

# Course Bulletin

143837	Corporate Finance in Global Capital Markets			
Subject: GBA	Catalog Nbr: B200			
2022 SUMR	Primary	Patrick Schena	patrick.schena@tufts.edu	
2023 FALL	Primary	David Aldama Navarrete	David.Aldama_Navarrete@tufts.edu	
2023 SPRG	Primary	Carlo Pozzi	Carlo.Pozzi@tufts.edu	
<p>Corporate Finance in Global Capital Markets: This is an introductory course to corporate finance from the perspective of a company's chief financial officer (CFO). The first part covers financial planning and budgeting, financial analysis, and short-term financial management. The second part will help you develop a valuation framework for making investment decisions (capital budgeting) for new equipment, launching new products, managing mergers and acquisitions and LBOs, and making funding/financing decisions to be coordinated with those investment decisions. Special attention is given to the cost of capital and valuing stocks, bonds, convertible debt, and preferred stocks in the context of global capital markets.</p>				

143838	International Strategy and Innovation			
Subject: GBA	Catalog Nbr: B236			
2022 FALL	Primary	David Aldama Navarrete	David.Aldama_Navarrete@tufts.edu	
2022 SUMR	Primary	Elisa Alvarez-Garrido	Elisa.Alvarez_Garrido@tufts.edu	
2023 FALL	Primary	William Carroll	W.Carroll@tufts.edu	
2023 SPRG	Primary	Christiane Prange	Christiane.Prange@tufts.edu	
<p>International Strategy and Innovation: This course will prepare you to strategize effectively. You will master a variety of skills, including evaluating the dynamics of your external environment (including the complexity of the global context, political situations, emerging markets, and the changing state of natural resources), making choices regarding "where to play" and "how to win," sustaining this advantage over time, and creating the right organizational and business models to execute the chosen strategy efficiently. You will learn to make a set of integrated choices, to spot innovative business models, to anticipate the key challenges and techniques for implementing these models, and to consider the tensions and opposing forces that must be balanced for your strategy to succeed.</p>				

143839	Global Marketing Management			
Subject: GBA	Catalog Nbr: B260			
2023 FALL	Primary	Martin Furlong	Martin.Furlong@tufts.edu	
2023 SPRG	Primary	Bernard Simonin	bernard.simonin@tufts.edu	
<p>Global 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 problem diagnosis and management. You will learn fundamental marketing concepts; improve your familiarity and understanding of institutional marketing knowledge, terminology, and practice; and practice formulating, presenting, and defending your own marketing ideas and recommendations. The course will stress agility in thinking ("whole-brain" and "neuro-marketing" models), operating in complex and</p>				

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volatile market environments, and leading marketing actors and initiatives cooperatively.

<b>143840</b>	<b>Negotiating Leadership</b>			
Subject:	Catalog Nbr:			
GBA	B295			
2022 FALL	Primary	Sushma Raman	No Email on file.	
2023 SUMR	Primary	Maxwell Bevilacqua	Maxwell.Bevilacqua@tufts.edu	
<p>Negotiating Leadership: This course explores the nature of leadership in the international business and organizational contexts. A key premise of the course is that leadership is an exercise in negotiation. To lead is to negotiate. The course will examine three key dimensions of the leadership life cycle: 1) the acquisition of leadership power, 2) the use of this power, and 3) the preservation and inevitable loss of this power. You will study a wide range of leadership theories and practices (American and international), examine failed leadership examples, and discuss the role of values, ethics, gender, and culture.</p>				

<b>143841</b>	<b>International Business Law</b>			
Subject:	Catalog Nbr:			
GBA	L230			
2023 SUMR	Primary	Stephen Park	Stephen.Park@tufts.edu	
<p>This course provides an introduction to international business's legal context. You will study the private international law issues that affect an international business transaction. You will also examine international taxation, anti-bribery law, intellectual property protection, trade law for market access, payment for goods using letters of credit or blockchain, international protection of foreign direct investment, and financing a foreign direct investment through project financing.</p>				

<b>143842</b>	<b>Mergers and Acquisitions</b>			
Subject:	Catalog Nbr:			
GBA	L237			
2023 SPRG	Primary	Jacob Kuipers	Jacob.Kuipers@tufts.edu	
<p>Mergers and Acquisitions: This course reviews the structuring, negotiation, and implementation of cross-border merger and acquisition transactions. It takes into account the applicable issues of international law and national practice. The course discusses alternative forms of transaction structure and the underlying tax and legal considerations related to choosing particular approaches. You will analyze different forms of acquisition agreements, review the role and application of key transactional concepts, and analyze how these concepts are addressed in the context of specific transactions. You will review the typical areas of negotiation in the acquisition of private and public companies and evaluate how these negotiations are affected by international regulatory, legal, and fiscal considerations. Finally, you will review trends in deal terms, drawing on recent transactions involving North American, European, and Asian companies.</p>				

<b>143843</b>	<b>Politics of the Global Economy</b>			
Subject:	Catalog Nbr:			

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GBA	P217			
2023 SUMR	Primary	James Brooke	James.Brooke@tufts.edu	
<p>Individuals have traded goods across territorial borders since the dawn of the city-state. Over time, they have altered their economic relations with each other in response to changes in technology, ideology, and the distribution of power. But what determines the direction, magnitude, governance, and fluctuation of these cross-border flows? How does trade, money, investment, and migration respond to structural change or exogenous shocks? This course surveys theories and issue areas of the global political economy from the past and present to develop a better understanding about the future.</p>				

<b>143844</b>	<b>International Macroeconomics</b>			
Subject:	Catalog Nbr:			
GBA	E212			
2023 FALL	Primary	Joshua Hurwitz	Joshua.Hurwitz@tufts.edu	
<p>International Macroeconomics: This course examines the determination of income, the exchange rate, and the trade balance in economies that trade goods, services, and assets with the rest of the world. Theory is developed and employed to study current events and historical experience. You will study 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.</p>				

<b>143845</b>	<b>International Security</b>			
Subject:	Catalog Nbr:			
GBA	P240			
2023 FALL	Primary	Monica Toft	Monica.Toft@tufts.edu	
<p>This course examines the use of armed force in international affairs. You will examine theories of war and bargaining, conflict prevention and termination, post-conflict management, and the role of third parties. You will study civil wars, interstate wars, and insurgencies (including terrorism) as well as different forms of warfare, including conventional, nuclear, information, and cyber warfare. Although we will consider the nature of the state system and the structure of the international order from a historical perspective, special attention will be paid to the post-Cold War era.</p>				

<b>144248</b>	<b>Decision Analysis for Business</b>			
Subject:	Catalog Nbr:			
GBA	P207			
2022 FALL	Primary	Clare O'Hare	No Email on file.	
2023 FALL	Primary	Dhini Purnamasari	Dhini.Purnamasari@tufts.edu	
<p>Most students will find themselves in positions to make or provide advice regarding difficult business decisions in their work. This course provides the opportunity to help you develop a toolbox of analytic techniques that can be indispensable in understanding complicated problems and arriving at the best possible decision such techniques and methods.</p> <p>You will learn about different types of decision models and how to choose the model that best represents the</p>				

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problem and tradeoffs at hand. Throughout the course, you will learn and practice these analytic techniques through examples and cases from different countries involving a wide variety of business problems. You will construct and solve these models in class and in problem sets. This course does not require a background in economics, statistics, or advanced mathematics.

<b>144249</b>	<b>Data Analytics and Statistical Methods</b>			
Subject:	Catalog Nbr:			
GBA	B207			
2023 SUMR	Primary	Robert Nakosteen		Robert.Nakosteen@tufts.edu
2023 SUMR	Primary	Jeremy Blaney		Jeremy.Blaney@tufts.edu
<p>Data Analytics and Statistical Methods: In 2017, The Economist declared that the world's most valuable resource is no longer oil, but data. With each passing day, more data is generated. Within these data are insights to drive operational efficiencies, solve global health emergencies, and more.</p> <p>To prepare you to leverage that data, this course will focus on two approaches to data-driven decision making: visual analytics and statistical methods. The course introduces you to data analysis, combining an overview of traditional methods of statistical inference with an introduction to visual analytics. The goal of the course is to provide you with the skills to make decisions and succeed in a data-rich and increasingly data-driven world.</p>				

<b>144250</b>	<b>International Supply Chains: Connecting the Developed and Developing Worlds</b>			
Subject:	Catalog Nbr:			
GBA	B281			
2023 SPRG	Primary	Thomas Hout		Thomas.Hout@tufts.edu
<p>International Supply Chains: Connecting the Developed and Developing Worlds: This course is about managing the growing flow of business between countries, especially the supply chains that interconnect economies. Supply chains are especially dynamic today—performance demands on companies are steadily rising, geopolitical risks abound, and digital technology offers new choices about how to deliver to customers and how to control the chain.</p> <p>You will learn how to create, negotiate, and manage supply chains. The course operates at two levels. One is the global context: the forces that shape new supply networks, the elements that determine which ones succeed, and the particular challenges of operating in the developing world. The second is the operating level: how companies decide where to source, the partners they need, and where and how to build and control these supply networks.</p> <p>The tools of the course range from hard analytics and decision-making models to soft skills in aligning incentives and conflict resolution. The course covers a great range of industries—from commodities to basic manufactures to high tech—as well as services and goods.</p>				

<b>144251</b>	<b>Managerial Economics</b>			
Subject:	Catalog Nbr:			

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GBA	E217			
	2023 SPRG	Primary	Daniel Richards	dan.richards@tufts.edu
<p>This course introduces management issues 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. You will learn how economic analysis can aid the understanding and improve the design of organizational structure and the development of competitive strategies, whether the organization is a for-profit firm or a nonprofit enterprise.</p>				

<b>144613</b>	<b>International Immersion</b>			
	Subject:	Catalog Nbr:		
	GBA	B298M		
	2022 FALL	Primary	Monica Toft	Monica.Toft@tufts.edu
	2023 SUMR	Primary	Bhaskar Chakravorti	Bhaskar.Chakravorti@tufts.edu
	2024 SPRG	Primary	Diana Chigas	diana.chigas@tufts.edu
International Immersion				

<b>144614</b>	<b>Capstone Immersion</b>			
	Subject:	Catalog Nbr:		
	GBA	B299M		
	2023 FALL	Primary	Ian Diamond	Ian.Diamond@tufts.edu
Capstone Immersion				

<b>144877</b>	<b>Seminar: Fletcher Reads the Newspaper</b>			
	Subject:	Catalog Nbr:		
	GBA	B297M		
	2022 SUMR	Primary	Kenneth Pucker	Ken.Pucker@tufts.edu
	2023 FALL	Primary	Tara Sonenshine	Tara.Sonenshine@tufts.edu
	2023 SPRG	Primary	Joshua Hurwitz	Joshua.Hurwitz@tufts.edu
Thoughtful and relevant topics will be discussed in a seminar format. There are no asynchronous videos associated with this course. There will be approximately 10 live sessions at 90 minutes each for this course.				

<b>144989</b>	<b>Capstone Lab</b>			
	Subject:	Catalog Nbr:		
	GBA	B300		
	2023 FALL	Primary	Ian Diamond	Ian.Diamond@tufts.edu
	2023 SPRG	Primary	Christopher Tunnard	Christopher.Tunnard@tufts.edu
<p>The Capstone Lab is a capstone project that allows you to delve into real-world challenges with real-world organizations. You will work in groups directly with a capstone adviser in one of three tracks: a corporate consulting project, policy issue, or entrepreneurial venture. The capstone is kicked off at the beginning of the</p>				

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term with the on-campus immersion.

<b>145003</b>	<b>Leadership Development Program</b>				
	Subject:	Catalog Nbr:			
	GBA	B293M			
	2022 FALL	Primary	Jill Curtis	Jill.Curtis@tufts.edu	
	2023 SUMR	Primary	Melissa Palmer	Melissa.Palmer@tufts.edu	
Leadership Development Program					

<b>145090</b>	<b>Independent Study</b>				
	Subject:	Catalog Nbr:			
	GBA	381			
	2023 SPRG	Primary	Monica Toft	Monica.Toft@tufts.edu	
Independent Study					

<b>145092</b>	<b>GBA Continue Study Full-Time</b>				
	Subject:	Catalog Nbr:			
	GBA	CSFT			

<b>145210</b>	<b>Sustainable Business Dynamics</b>				
	Subject:	Catalog Nbr:			
	GBA	B250			
	2023 FALL	Primary	Kenneth Pucker	Ken.Pucker@tufts.edu	
<p>The context for and expectations of corporations and their leaders are undergoing radical change. Population growth, increasing consumerism, globally networked supply chains, and shifts in transparency and communication are creating resource challenges and heightened expectations for governance, social engagement, and environmental stewardship. As a result, managing a sustainable and successful 21st century enterprise requires updated context, skills, frameworks, and vernacular. This course is designed to give you a framework to lead a progressive 21st century corporation. The pedagogy is designed as a blend of lecture, case studies, practitioners’ experiences, and class discussion in order to provide you with models and tools to improve outcomes. Finally, the course will expose you to new types of challenges and opportunities that you will encounter across the value chain—from finance, to supply chain, to product development, to marketing—and prepare you with models and skills to identify solutions.</p>					

<b>145211</b>	<b>Economic Policy Challenges in Emerging Markets</b>				
	Subject:	Catalog Nbr:			
	GBA	P292			
	2022 FALL	Primary	Yakov Feygin	Yakov.Feygin@tufts.edu	

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2023 SUMR	Primary	Jonathan Brookfield	Jon.Brookfield@tufts.edu
<p>Emerging market countries face unique economic policy challenges that are shaped both by their economic structure and their domestic and foreign policies. This course will examine different case studies of how emerging market countries have addressed dilemmas such as monetary policy, trade policy, capital flows, and industrialization. The course will focus on analyzing the interaction of political and economic trends to understand how they shape and constrain policy makers. Case studies of emerging markets responding to policy dilemmas and economic shocks will illustrate broader trends in policy making as well as to specifics of key countries such as China, Russia, India and others.</p>			

<b>145396</b>	<b>Beyond Balance Sheets</b>		
Subject: GBA	Catalog Nbr: B209	2023 SUMR	Primary
		Patrick Schena	patrick.schena@tufts.edu
<p>Beyond Balance Sheets: Beyond Balance Sheets is a journey. It is designed to follow, and also to fully complement, Corporate Finance in Global Financial Markets, while fulfilling two discrete goals. The first of these is to provide a review, and then an opportunity for deeper reflection and analysis of selected themes in corporate financial accounting as these specifically impact the risk and so the value of firms. The second goal is to extend the accounting paradigm to financial institutions and markets through a balance sheet “lens” to examine the role and functioning of these institutions as key components of the global finance system. As designed the course is organized into two discrete “halves”, the first consisting of five sessions culminating in the mid-term and focusing on themes such as advance accounting concepts, capital structure and corporate distribution policy, derivative securities, and forensic accounting. The second half is centered on financial institutions such as central banks, commercial banks, bond markets, pension funds, investment management companies, and private equity and venture capital firms.</p>			

<b>145454</b>	<b>Independent Study: Global Marketing Management</b>		
Subject: GBA	Catalog Nbr: 260M		

<b>145713</b>	<b>Starting New Ventures</b>		
Subject: GBA	Catalog Nbr: B212	2023 SUMR	Primary
		Asheesh Advani	Asheesh.Advani@tufts.edu
<p>This course is designed to prepare students to launch new ventures. It draws from case studies and the growing body of research in entrepreneurship, social entrepreneurship, and leadership. Upon completion of this course, students will have increased their self-efficacy, awareness, and skills needed to start and lead new business ventures. Features of this course include guest speakers, podcasts and videos, case studies, and assignments that help students to become more resourceful and build an entrepreneurial mindset. Students are not expected to have an idea for a business or social venture before starting the class, but they will complete the course having worked on a project to develop a new venture from inception. In addition, students will learn how to assess product-market fit, develop a financing plan, envision success, and apply the</p>			

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principles of the lean startup methodology and business model canvas. Graduates of this course will develop the knowledge, skills, and attitudes to support entrepreneurial activity in their career endeavors.

<b>146012</b>	<b>Independent Study</b>				
	Subject:	Catalog Nbr:			
	GBA	348			
	2022 FALL	Primary	Daniel Richards		dan.richards@tufts.edu
Independent Study					

<b>146013</b>	<b>Independent Study</b>				
	Subject:	Catalog Nbr:			
	GBA	302			
	2023 FALL	Primary	Patrick Schena		patrick.schena@tufts.edu
Independent Study					

<b>146509</b>	<b>Independent Study</b>				
	Subject:	Catalog Nbr:			
	GBA	398			
	2023 FALL	Primary	Kenneth Pucker		Ken.Pucker@tufts.edu
Independent Study					