

# Course Bulletin

<b>143837</b>	<b>Corporate Finance in Global Capital Markets</b>			
Subject:	Catalog Nbr:			
GBA	B200			
2021 FALL	Primary	Patrick Schena		patrick.schena@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>				

<b>143838</b>	<b>International Strategy and Innovation</b>			
Subject:	Catalog Nbr:			
GBA	B236			
2021 FALL	Primary	David Aldama Navarrete		David.Aldama_Navarrete@tufts.edu
2021 FALL	Primary	Leonora Polonsky		Leonora.Polonsky@tufts.edu
2021 SPRG	Primary	Ravi Chaturvedi		Ravi.Chaturvedi@tufts.edu
2021 SUMR	Primary	Lite Nartey		Lite.Nartey@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>				

<b>143839</b>	<b>Global Marketing Management</b>			
Subject:	Catalog Nbr:			
GBA	B260			
2021 SUMR	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 volatile market environments, and leading marketing actors and initiatives cooperatively.</p>				

<b>143840</b>	<b>Negotiating Leadership</b>			
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Subject: GBA	Catalog Nbr: B295	2021 FALL	Primary	Sushma Raman	Sushma.Raman@tufts.edu
<p><b>Negotiating Leadership:</b> 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: GBA	Catalog Nbr: L230	2021 FALL	Primary	Stephen Park	Stephen.Park@tufts.edu
<p><b>International Business Law:</b> 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: GBA	Catalog Nbr: L237	2020 Fall	Primary	John Burgess	John.Burgess@tufts.edu
		2021 SUMR	Primary	Jacob Kuipers	Jacob.Kuipers@tufts.edu
<p><b>Mergers and Acquisitions:</b> 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: GBA	Catalog Nbr: P217	2021 SUMR	Primary	Melanie Reed	Melanie.Reed@tufts.edu
<p><b>Politics of the Global Economy:</b> 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</p>					

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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.

<b>143844</b>	<b>International Macroeconomics</b>			
Subject: GBA	Catalog Nbr: E212			
2020 SUMR	Primary	Lawrence Krohn	Lawrence.Krohn@tufts.edu	
2021 FALL	Primary	Joshua Hurwitz	Joshua.Hurwitz@tufts.edu	
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.				

<b>143845</b>	<b>International Security</b>			
Subject: GBA	Catalog Nbr: P240			
2020 SUMR	Secondary	Richard Shultz	richard.shultz@tufts.edu	
2021 FALL	Primary	Monica Toft	Monica.Toft@tufts.edu	
International Security: 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.				

<b>144248</b>	<b>Decision Analysis for Business</b>			
Subject: GBA	Catalog Nbr: P207			
2021 SUMR	Primary	Jayshree Venkatesan	Jayshree.Venkatesan@tufts.edu	
Decision Analysis for Business: 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.				
You will learn about different types of decision models and how to choose the model that best represents the 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				

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economics, statistics, or advanced mathematics.

<b>144249</b>	<b>Data Analytics and Statistical Methods</b>			
Subject:	Catalog Nbr:			
GBA	B207			
2021 SUMR	Primary	Robert Nakosteen	Robert.Nakosteen@tufts.edu	
2021 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			
2021 FALL	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:			
GBA	E217			
2021 FALL	Primary	Daniel Richards	dan.richards@tufts.edu	

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## Managerial Economics

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.

<b>144610</b>	<b>Independent Study: Bhaskar Chakravorti</b>			
Subject:	Catalog Nbr:			
GBA	352			
2021 SPRG	Primary	Bhaskar Chakravorti		Bhaskar.Chakravorti@tufts.edu

<b>144613</b>	<b>International Immersion: Mexico City</b>			
Subject:	Catalog Nbr:			
GBA	B298M			
GBA International Immersion: Mexico City, May 6-10, 2020				

<b>144614</b>	<b>Capstone Immersion: September 2021</b>			
Subject:	Catalog Nbr:			
GBA	B299M			
2021 FALL	Primary	Christopher Tunnard		Christopher.Tunnard@tufts.edu
2021 FALL	Primary	Ian Diamond		Ian.Diamond@tufts.edu
Capstone Immersion: September 2021				

<b>144877</b>	<b>Seminar: Fletcher Reads the Newspaper</b>			
Subject:	Catalog Nbr:			
GBA	B297M			
2020 Fall	Primary	Bhaskar Chakravorti		Bhaskar.Chakravorti@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			
2021 FALL	Primary	Ian Diamond		Ian.Diamond@tufts.edu

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Capstone Lab: The "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 term with the on-campus immersion.

<b>145003</b>	<b>Leadership Development Program</b>			
Subject:	Catalog Nbr:			
GBA	B293M			
2021 SUMR	Primary	Jill Curtis		Jill.Curtis@tufts.edu
Leadership Development Program				

<b>145090</b>	<b>Independent Capstone Study: Monica Toft</b>			
Subject:	Catalog Nbr:			
GBA	381			
2020 Fall	Primary	Monica Toft		Monica.Toft@tufts.edu

<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			
2021 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.</p> <p>This course is designed to prepare leaders for this new operating context. By the end of the semester, you will:</p> <ul style="list-style-type: none"> <li>- Understand the roots and implications of climate change and resource scarcity.</li> <li>- Learn a new mode of thinking that includes systems dynamics and the ability to use systems thinking as a tool to address nonlinear, complex, closed loop challenges.</li> <li>- Appreciate leverage points with specific focus on the intersection among investors, consumers, governments, and corporations.</li> </ul>				

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- Reconsider corporate purpose in light of newly extended boundaries of responsibility.
- Focus on the importance of serving stakeholders beyond shareholders.
- Narrate a different story and strategy in order to recruit and retain talent while contextualizing and activating strategy.
- Appreciate issues such as resource availability, license to operate, and evolving regulation.
- Learn how to build new relationships, partnerships, and collaborations across functions and sectors.

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.

<b>145211</b>	<b>Economic Policy Challenges in Emerging Markets</b>			
Subject:	Catalog Nbr:			
GBA	P292			
2021 SUMR	Primary	Christopher Miller	Christopher.Miller@tufts.edu	
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.				

<b>145254</b>	<b>Independent Capstone Study: Kimberley Wilson</b>			
Subject:	Catalog Nbr:			
GBA	388			
2021 SPRG	Primary	Kimberley Wilson	Kimberley.Wilson@tufts.edu	

<b>145276</b>	<b>Independent Capstone Study: Ravi Shankar Chaturvedi</b>			
Subject:	Catalog Nbr:			
GBA	392			
2021 SPRG	Primary	Ravi Chaturvedi	Ravi.Chaturvedi@tufts.edu	

<b>145277</b>	<b>Independent Capstone Study: Rockford Weitz</b>			
Subject:	Catalog Nbr:			
GBA	321			

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2020 Fall	Primary	Gerald Weitz	Rockford.Weitz@tufts.edu
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<b>145302</b>	<b>Independent Consulting Capstone Project: DP Singh</b>		
Subject:	Catalog Nbr:		
GBA	397		
2021 SPRG	Primary	Dipinder Singh	Dp.Singh@tufts.edu

<b>145396</b>	<b>Beyond Balance Sheets</b>		
Subject:	Catalog Nbr:		
GBA	B209		
2021 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>145452</b>	<b>Independent Study: Leadership Project w/Jill Sasso Curtis</b>		
Subject:	Catalog Nbr:		
GBA	393M		
2021 SUMR	Primary	Jill Curtis	Jill.Curtis@tufts.edu
Independent Study: Leadership Project w/Jill Sasso Curtis			

<b>145453</b>	<b>Independent Study: Amy Jaffe</b>		
Subject:	Catalog Nbr:		
GBA	310		
2021 SUMR	Primary	Amy Jaffe	Amy.Jaffe@tufts.edu
Independent Study: Amy Myers Jaffe			

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

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GBA	260M				
	2021 SUMR	Primary	Bernard Simonin		bernard.simonin@tufts.edu

<b>145461</b>	<b>Independent Study: Patrick Schena</b>				
	Subject:	Catalog Nbr:			
	GBA	302M			
	2021 SUMR	Primary	Patrick Schena		patrick.schena@tufts.edu
Independent Study: Patrick Schena					

<b>145470</b>	<b>Independent Study: Christopher Miller</b>				
	Subject:	Catalog Nbr:			
	GBA	374			
	2021 SUMR	Primary	Christopher Miller		Christopher.Miller@tufts.edu
Independent Study: Christopher Miller					

<b>145553</b>	<b>Independent Capstone Study: Asheesh Advani</b>				
	Subject:	Catalog Nbr:			
	GBA	340			
	2021 FALL	Primary	Asheesh Advani		Asheesh.Advani@tufts.edu