responsible for setting up and running their first office in Burundi, overseeing a two-year Security Sector Reform

Program with the military, police, parliament, and civil society. Previously, he spent six years with the Department for International Development (DFID), as Head of the Policy and Research Division Cabinet, and as DFID's Senior Adviser on Conflict Issues. He has held senior staff positions in Oxfam and the UN, and worked in field locations including Nicaragua, Laos, Angola, Rwanda, DRC, Uganda, Kashmir, Ethiopia, and Kenya. He is a member of the UK International Advisory Board of experts for the Center of Security Sector Management (CSSM). He holds a Master's Degree from Stanford University and a Bachelor's from the Massachusetts Institute of Technology (MIT).

Kim Wilson, Lecturer in International Business and Human Security, began her interest in development when she entered the microfinance field in its infancy, after a career in mainstream venture financing. She began as a volunteer, a first step that led her to professional employment as a loan officer, MFI director, and investment fund advisor for both non-profit and for-profit microfinance ventures. She also oversaw the microfinance portfolio of a large international NGO. Her work in microfinance has led her to service in other sectors critical to rural development such as water, agriculture, and education. She is a Senior Fellow at Fletcher's Center for Emerging Market Enterprises and also at the Feinstein International Center. She graduated from Wellesley College and Simmons Graduate School of Management. She is interested in the financial resilience of households and markets at the base emerging market economies. She is the 2009 recipient of the James L. Paddock teaching award at The Fletcher School.

David A. Wirth, Visiting Professor of International Law, holds a primary appointment at Boston College Law School where he is Professor of Law, teaching courses on environmental law, administrative, public international, and foreign relations law. Previously, he was Senior Attorney and Co-director of International Programs for the Natural Resources Defense Council and Attorney-Advisor for Oceans and International Environmental and Scientific Affairs for the U.S. Department of State. A

graduate of Yale Law School, he holds undergraduate and graduate degrees in chemistry from Princeton and Harvard, respectively. Wirth served as law clerk to Judge William H. Timbers of U.S. Court of Appeals for the Second Circuit. He has been the recipient of a Fulbright Scholarship and a National Science Foundation Fellowship. A life member of the Council on Foreign Relations, Wirth has served on advisory boards to a number of institutions of higher learning, domestic agencies, and international organizations, including Vermont Law School, the Environmental Protection Agency, and the European Bank for Reconstruction and Development. He has been a consultant to the United Nations Development Program, the United Nations Environment Program, the North American Commission for Environmental Cooperation, the C.S. Mott Foundation, the German Marshall Fund of the United States, and the Belgian State Secretary for Energy and Sustainable Development. Wirth is the author of more than five dozen books, articles, and reports on international environmental law and policy for both legal and popular audiences.

Toshi Yoshihara, Visiting Professor of International Politics, is Professor of Strategy and John A. van Beuren Chair of Asia-Pacific Studies at the U.S. Naval War College in Newport, Rhode Island. Previously, he was a Visiting Professor in the Strategy Department at the Air War College. Dr. Yoshihara has also served as an analyst at the Institute for Foreign Policy Analysis, RAND, and the American Enterprise Institute. He is co-author of *Red Star over the Pacific: China's Rise and the Challenge to U.S. Maritime Strategy* (Naval Institute Press, 2010), *Indian Naval Strategy in the Twenty-first Century* (Routledge, 2009), and *Chinese Naval Strategy in the Twenty-first Century: The Turn to Mahan* (Routledge, 2008). He is also co-editor of *Asia Looks Seaward: Power and Maritime Strategy* (Praeger, 2008). Dr. Yoshihara holds a PhD from The Fletcher School of Law and Diplomacy, Tufts University.

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ACADEMIC CALENDAR

FALL 2013 SEMESTER

AUGUST

- 12 Mon MIB Pre-Session begins and continues through August 23.
- 26 Mon Mandatory Orientation Week activities begin; continues through August 30.
- 30 Fri Equivalency Exams administered in the morning for E201, E210m, and B205 (Equivalency Exams administered, without exception, twice during the academic year).

SEPTEMBER

- 2 Mon Labor Day Observed – University Holiday.
- 3 Tues Registration Material pick-up in the Registrar's Office for returning students.
- 3 Tues Shopping Day for all seminar courses, new courses, and courses taught by new and adjunct faculty members.
- 4 Wed Classes begin.
Fall Semester online course enrollment begins.
First day of Cross-Registration for non-Fletcher students.
- 6 Fri Convocation – start of program: 2:00 PM.
- 11 Wed Fall Semester online course enrollment ends at 11:59 PM, a stroke before Midnight.
Submit Independent Study Registration Forms and Audit Requests by 5:00 PM to the Registrar's Office.
- 13 Fri Last day for non-Fletcher students to submit Cross-Registration Petitions to the Registrar's Office.
Last day to sign up for the first of three offerings during the academic year of the Foreign Language Reading Comprehension Exams.
- 28 Sat First Foreign Language Reading Comprehension Exams.

OCTOBER

- 4 Fri Last day of the Drop Period.
- 14 Mon Columbus Day Observed – University Holiday – NO CLASSES.
- 16 Wed Follow MONDAY Class Schedule.
- 21 Mon First half of the term ends.
- 22 Tues Second half of the term begins.
The Add/Drop Period for second half of the term Modular Courses begins October 22 and ends October 30.

NOVEMBER

- 11 Mon Veterans Day Observed – University Holiday – NO CLASSES.
- 27 Wed Thanksgiving Recess begins at the end of classes.

DECEMBER

- 2 Mon Thanksgiving Recess ends; classes resume.
- 9 Mon Last day of classes for the Fall 2013 term.
- 10 Tues Reading Day.
- 11 Wed Reading Day.
- 12 Thurs The Final Exam Period begins for In-Class and Self-Scheduled Final Exams. No exams Saturday or Sunday.
- 18 Wed The Final Exam Period Ends. Grades are due to the Registrar's Office by 12:00 noon, Thursday, January 2, 2014.

SPRING 2014 SEMESTER**JANUARY**

2	Thurs	Fall 2013 grades due by 12:00 noon.
3	Fri	Deadline for completion of all February 2014 degree requirements.
8-10	Wed-Fri	Mandatory Orientation for incoming January students.
9	Thurs	Equivalency Exams administered in the morning for E201, E210m, and B205 (Equivalency Exams are administered, without exception, twice during the academic year).
10	Fri	NYC Career Trip.
13	Mon	Registration Material pick-up for returning students.
13	Mon	Shopping Day for all seminar courses, new courses, and courses taught by new and adjunct faculty members.
14	Tues	Classes begin. Spring Semester online course enrollment begins. First day of Cross-Registration for non-Fletcher students.
20	Mon	Martin Luther King, Jr. Day Observed – University Holiday – NO CLASSES.
22	Wed	Follow MONDAY Class Schedule.
23	Thurs	Spring Semester online course enrollment ends at 11:59 PM, a stroke before Midnight. Submit Independent Studies Registration Forms and Audit Request Forms by 5:00 PM to the Registrar's Office. Last day to sign up for the second offering of three of the Foreign Language Reading Comprehension Exams.
24	Fri	Last day for non-Fletcher students to submit Cross-Registration Petitions to the Registrar's Office.
30	Thurs	Deadline for submission of May 2014 degree petitions.

FEBRUARY

7	Fri	Second Foreign Language Reading Comprehension Exams.
14	Fri	Last day of the Drop Period.
17	Mon	Presidents' Day Observed – University Holiday – NO CLASSES.
18	Tues	Follow MONDAY Class Schedule.
20-21	Thurs-Fri	Washington, D.C. Career Trip – NO CLASSES.

MARCH

4	Tues	First half of the term ends.
5	Wed	Second half of the term begins; Modular Courses scheduled in the second half of the term begin. The Add/Drop Period for second half of the term Modular Courses begins March 5 and ends March 12.
7	Fri	Last day to sign up for the third and final offering of the Foreign Language Reading Comprehension Exams.
14	Fri	Spring Break begins at the end of classes.
24	Mon	Spring Break ends; classes resume.
29	Sat	Third and final offering of the Foreign Language Reading Comprehension Exams.

APRIL


21	Mon	Patriots' Day – University holiday - NO CLASSES.
28	Mon	Last day of classes for the Spring 2014 term. Other than Spring 2014 grades, deadline for completion of all degree requirements (including grades from prior terms, Capstone Projects, and foreign language requirements).
29-30	Tues-Wed	Reading Days.

MAY

1	Thurs	The Final Exam Period begins for In-Class and Self-Scheduled Final Exams. No exams Saturday or Sunday.
7	Wed	The Final Exam Period ends.
8	Thurs	Spring 2014 grades due by 12:00 noon.
15	Thurs	Executive and Full Faculty Meeting for degree vote.
17	Sat	Class Day Ceremony.
18	Sun	Commencement.
19	Mon	Summer Session begins.
26	Mon	Memorial Day Observed – University Holiday – NO CLASSES.

JUNE

26	Thurs	Last day of classes for Summer Session.
27	Fri	Summer Session Exams.



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