

PREPARING THE WORLD'S LEADERS

THE FLETCHER BULLETIN



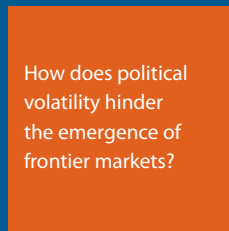
How will the international community address the serious challenges posed by weak and failing states?



Is the power of the state still unrivaled in international affairs?



How can traditional and Western norms of jurisprudence be reconciled in post-conflict settings?



How does political volatility hinder the emergence of frontier markets?



THE FLETCHER SCHOOL
TUFTS UNIVERSITY

This Bulletin contains descriptions for courses offered at The Fletcher School for the 2011–2012 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. Prospective students should refer to the Catalog and Application

Bulletin for additional information. Course requirements for our field 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 Glennon

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. Robert D. Sloane

ILO L209: INTERNATIONAL TREATY BEHAVIOR: A PERSPECTIVE ON GLOBALIZATION

This course 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 course examines IL and IR theories of compliance. It explores

exceptionalism in treaty behavior—American and other nations. It offers a treaty-drafting simulation, and the opportunity to do research in depth on one or more treaties, or the behavior of a given nation or group of nation 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 course 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. Open to students who have completed L210 or equivalent. Spring semester. Hurst Hannum

ILO L212: NATIONALISM, SELF-DETERMINATION AND MINORITY RIGHTS

This course 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 course requires a substantial research paper that analyzes a contemporary situation in which these issues are significant. Prerequisite: 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, Lebanon). It considers how they confront impunity for war crimes, crimes against humanity and genocide, by trying individual leaders, including heads of states. It analyzes the tension between state sovereignty and international criminal justice, and how the latter is challenged for being selective. Fall semester. Cecile Aptel

ILO L214: TRANSITIONAL JUSTICE

This course deals with the choices facing countries attempting to establish accountability for past abuses of human rights in the aftermath of mass atrocities. Students will consider the philosophical and moral issues associated with this subject and analyze the mechanisms available for post conflict justice including international ad hoc criminal tribunals, the International Criminal Court, the hybrid tribunals in Sierra Leone and East Timor, and approaches like Truth and Reconciliation Commissions and mechanisms, including the gacaca process in Rwanda, which incorporate local custom. Students will also study the reconstruction of the justice system, examining non-criminal sanctions

and considering the challenge of reconciliation in these contexts.

Fall semester. Louis Aucoin

ILO L217: HUMAN RIGHTS AND HEALTH

This class will examine how bringing human rights concepts and strategies to bear might be used to advance social justice in health. We will explore the conceptual and practical implications of implementing a right to health, as well as of adopting rights-based approaches to health policymaking and programming, with their emphases on accountability, participation and non-discrimination. We will also critically examine how human rights discourses are shaped and contested, and how this determines the relevance of human rights-based approaches to addressing the health needs of different populations and advancing global health. Not offered 2011–2012. 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 sustainable development. 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. Spring Semester. Ian Johnstone

ILO L221: ACTORS IN GLOBAL GOVERNANCE

This course is designed to explore in a comparative mode various actors in a global governance: global organizations, regional organizations, groupings of states, non-governmental organizations, private sector actors and networks. The first part of the course 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 organization 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 organization, the report is finalized and submitted as the major assignment for the course. Spring 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 development and environment. The course evaluates the role of international and non-governmental organizations; the inter-relationship between international legal process and domestic law; and the negotiation, conclusion, and implementation of international environmental agreements. Fall semester. David Wirth

ILO L224: PEACE OPERATIONS

Enthusiasm for peacekeeping has fluctuated in recent years, from exuberance in the early 1990s to disillusion in the mid-90s, back to cautious enthusiasm at the end of the decade, followed by an unprecedented surge in UN and non-UN operations over the past several years. Combining a thematic and case study approach, the course begins with several sessions on the legal framework, functions of peace operations and doctrine. Select contemporary cases are then considered to draw out recurring themes and dilemmas, such as the protection of civilians and peace v. justice. The course concludes with a simulation exercise. Fall 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 foreign 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, currency, and treaty issues; and the United States Foreign Corrupt Practices Act. Fall semester. Joel Trachtman

ILO L232: INTERNATIONAL INVESTMENT LAW

This course 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. Jeswald Salacuse

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. Joel Trachtman

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. 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. Thomas Holt and Tara Clancy

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 global basis. One-half credit. Spring semester. John Burgess.

ILO L237M: MERGERS AND ACQUISITIONS: AN INTERNATIONAL PERSPECTIVE

This module will review the structuring, negotiation and implementation of cross-border merger and acquisition transactions, taking into account applicable issues of international law and national practice. The module will discuss relevant tax, corporate and regulatory considerations underlying alternative forms of transaction structure and their impact on achieving business and economic goals of the parties. We will also analyze different forms of acquisition agreements, review the role and application of key transactional concepts, and analyze how they are implemented in the context of specific transactions, drawing on recent North American, European and Asian precedents. One-half credit. Spring semester. John Burgess

ILO L239M: CORPORATE GOVERNANCE IN INTERNATIONAL BUSINESS AND FINANCE

This module explores business, financial and legal issues affecting corporate governance and management of risk,

both in industrialized and developing countries. Students will examine the nature of the corporation, management roles and board responsibility, the role of regulatory authorities, as well as corporate culture, corporate social responsibility, and capital market development. The course will focus on policy implications, including wide-spread efforts to effect corporate governance reforms and set standards in the wake of corporate scandals and systemic risk. Also listed as B239m. One-half credit. Spring semester. S. Donald Gonson

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 manages various facets of globalization. Fall semester. Joel Trachtman

ILO L243: INTERNATIONAL LEGAL ASPECTS OF GLOBALIZATION

Globalization has economic, social, political, historical, cultural and legal dimensions. This seminar will focus on legal parameters of, and mechanisms for, globalization. This course will examine the relationship between efforts to promote international markets and the right to regulate, international regulatory competition, efforts to regulate international business at a global or regional level, judicial responses to globalization, and global constitutionalism. Students will have an opportunity to engage in research on legal aspects of globalization and to present their work in the seminar. This course is not suitable as a first course in international law. Not offered 2011–2012. Joel Trachtman

ILO L250: LAW AND DEVELOPMENT

This course 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, enterprise organization, governance, constitutionalism, corruption, judicial reform, and the rule of law. Fall semester. Jeswald 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 2011–2012. 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. Not offered 2011–2012. Michael Glennon

ILO L264M: NON-PROLIFERATION LAW AND INSTITUTIONS

The regimes designed to control nuclear, chemical and biological weapons have come under considerable stress in recent years. Situated in the broader context of the politics and policies of non-proliferation, this course will look at the legal instruments, institutional arrangements and enforcement mechanisms associated with each regime. We will consider developments that have challenged the viability of the regimes, including the threat of WMD terrorism, and the innovate steps that have been taken to strengthen them. The format of the module is lecture, structured discussion and student presentations. One-half credit. Fall semester. Ian Johnstone

ILO L270M: LEGAL RESEARCH, WRITING AND ORAL ADVOCACY

The purpose of this course will be to provide you with the methods and techniques that are necessary to conduct international law research on the internet, write a legal memorandum, and make an oral presentation based on the legal memorandum. In addition to the readings and exercises, and demonstrations in class, we will apply the techniques by first writing a closed memo, which focuses on legal writing and does not include any independent legal research. After the closed memo, we will then write an open memo. Finally, you will make an oral presentation of your arguments to the class based your memoranda, and respond to questions on the subject of your research. One-half credit. Fall semester. Susan Simone

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, and a mainstay of global civilization itself. This course considers the 1961 Vienna Convention on Diplomatic Relations, classical diplomacy as it evolved in the West, the “integration” of diplomatic traditions worldwide through the League of Nations and United Nations, the establishment of foreign ministries and bilateral embassies, the organization of international conferences and growth of multilateral diplomacy, the professionalization of diplomatic services, “summit” diplomacy and the use of special envoys, diplomatic language and its nuances, diplomatic ceremony and protocol, the new public diplomacy and applications of social media, educational and cultural exchanges, the role of intercultural “dialogues,” and the question of the future of diplomacy—state as well as non-state—in an age of globalization. Fall semester. Alan Henrikson

DHP D202: ETHICAL REASONING IN INTERNATIONAL POLITICS

How—if at all—does morality affect state behavior in international interactions? That question will animate the course, which is intended to cultivate a capacity to think critically about ethical choices that confront state leaders. This is not a “how to” course, nor one that imparts a particular code of morality. Students will review philosophical

treatises drawn from different cultural traditions as well as contemporary scholarship about the role(s) of the state and morality and then examine cases selected from disparate moments and places so as to appreciate the universality of difficulties faced by political leaders who must reconcile ethical and other interests. Not offered 2011–2012. Alan Wachman

DHP D204: UNITED STATES PUBLIC DIPLOMACY

This course will be a study in depth of the theory and practice of public diplomacy by United States. By means of lectures, readings and a term paper, 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. Fall semester. William A. Rugh

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. Fall semester. Daniel 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 associ-

ated with the promotion of policy. Open to students who have completed D210. Spring semester. Daniel Drezner

DHP D213: HUMANITARIAN STUDIES 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, field cluster sampling, the use of GIS real-time 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 onetime fee is charged for to cover camping gear hire, food, and other equipment costs. Fall semester 2011. Peter Walker

DHP D214M: THESIS RESEARCH AND WRITING MODULE

This module provides guidance in the researching and writing of the thesis. Topics include: choosing and working with a thesis adviser, how to frame a research question, identifying the data and methods needed to answer the question, and common problems in conceptualization and writing. The product of the course is a four-page thesis proposal, which must be signed off by the student's thesis adviser. One-half credit. Pass/Fail grading. Fall semester – Alan Wachman. Spring semester – Karen Jacobsen

DHP D215: QUALITATIVE RESEARCH METHODS

Qualitative research allows researchers to address “how” and “why” questions and to document perceptions and changes in complex processes and relationships over time. This course teaches how to design and carry out qualitative research through practical, hands-on experience. The course approaches the main issues in the collection and analysis of qualitative data using ethnographic fieldwork through a brief review of conceptual and methodological issues, and a substantial practical component. Class exercises include designing the project, field-note documentation, participant observation, in-depth interviews, focus groups and visual methods. Cross-listed with the Friedman School of Nutrition Science and Policy. Spring semester. Jeevan Sharma

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, five sections with a maximum of 30 students each: Eileen Babbitt, Diana Chigas, Nadim Rouhana, Jeswald Salacuse, and Y. Peter Kamminga & Paola Cecchi Dimeglio

DHP D221: INTERNATIONAL MEDIATION

This course focuses on the roles and functions provided by mediators in the international arena. 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. Topics to be covered include: understanding the perspective of a mediator as opposed to other parties in a dispute; analyzing the strengths and weaknesses of different kinds of international mediators; understanding the strategies and tactics that have been adopted in previous mediation efforts; and exploring how mediation might be used in current conflicts. Open to students who have taken D220. Spring semester. Eileen 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. Nadim Rouhana

DHP D225: CONFLICT RESOLUTION PRACTICE

In this course we look in depth at a two core methods used by conflict resolution practitioners: conflict analysis, in its many forms; and facilitation, to include dialogue models, consensus building, “public conversations,” and problem solving approaches. The course will emphasize the applied aspect and will use demonstrations, films, and guest lecturers. It will culminate with a detailed examination of the problem-solving methodologies and with organizing a problem-solving workshop. The workshop will be held at Fletcher and students will help organize it and conduct it under the leadership of the instructor. Spring semester. Eileen 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. Spring semester. Nadim 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. Spring semester. Nadim 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 Maxwell

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

This course examines situations of armed conflict 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; gender analyses of the links among war economies, globalization and armed conflict; the manipulation of gender roles to fuel war and violence; sexual and gender-based violations; women's rights in international humanitarian and human rights law during armed conflict; peacekeeping 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. Spring semester. Dyan Mazurana and Jeevan Sharma

DHP D233: DAILY RISKS AND CRISIS EVENTS

This course bridges classes on development and those on complex emergencies. Survival risks of individuals are related to household security, which

in turn relates to the economic, cultural and political backdrop to household behaviors. Conditions that determine food and nutritional stresses persist in countries undergoing economic transformation and political unrest, but also in those struggling with globalization, increasing poverty, and declining public sector responsibility. International careers involve assessing potential risks and returns of alternative intervention strategies. This course is cross-listed with the Friedman School of Nutrition Science and Policy. Spring semester. Patrick Webb

DHP D235M: FIELD RESEARCH METHODS IN HUMANITARIAN SETTINGS

This module partners with the Thesis Research and Writing module (D214m), which is a pre-requisite unless you have taken other research methods courses. The Field Methods module addresses primary data collection in field settings, especially those characterized by conflict and forced displacement where data collection methods confront logistical and ethnical challenges. The course is 'hands-on' and includes a simulated field study. The objective is to prepare students to conduct their own fieldwork, and to assess the value of other field research. One-half credit. Spring semester. Karen Jacobsen

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

This course will examine the central role and importance of food and nutrition in complex emergencies. The implications of this for nutrition assessment, policy development, program design and implementation will be examined. This will provide an understanding of; the nutritional outcomes of emergencies (malnutrition, morbidity and mortality); and also the causes of malnutrition and mortality in emergencies (the process and dynamics of an emergency). The course will also develop a broader range of management skills needed for humanitarian response initiatives. This course is cross-listed with The Friedman School of Nutrition Science and Policy. Spring semester. Kate Sadler and Helen Young

DHP D239M01: INTRODUCTION TO FORCED MIGRATION – OVERVIEW, CAUSES AND INSTITUTIONAL RESPONSES

The course begins with an analysis of the root causes and push factors underlying refugee movements, internal displacement, trafficking, and other forms of migration related to persecution, development, natural disaster, environmental change and impoverishment. The course then provides a critical overview of the international legal framework that has evolved in response to these forms of migration, including international refugee law and recent innovations regarding trafficking and internal displacement. The third segment explores comparative asylum and refugee policies in different national contexts. One-half credit. Spring semester. Karen Jacobsen

DHP D239M02: CRITICAL ISSUES IN FORCED MIGRATION

This module is structured as a group based, weekly discussion seminar with most classes led by a different class member, guided by the professor. The course is focused on current, critical issues in humanitarian assistance and protection in forced migration contexts, drawing on a range of disciplines, including human rights protection, nutrition and public health, and security studies. Specific topics will be decided according to class membership and interests, but the topics will have in common a critique of current practice and discussion of alternatives. Recent topics have included resettlement, camp economies, urban refugee protection, remittances and the financial resilience of refugees. Open to students who have either completed D239m01 or with permission of instructor. One-half credit. Spring semester. Karen Jacobsen

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. Fall semester. Andrew 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 and Ibrahim Warde

DHP D264: GLOBALIZATION OF EURASIA: THE TURKS AND THE POLITICS OF EURASIA

An historical survey of the Turks designed to emphasize the geopolitical importance of the Eurasian steppe. Topics examined are: formation of Eurasian steppe empires; the era of Turko-Mongol invasions; decline of classical Islamic civilization; conversion of the Turks to Islam; the rise of Turko-Muslim empires; decline of Byzantium and the conquests of the Ottoman empire; expansion of Russia and the absorption of Turko-Muslims; modernization movements among the Turks; the emergence of modern Turkey; Soviets and Central Asian society; the collapse of the USSR and the emergence of modern nationalism in Central Asia; China and the New 'Great Game.' Spring semester. Andrew 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 Hess

DHP D270: SINO-U.S. RELATIONS SINCE 1900

To understand better the entangled complexities of the contemporary Sino-U.S. relationship, this course will consider conflicting cultural impulses and enduring historical patterns that have dominated US interactions with China since the start of the twentieth century. While the focus remains Sino-US relations, an underlying aim of the course is to cultivate a capacity to think critically about both U.S. and Chinese foreign policies by considering fundamental principles of international relations and diplomatic practice. Although some overlap with topics addressed in P270 is inevitable, the emphasis in this course is different—highlighting the dynamics of the bilateral relationship. Fall semester. Alan Wachman

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

The history of U.S. foreign relations from the colonial period and the American Revolution to the entry of the United States into the First World War. The rise of a group of small former British colonies-become-sovereign national republic to the novel status of a "world power," with attention to the internal dynamics of this remarkable transformation as well as to its external causes. The evolution of the major initial foreign policies of the United States—Non-entanglement, the Monroe Doctrine, the Open Door, and Dollar Diplomacy—and the relationships of those policies to westward expansion, post-Civil War reconstruction, and industrialization and urbanization. The national debate following the Spanish-American War

over "imperialism." Theodore Roosevelt, Woodrow Wilson, and their contrasting views of America's power, interests, and purpose. Fall semester. Alan 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. American responses to the Bolshevik Revolution, European fascism, and Japanese imperial aggression. Franklin D. Roosevelt, U.S. entry into the Second World War, the "unconditional surrender" commitment, and the major wartime conferences. The postwar "revolution" in U.S. foreign policy—the Truman Doctrine, Marshall Plan, and NATO. The "long peace" of the Cold War and American responses to crises in East Asia, Eastern Europe, the Middle East, and the Caribbean area. The Vietnam war, the diplomacy of détente, human rights, the North-South Dialogue, nuclear arms control, the opening to China, conflicts in the Gulf, the "new world order," the Yugoslav imbroglio, the "clash of civilizations," the "global war on terror," war in Afghanistan, the Arab Spring, and the question of America's future global engagement. Spring semester. Alan 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 relations 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? Not offered 2011–2012. Daniel Drezner

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

World War I and its settlement shaped the modern Middle East. The end of the Ottoman Empire and the emergence of successor states in search of internal ideology and regional influence have characterized the region to this day. This course addresses both the Middle East and the broader topic of struggle and survival during cataclysmic events such as a world war. It is a research-based class in which students will learn how to better research conflict and how to develop a thematic approach to the study of conflict given the many perspectives of those affected by it. The course will also discuss the ways in which a conflict can transform a region. Not offered 2011–2012. 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 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 Pfaltzgraff

DHP P201: COMPARATIVE POLITICS

The course will examine the main concepts and arguments in comparative politics and cover debates over such topics as the making of state power and the determinants of state-building and social change; the balance between states, societies and economies; the role of culture, institutions and development in state-building; and the role of external actors and international environment in sociopolitical change. The course relies on a theoretical overview but also draw on historical evidence and case studies. The course will provide students with an understanding of the main ideas and debates in comparative politics and also provide them with an analytical framework for examining global politics. Spring semester. Vali Nasr

DHP P202: LEADERSHIP IN PUBLIC AND PRIVATE SECTOR ORGANIZATIONS

Leadership involves guiding individuals in public and private sector organizations who make decisions about complex problems. In examining the theory and practice of leadership, this seminar considers: how leadership is defined, competing models for evaluating leadership, and why certain leadership styles succeed while others fail. To evaluate diverse leaders and leadership styles, we use a series of case studies drawn globally from government and business: presidents and prime ministers (wartime and peacetime), revolutionary leaders (business and politics), and CEOs of major high technology and multinational corporations. This course helps students think critically

and systematically about leadership and challenges facing modern leaders. Fall semester. William Martel

P203: ANALYTIC FRAMEWORKS FOR 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 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 policymaking 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 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 2011–2012. William Martel

DHP P208: GEOGRAPHY, FOREIGN POLICY, AND WORLD ORDER

Napoleon asserted that “the policy of a state lies in its geography.” Arguably, world order itself—the formal structure of any well-functioning international system—depends on its conformity with underlying geographical realities. In contrast with the often static “control” orientation of politics, geography, along with oceanography and meteorology, and related natural-social processes can be highly dynamic. Course subjects include: boundaries and the partitioning of territory; human migration and rural and urban settlement patterns, including formation of megacities; selection of the sites of political capitals and the venues for diplomatic meetings; “classical” theories of geographical determinism and possibilism and the concepts of contemporary geopolitical and geostrategic thought; the technical methods and subtle suasions of cartography, Geographic Information Systems, and policymakers’ “mental maps.” Not offered 2011–2012. Alan Henrikson

DHP P209: INTERNATIONAL NGOS: ETHICS AND MANAGEMENT PRACTICE

The course will look at key ethical frameworks for individual action within international development and humanitarian agencies. This course will confront students with ethical dilemmas and challenge them to reflect on the moral and ethical ideas underpinning today’s changing world. In turning to international NGO management practice students are asked to develop their own NGO, using the skills learned. This course will introduce students to such essential skills such as strategic planning, advocacy, the media, human resource management, fundraising, budgets, evaluation and reading financial statements. Spring semester. John Hammock

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. Daniel Drezner and H. Zeynep Bulutgil

DHP P212M: SOCIAL NETWORKS IN ORGANIZATIONS

The recent roles played by social media in the successful resistance movements in Tunisia and Egypt has fueled an equally 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, short 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 Tunnard

DHP P216: RESILIENCE AUDITS IN INTERNATIONAL HUMANITARIAN POLICY AND PUBLIC HEALTH

The course draws on emergent interdisciplinary and intersectoral policy applications of resilience research in disaster mitigation and vulnerability reduction with specific reference to public health. Participants will engage

in hands-on research projects involving investigation and analysis of the historical, epidemiological, political, economic and socio-cultural dimensions of community and institutional resilience in the aftermath of disasters ranging from earthquakes, hurricanes, and ‘complex humanitarian emergencies’ associated with armed conflict and forced migration. This course is focused on issues of human security and global health with significant content on sub-Saharan Africa, South Asia and South America without excluding other disaster-prone regions of the world. Not offered 2011–2012. Astier Almedom

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 2007/8 financial crisis, the rise of the BRIC economies, the future of the dollar, and the future of global economic governance. Fall semester – Daniel Drezner; Spring semester – Katrina Burgess.

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. Part One examines alternative conceptions of development and how they have informed policies in developed and developing countries since the 1950s. Part Two analyzes alternative development trajectories among nation-states with an emphasis on the role of the state in promoting or retarding development. Part Three examines recent initiatives to promote more participatory, bottom-up approaches to development and poverty reduction. Fall semester. Katrina Burgess

DHP P222: DEVELOPMENT AID

This course provides an overview of the operational and professional world of development. It covers policy and operational debates in the development enterprise. It is cutting-edge and operationally relevant. Students will

understand what practitioners think and worry about. They will not learn technical knowledge in education, health, infrastructure, etc. – they will learn about cross cutting issues that appear in all fields of development. This class also covers some macro background issues related to development assistance—the factors behind why and how it is given. Fall semester. Peter Uvin and 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. Spring semester. Consuelo Cruz

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. Miguel Basáñez

DHP P225M: ADVANCED SEMINAR IN PROJECT EVALUATION AND LEARNING

Evaluation concepts underpin the majority of techniques to ascertain results in social change programming. Not only are agency staff currently expected to be conversant in evaluation; increasingly evaluation skills and tools are part of

their daily responsibilities. At the same time, the international community struggles to learn in a systematic and efficient manner, with the glaring gap between evaluation and learning being one reason why. This course is for all students who wish to work in international development and peacebuilding who have taken P228 or have received instructor permission to enroll in this course. One-half credit. Not offered 2011–2012. Instructor to be announced.

DHP P226M: CORRUPTION, CONFLICT AND PEACEBUILDING

Despite the increasing attention placed on corruption by the international community, the nuances of corruption in a conflict or post-conflict environment have received scant attention. The goal of this class is to look at the intersection of conflict, corruption and peacebuilding as a cutting-edge issue in post-conflict statebuilding. The course objectives are: achieve a solid grounding in the basics of the corruption literature; review current approaches to anti-corruption measures at the policy and practice level; understand how corruption and anticorruption concepts apply to conflict environments. The course is intended for students wanting to work on peacebuilding or governance. One-half credit. Not offered 2011–2012. Instructor to be announced.

DHP P227: ADVANCED SEMINAR IN DEVELOPMENT AND CONFLICT RESOLUTION

This seminar is 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 and Rob Wilkinson

DHP P228: DESIGN, MONITORING AND EVALUATION FOR INTERNATIONAL DEVELOPMENT AND PEACEBUILDING

This course will explore core components of the program cycle, starting with social change theories that underpin program design and finish with strategies for learning at the project, institutional and field levels. The core concepts

of design, monitoring and evaluation (DME) will be applied primarily to international development and peacebuilding programming. Though a uniquely practical course, this class will also engage in organizational and donor government policy issues. Not offered 2011–2012. Instructor to be announced.

DHP P229: DEVELOPMENT AND HUMAN RIGHTS

Until recently, development and human rights practitioners lived in splendid isolation from each other. This has now changed, and development practitioners give a more central role to human rights in their work. This course analyzes the tools, the policies and the programs, and the lessons learned so far. How do we re-conceptualize development work in terms of human rights? What do we concretely do differently as a result? Are there any insights from scholarship that can guide us? Open to students who have completed L210 or with permission of the instructors. Fall semester. Robert Wilkinson and Peter Uvin

DHP P231: INTERNATIONAL COMMUNICATION

The course covers policy issues of international communication with an emphasis on the implications for politics, democracy, security, and international relations. Students also study communication industries and their structure, and the resulting implications. Topics covered include freedom of speech, global media and international journalism, public diplomacy, propaganda, the role of media in democracies and totalitarian states, media influence on foreign policy, digital divide, intellectual property, privacy and ownership of information, convergence, malware and security, media coverage of political conflict, competition, and the role of communication in economic development. Fall semester. Carolyn 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 E211m or the equivalent. Not offered 2011–2012. Carolyn Gideon

DHP P237: GLOBAL MEDIA AND INTERNATIONAL CONFLICT

This course considers the role of media in political, military and economic conflict around the globe. The course begins with a survey of international media institutions. Next we review the literatures on media bias and framing. The remainder of the course consists of a series of case studies on regional and topical issues in international affairs. Class discussions will probe the legal, economic and social constraints under which the media operate, and the context in which the public consumes media output. We will also discuss what responsibility journalists bear as actors in the political system. Fall semester. Shawn O'Donnell

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 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/US war in Vietnam. Spring semester. Richard 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; problems of controlling technology transfer; the fissile material production problem; cooperative security; compliance, verification, and on-site inspection; missile defense; negotiating strategies, styles, objectives, asymmetries, and techniques. Spring semester. Robert Pfaltzgraff

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 course 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. Open to students who have completed P240 or with permission of the instructor. Fall semester. Richard 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 create enabling environments for terrorist group activities; the unique and growing threat of WMD terrorism; and the means by

which governments (especially liberal democratic states) have responded to contemporary forms of terrorism. Students will examine current and classic research on terrorism, and explore many of the research puzzles that remain unanswered. Finally, the course will analyze these critical issues within the context of policies 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 crises and from earlier crises; theories of crisis prevention, 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. The course includes a major weekend crisis simulation exercise with outside participants from the official policy community. Fall semester. Robert Pfaltzgraff

DHP P247: CIVIL-MILITARY RELATIONS IN POST-CONFLICT ENVIRONMENTS

This course is concerned with cooperation in the post conflict environment—examining what is a “whole of government” approach. Recently, post conflict environments have entered a grey area that is neither war nor peace. Simultaneous efforts involve kinetic activity, wider peacekeeping, peace building and state building. This course will analyze some of the theoretical literature across these areas, and probe how international interveners, both civil and military, deal with such complex environments. The course will bring experts to analyze COIN doctrine, and to help examine several cases—probably Iraq and Afghanistan to illustrate the difficulties of civ-mil planning and cooperation. Prior to taking this course, students should have taken a course in security studies, negotiation or law. Spring semester. Antonia Chayes

DHP P248: TECHNOLOGY AND INTERNATIONAL SECURITY

Technology is integral to all facets of human interaction and shapes virtually all functions of governments and private sector organizations. This course examines how technology is radically reshaping security as commerce and government are globalized. It develops frameworks for evaluating how defense and commercial technologies influence international security, examines how these have shaped security historically, and evaluates the impact of modern technological developments in the areas of information, including the internet and cyber, communications, and space, among others. This course encourages students to think analytically and critically about how technology and innovation are altering the foundations of international security. Spring semester. William 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. Charles Chester

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 2011–2012. William Moomaw and 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. Spring semester. William Moomaw

DHP P254: CLIMATE CHANGE POLICY

This course examines how governments can and might respond to the challenges and opportunities posed by the complex problem of global climate change. We begin with a study of the latest scientific understanding of the problem. Then, the technological options, the economic dimensions, the role of the private sector, and the domestic and international politics related to addressing climate change are explored. The policies of the major emitting countries are analyzed and compared. The international climate negotiations are analyzed. Policy tools are assessed against different criteria. The course will introduce and strengthen multidisciplinary policy analysis skills. Fall semester. Kelly Sims Gallagher

DHP P255: INTERNATIONAL ENERGY POLICY

Energy fundamentally affects every facet of human society including living conditions, mobility, and prosperity. It is at the heart of some of the most intractable problems affecting the environment, national security, and economic development. Resolution of such challenges hinges often on how energy is used or managed. The International Energy Policy course maps key ways in which these issues differ among countries, exploring basic differences between industrialized and industrializing countries. The policies of major energy consumers and producers are also compared. Topics such as the geopolitics of oil and gas, decarbonizing transitions, energy markets, climate change, public health, and international energy–technology cooperation and competition are covered. Spring semester. Kathleen Araújo

DHP P256: INNOVATION FOR SUSTAINABLE PROSPERITY

Technological innovation is the main source of economic growth and improvements in productivity, and a key lever for catalyzing development, reducing environmental harm, improving human health and well-being, and enhancing national security. We explore 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, managing risks, technology and global change, actors and institutions, private vs. public, education, cross-country measurement, competitiveness, technology transfer, learning and “catch-up,” IPR, and leap-frogging. International case studies will be examined. No science or engineering background required. Not offered 2011–2012. Kelly Sims Gallagher

DHP P257: CORPORATE MANAGEMENT OF ENVIRONMENTAL ISSUES

This objective of this course is to examine environmental issues from the point of view of large corporations. Topics include: strategy and organization; staffing for environment; health and safety; accountability for environmental performance; ethics; corporate environmental policies; pollution prevention; management tools; accident response; companies and non-governmental organizations; response to laws and regulations; international issues; environmental accounting; corporate social responsibility; and voluntary codes of conduct. Note: This course is cross-listed as CEE/UEP 265. 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 produc-

tion, transportation and building energy conservation. Spring semester.

Maria Flytzani-Stephanopolous

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 2011–2012. 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. The rise of Islamist activism has been central to this development. This course will examine the role that Islamism plays in politics in Muslim countries; trace the origins and development of its formative ideas; introduce the key forces that represent it; and analyze its development and conception of politics and international relations. The course is interested in providing students

with a firm understanding of what Islamism is but how to analyze it in the context of global politics. Spring semester. Vali Nasr

DHP P264: IRAN IN GLOBAL POLITICS

This course provides a basis for understanding the political, economic and security dimensions of Iran’s role in World politics. It was a frontline state during the cold war before it became the home to a major Islamic revolution that changed the face of the Muslim world. Iran’s role in international politics since then has an important determinant of stability in the Middle East. As the only Islamic state produced by an Islamist revolution Iran experienced a unique path to development, experimenting with political, religious and economic reforms, which is consequential for the future of the Muslim world. This course will seek to explain the making of Iran’s politics and provide students with the basis to analyze its role in global politics. Fall semester. Vali Nasr

DHP P266M1–2: 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 first part of the course will discuss issues of political economy, with a special focus on political and economic Islam, the question of oil, globalization and governance, and the impact of recent revolts in the Arab world. The second part will deal with more practical business matters. The course will stress the commonalities and diversity of the Islamic world and will include lectures, discussions and case studies. For MIB students this course is one of the regional course options. Spring—two modular sections: P266m01 (English) and P266m02 (Arabic). Each modular course one-half credit. Ibrahim Warde

DHP P270: FOREIGN RELATIONS OF THE PEOPLE’S REPUBLIC OF CHINA

Beginning with a review of PRC foreign relations since 1949, this course will emphasize the PRC’s efforts to enhance its prosperity and security in interactions with other states. An underlying aim of the course is to dispel myths about China by cultivating a capacity to think critically about its foreign policies as reflections of fundamental principles of international relations and diplomatic practice. Although some overlap with

topics addressed in D270 is inevitable, the emphasis in this course is different—highlighting the PRC’s relations with its neighbors and Beijing’s efforts to promote its interests abroad. Not offered 2011–2012. Alan Wachman

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 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 P283: NATO IN THE BALANCE: 21ST CENTURY TRANSATLANTIC RELATIONS

As NATO embarks upon the revision of its Strategic Concept, and confronts the high stakes of the Afghan conflict, this course aims to analyze the shifting drivers and contexts that underpin current bilateral, U.S.-EU, and NATO-EU relations. Adopting a multidisciplinary approach, while also combining grand strategy with ground-level case studies, the course will examine historical and cultural contexts of 21st-century Transatlantic relations;

security doctrines and vital interests; evolving bilateral relations between the U.S. and European countries or regions (France, U.K., Germany, East-Central Europe); and instances of actual U.S.-EU and NATO-EU security cooperation (Brussels, Balkans, Afghanistan). Fall semester. Erwan Lagadec

DHP P285: SOUTH-EASTERN EUROPE IN THE WORLD ECONOMY

This course analyzes the transition of the economies of South-eastern 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 South Eastern European countries. Spring semester. Michalis Psalidopoulos

DHP P286M1-2: EUROPE IN THE ECONOMIC CRISIS

This course will examine cultural, political, and socio-economic contexts that frame national and EU-wide responses to the ongoing economic crisis in Europe. Beyond financial systems, the crisis has impacted national economic models and social compacts (social security, immigration, political legitimacy), and the effectiveness of the EU framework at the supranational level. The current crisis thus constitutes a litmus test for the sustainability of European socio-political models, and a watershed in their evolution. Case studies will include France, the UK, Germany, Central Europe, Ireland, Iceland, Greece, Portugal, Spain, and the European Union as such. This course is offered (identically) in both English and French sections. For MIB students this course is one of the regional options. Spring semester – two modular sections: P286m01 (English) and P286m02 (French). Each modular course one-half credit. Spring semester. Erwan Lagadec

DHP P290: MIGRATION AND TRANSNATIONALISM IN LATIN AMERICA

This course examines 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 course examines how democratization and market reform have interacted to reshape the state and society in Latin America. Part One reviews the major changes that have occurred in the region's political regimes, with an emphasis on Argentina, Brazil, Mexico, Bolivia, El Salvador, Guatemala, Colombia, Peru, and Venezuela. Part Two addresses how trends in representation, accountability, decentralization, and participation have affected the quality of democracy in the region. Part Three examines the causes and implications of the rise of the political left in Brazil, Argentina, Uruguay, Chile, Bolivia, Ecuador, Peru, and Venezuela. Spring semester. Katrina Burgess

DHP P293M: TEMAS ACTUALES EN AMÉRICA LATINA

Este seminario se trata de varios temas económicos y políticos que tienen vigencia en la América Latina de hoy. La primera parte se dedica a una discusión comparativa de los retos más relevantes en la región. En la segunda parte, nos enfocaremos en temas actuales en varios países individuales. One-half credit. Not offered 2011–2012. Katrina Burgess

DHP P294M1-2: POLITICAL ECONOMY AND BUSINESS CONTEXT OF LATIN AMERICA

Survey of the structural economic and business context of Latin America and the policies that shape it. Consists of thirteen largely institutional and microeconomic topics such as labor markets, social security regimes, regional free trade, taxation and industrial policy, with the controversial role of the state

at issue throughout. A high level of student participation is required. Prior command of microeconomics very helpful, but not required. This course is offered (identically) in both English and Spanish sections. For MIB students this course is one of the regional options. Spring semester – two modular sections: P294m01 (English) and P294m02 (Spanish). Each modular course one-half credit. Lawrence Krohn

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 US 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 attending at two lectures, the internship and a paper 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. 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. Deborah Menegotto

EIB E211M: MICROECONOMICS

This half-semester course develops and applies the analytical tools that economists use to address questions about price determination, individuals' and firms' choices, effects of government policies on market outcomes and efficiency. The course's focus will be on: basic theory of consumer behavior; production and costs; partial equilibrium analysis of competitive markets; general equilibrium; welfare. Open to students who have completed E210m. One-half credit. Fall semester. Deborah Menegotto

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, mul-

ticollinearity, heteroskedasticity and autocorrelation. Pre-requisites include familiarity with (1) basic probability and statistics (B205), and (2) basic concepts of functions and derivative (E210m or an introductory calculus course). Fall semester – Jenny C. Aker; Spring semester – Julie Schaffner

EIB E215M: EMPIRICAL TOPICS IN GLOBALIZATION

This six-week modular 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 2011–2012. Michael Klein

EIB E216M: GLOBAL MACROECONOMICS

Combines the standard macroeconomics curriculum with an introduction to the macro side of the international economics curriculum. The assumption dictating the choice of topics is that students, once employed, will have a daily need to understand global macroeconomic events, foresee the evolution of macro variables and apply this knowledge to professional (and perhaps personal) decision-making. Theoretical exposition is rendered more concrete through case studies drawn from around the globe. The “data watch” component of each unit ensures students' familiarity with the actual global indicators encountered in the international business and economics media. One-half credit. Fall semester. Lawrence Krohn

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. Spring 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 taken E211m. Spring semester. Carsten Kowalczyk

EIB E221: ADVANCED SEMINAR ON 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 taken 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. Lawrence Krohn

EIB E232M: ECONOMIC GROWTH

Economic growth has been, and continues to be, one of the central concerns of economics. Long-run economic growth is one of the best ways to bring people out of poverty. Some formerly poor countries, like South Korea, have had impressive growth performance and, consequently, a significant increase in its citizen's living standards. Other countries, notably many in sub-Saharan Africa, have had much less success in

advancing the material welfare of their citizens. This module presents theory and evidence on economic growth and long-run economic performance. One-half credit. Not offered 2011–2012. Michael 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. The ultimate goal is to give students the theoretical tools, the empirical background, and the familiarity with experience needed to understand the causes and implications of the rapidly changing structure of international capital markets. This module should appeal to students with interests in economic policy, financial and portfolio management, and international business. One-half credit. Not offered 2011–2012. Michael Klein

EIB E240: DEVELOPMENT ECONOMICS: MACROECONOMIC PERSPECTIVES

This course provides an introduction to several central topics in development economics: poverty, equity, long-run economic growth, and short-run management of economic crises. Underlying themes address several broad questions: How best to include the poor in the benefits of economic growth? What are the characteristics, circumstances, and policy choices of successfully growing economies? What is the appropriate role of government in guiding economic development? By combining economic models and case studies, we draw lessons regarding what approaches have worked to alleviate poverty. Open to students who have completed E201 or equivalent. Fall semester. Spring semester. Steven Block

EIB E241: DEVELOPMENT ECONOMICS: POLICY ANALYSIS

This course equips students for rigorous analysis of development policies and programs. During the first half of the semester we adapt basic tools of micro-economic analysis for study of developing country households, farms, firms, markets and institutions, and construct a coherent and broad framework for analyzing development processes, problems and policies. We then set out a systematic approach to policy

analysis and apply it in discussions of targeted transfer programs, agricultural pricing policies, and policies related to infrastructure, education, agricultural technology, microfinance and health. Open to students who have taken or gained equivalency for E201. 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, to develop policy interventions to address those issues and to 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: labor markets, including health and education; rural factor markets, including land and access to credit; access to information and agricultural markets; social networks and risk-sharing schemes; and institutions. Open to students who have completed E211m or an intermediate microeconomic theory course. E213 is strongly recommended. Not offered 2011–2012. Jenny C. Aker

EIB E243: AGRICULTURE AND RURAL DEVELOPMENT IN DEVELOPING COUNTRIES

This course examines a range of issues relating to agriculture and rural development policy in developing countries. Central topics will include: famine and entitlement theory, the role of agriculture in economic growth and poverty alleviation, food price policy analysis (building on producer and consumer theory and marketing policy), the political economy of agricultural policy, biotechnology, the effects of globalization, and the role of the state. Open to students who have completed E201 or its equivalent. Fall semester. Steven Block

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

This module 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 module will apply theories of “public choice” and collective action in explaining development policy outcomes in relevant areas including: the relationship between political and economic liberalization, the

rational delay of economic reform, the effects of history and institutions, income distribution and growth, democratization and growth, and the political economy of state failure. Students are encouraged to have completed E240. One-half credit. Spring semester. Steven Block

EIB E246: ENVIRONMENTAL ECONOMICS

This course seeks to introduce fundamental theory in modern environmental economics and its applications. The first part provides a conceptual framework to analyze externalities; public goods and free riding; valuation of environmental goods; and cost-benefit analysis. The second part covers empirical evidence, with an emphasis on methods and research designs. Topics include air pollution; costs and benefits of environmental regulations; global climate change; water pollution; trade, growth, and environment; and toxic substances such as hazardous waste, radiation, and toxic release. Special emphasis will be paid on the linkage between poverty and environment in developing countries. Open to students who have completed E201 or equivalent. Fall semester. Shinsuke Tanaka

EIB E247: ECONOMIC DEVELOPMENT AND IMPACT EVALUATION

The course will cover econometric impact evaluation theory (causal inference, experimental design and basic statistics) as well as methods for measuring the impact of development programs using a variety of econometric techniques, including randomization, difference-in-differences, regression discontinuity, and propensity score matching. The curriculum will combine theory and practice, with problem sets and case studies drawn from the international development literature. The primary objectives of the course are to provide participants with the skills to: 1) understand the value and practice of impact evaluation within development economics; 2) design and implement impact evaluations; and 3) act as critical consumers of impact evaluations. Fall semester. Jenny C. Aker

EIB E248: EMPIRICAL TOPICS IN HUMAN CAPITAL

This course will focus on the economic aspects of improvements in human capital. We will investigate the evidence on the relationship between education and the earnings of an individual. We will also look at macroeconomic questions of human capital and ask the

question if differences in human capital can explain cross-country differences in standards of living or how, if at all it affects economic growth. Whenever appropriate, the underlying theories about human capital will be presented to build a foundation for the understanding of the material. Open to students who have E201 or equivalent as well as background coursework in statistics (e.g. B205, B206 or E213 which may be taken concurrently). Not offered 2011–2012. Instructor to be announced.

EIB E250: ECONOMIC PROBLEMS OF LATIN AMERICA

Focuses on the reasons for Latin America's failure to realize its economic potential in terms of economic growth and stability over the past two decades. Emphasis placed on macroeconomic policies and their responsibility for the region's crises. Perspective is decidedly economic, but sight is never lost of ways in which political institutions shape economic policy and national well-being. Each problem is illustrated with cases drawn from recent history. Unifying theme is that of inefficiency, i.e., how poorly conceived institutions and policies lead to deadweight economic losses. Prior mastery of basic macroeconomics essential; microeconomics and familiarity with the region helpful, but not required. Spring semester. Lawrence Krohn

EIB E254: THE POLITICAL ECONOMY OF CHINA

This course provides a political economy perspective on China's economic rise and integration with the world economy, with particular emphasis on the reform period beginning in 1980. Topics covered in the course include the reform process, the role of institutions, corporate governance reform, trade and foreign direct investment, science and technology, regional and income disparities, the environment, and the changing role of China's political institutions in the country's emerging capitalist system. Where appropriate the course uses basic tools of economic analysis to analyze the conditions that are shaping China's economic performance, including the principal sources of sustainable, long-run growth. Students are expected to actively participate in class. Not offered 2011–2012. Instructor to be announced.

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 & 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 & acquisitions and LBOs... and the funding/financing decisions to be coordinated with those investment decisions. Special attention is given the cost of capital and valuing stocks, bonds, convertible and preferred. Fall semester. Laurent 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 course work 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 taken 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 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 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 understanding 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 Weiss.

EIB B210: GOVERNMENTAL AND NON-PROFIT ACCOUNTING

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 Weiss

EIB B211: INTRODUCTION TO VENTURING

The mission adopted for the Introduction to Venturing (ITV) course is to prepare students to start and nurture their own businesses. The ITV course seeks to develop the knowledge, skills, and attitudes that will support and enhance entrepreneurial activity. The course will review studies conducted on entrepreneurial ventures. This is followed by looking at the process of opportunistic adaptation. Finally the course focuses on models of evaluating and developing opportunity; securing resources; growing and sustaining the enterprise; and developing skills and attitudes to sustain the enterprise. Not offered 2011–2012. Amar Bhidé

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 case based course

also has several guest experts and (in lieu of in-class lectures) extensive pre-class readings. Fall semester. 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 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 Jacque

EIB B225: 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. Spring semester. Patrick Schena

EIB B226M: LARGE INVESTMENT AND INTERNATIONAL PROJECT FINANCE

A case study approach to employing the latest techniques for structuring transactions, including risk mitigation by financial intermediaries. 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. One-half credit. 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 background, the course discusses the political and economic context of the creation and evolution of Islamic institutions. The course also focuses on the underlying principles of Islamic finance and explains 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 FOR FINANCIAL INSTITUTIONS

Risk management has become a field of major importance in finance. The major financial risks are: liquidity risk, interest rate risk, credit risk, and market risk. The innovation came originally from the capital markets where risks are traded using “derivatives”. A second impulse was triggered in the banking industry, when the management of financial risks of banking institutions became a major issue because of the strong pressure of regulatory bodies. Today, risk management in the financial industry has become the center of attention by all. It is a core central function for globally reaching financial organizations, banks, funds, insurance companies, because of the stringent rules

imposed worldwide. One-half credit.
Fall semester. Joel Bessis

EIB B229M: GLOBAL INVESTMENT MANAGEMENT

The objective of this course is to develop the analytical framework & practical skill sets required for managing global portfolios and risk analysis. Topics covered include asset allocation; security selection; portfolio risk management using derivatives; trade execution; portfolio monitoring & rebalancing; and performance evaluation & attribution. The course examines the investment decisions faced by institutional investors as well as private wealth management. The course takes a global approach with asset class, country/currency selections/allocations decisions spanning instruments traded in global financial markets. Pre-requisites: B200 and B221 or a strong finance background. Fall semester. Patrick 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. This course considers both business and corporate strategy, and particular emphasis is given to industry analysis, competitive rivalry, organizational structure, company growth, and different types of diversification. The course is open to all students. E201 and B200 or their equivalent are strongly recommended (and maybe taken concurrently). Not offered 2011–2012.
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. Not offered 2011–2012.
Jonathan Brookfield

EIB B232M: TECHNOLOGY STRATEGY AND INNOVATION IN GLOBAL MARKETS: MANAGING INNOVATION FOR SECURING GLOBAL COMPETITIVE ADVANTAGE

The course will enable students to develop deep understanding of the emerging challenges from the demand/consumption sides for less developed, emerging and developed economies. The module will examine (i) how the emerging technologies (e.g. new materials, bio, opto and info technologies) together could offer more sustainable solutions for future advancement of the global economy and (ii) the role of leaders in business and government as innovators and entrepreneurs have to play, as global issues on energy, ecology, water, health, and materials become more complex and intertwined. One-half credit.
Fall semester. Partha Ghosh

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 course surveys the literature related to privatization, considering both theoretical perspectives and practice. It also explores current issues shaping debates about effective enterprise privatization in a comparative and interdisciplinary manner. The course 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 course with a deep appreciation of the challenges confronting executives and policymakers dealing with changes to the boundary between public and private sector activity across a variety of

different settings. Not offered 2011–2012.
Jonathan Brookfield

EIB B235: MANAGING THE GLOBAL CORPORATION

The course will touch on the major elements of directing the global corporation from an overall management perspective. Hence, while the course will touch on financial, human resources, marketing, manufacturing, and other areas, the emphasis will be on the management decisions and issues, rather than on the detailed technical aspects of each area. The course will focus largely on international management issues. It will draw on examples of issues, particularly from the technology, financial services and consumer products industries. Selected guest experts will also participate in the lectures. Fall semester.
G. Richard Thoman

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

This course will prepare students with conceptual frameworks and practical approaches to addressing strategy and innovation questions such as: What constitutes, sustains or disrupts competitive advantage for multi-national enterprises? How does the international context create distinctively different sources of competitive advantage? If innovation involves new market spaces, then in what ways does the rise of emerging markets change the opportunities for innovation and its influence on the strategic choice for such enterprises? The course progresses in four phases. The first phase lays the foundations of strategy and then subsequent phases build on it by considering strategy in a 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 four projects, or twenty students, being accepted. 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 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. Dominique Heau

EIB B239M: CORPORATE GOVERNANCE IN INTERNATIONAL BUSINESS AND FINANCE

This module explores business, financial and legal issues affecting corporate governance and management of risk, both in industrialized and developing countries. Students will examine the nature of the corporation, management roles and board responsibility, the role of regulatory authorities, as well as corporate culture, corporate social responsibility, and capital market development. The course will focus on policy implications, including wide-spread efforts to effect corporate governance reforms and set standards in the wake of corporate scandals and systemic risk. Also listed as L239m. One-half credit. Spring semester. S. Donald Gonson

EIB B241: MICROFINANCE AND INCLUSIVE COMMERCE

Microfinance once meant small loans delivered through groups to micro entrepreneurs. Today, microfinance has become robust. It includes loans, savings, insurance and the complex and emergent ways of delivering these services. This course explores the development environment that inspired early microfinance interventions and concludes with the breakthroughs in inclusive business approaches such as microfranchising. The course assumes no financial background but requires that students master financial skills during the semester as a prerequisite to understanding the issues discussed. Spring semester. Kim Wilson

EIB B242: COLLOQUIUM: MICROFINANCE AND INCLUSIVE MARKETS

This course 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, and 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. 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 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 2011–2012. Bernard 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 Simonin

EIB B263M: MARKETING MANAGEMENT

The course addresses the managerial, organizational, ethical, societal, environmental, and global dimensions of marketing decision making. The course offers a structured approach to marketing problems via an integrated framework (“The Big Picture”) that captures how key marketing concepts interrelate to produce (or fail to produce) a cogent marketing plan. 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 prac-

tice; and to provide you with a forum for formulating, presenting, and defending your own marketing ideas and recommendations. Note: Students having taken or planning to take B260 are not eligible to enroll in this course. One-half credit. Spring semester. Bernard 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 Simonin and 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. Fall semester. Nathalie Laidler-Kylander

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 course looks at business groups in 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 course is to put Asian business groups in their historical, polit-

ical, and economic context, and then examine current conditions in an effort to give some insight into future trends. One-half credit. Not offered 2011–2012. Jonathan Brookfield

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). The class will be taught in English. For MIB students this course is one of the regional course options. One-half credit. Not offered 2011–2012. 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: FAST COMPANIES: HOW THE WORLD'S BEST INDUSTRIAL COMPANIES—BOTH MULTINATIONAL AND EMERGING MARKET-BASED—MANAGE, OPERATE AND COMPETE TODAY

A management-oriented, case study-based course on how companies develop strategy and compete in global industrial businesses. The core topics are: the creation and exercise of competitive advantage in manufacturing businesses; management of supply chains; globalization of production operations and R & D activities; innovation of new products and processes; identifying and serving needs of different global customer groups; and building modern network-based businesses. Competition between established global multinationals and emerging market-based companies is highlighted, and macro competitive trends between developed and developing economies are

examined and projected. One-half credit. Spring 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. Fall semester. Bruce Everett

EIB B291M: INTERNATIONAL LEADERSHIP

The requirement for effective leadership is paramount in today's environment of international challenge and opportunity. Regardless of one's intended career, informed decision-making, cultural-acumen, talent-development, and effective project/process leadership are closely allied with success. This course seeks to deliver concrete, actionable tools to address the issues facing global leaders in today's business, political, and NGO realms. Sessions will unfold within a guided workshop format. Lessons will be relevant, focusing on events and phenomena occurring in the world around us. Fenced by group engagement and active participation, we will encounter simulations, discussions, exercises, case work, and short topical briefings. One-half credit. Spring semester. Fred Harburg

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 and two electives. 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 2011–2012.

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 B226m	Large Investment and International Project Finance
EIB B228m	Risk Management for Financial Institutions
EIB B229m	Global Investment Management

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

EIB B225	Corporate Finance and Banking: A Comparative East Asian Perspective
EIB B227	Islamic Finance and Banking
[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 B231] International Business Strategy and Operations
Or

*EIB B212 Starting New Ventures

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

EIB B209m	Managerial Accounting
[EIB B211]	Introduction to Venturing
EIB B232m	Technology Strategy and Innovation in Global Markets
[EIB B234]	Strategic Management in Privatizing and Deregulating Industries
EIB B235	Managing the Global Corporation
EIB B237	Field Studies in Global Consulting
EIB B281m	Fast Companies

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

ILO L237m	Mergers and Acquisitions: An International Perspective
ILO L239m	Corporate Governance in International Business and Finance
DHP P212m	Social Networks and Organizations
EIB B220	Global Financial Services
EIB B239m	Corporate Governance in International Business and Finance
EIB B265	Entrepreneurial Marketing—Building a Winning Business Plan
[EIB B270m]	Module on 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 B262	Marketing Research and Analysis
[EIB B211]	Introduction to Venturing
EIB B212	Starting New Ventures
EIB B237	Field Studies in Global Consulting
[EIB B261]	Advanced Topics in International Marketing
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 P212m	Social Networks and Organizations
[DHP P225m]	Advanced Seminar on Evaluation and Learning
[DHP P228]	Evaluation of Peacebuilding and International Development
++EIB B210	Governmental and Non-Profit Accounting
++DHP P209	International NGOs: Ethics and Management Practice
EIB B209m	Managerial Accounting
[EIB B211]	Introduction to Venturing
EIB B212	Starting New Ventures
[EIB B234]	Strategic Management in Privatizing and Deregulating Industries
EIB B237	Field Studies in Global Consulting
EIB B241	Microfinance and Inclusive Commerce
EIB B242	Colloquium: Microfinance And Inclusive Markets
EIB B264	Strategic Marketing for Nonprofit Organizations

FIELDS OF STUDY

KEY

- * This course is required for constitution of the field.
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- [] Bracketed courses are those not offered 2011–2012.

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 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 L217]	Health and Human Rights
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
ILO L264m	Non-Proliferation Law and Institutions
ILO L270m	Legal Research, Writing and Oral Advocacy is included in the Public International Law Field

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 L210	International Human Rights Law
ILO L211	Current Issues in Human Rights
ILO L213	International Criminal Justice
[ILO L217]	Human Rights and Health
*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
ILO L264m	Non-Proliferation Law and Institutions
DHP D200	Diplomacy: History, Theory, and Practice
DHP P203	Analytic Frameworks for Public Policy Decisions
DHP P209	International NGOs: Ethics and Management Practice

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 relations between or among states. The concerns of international economic and business law relate to the international economy, and involve sales of goods, 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 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 L237m	Mergers and Acquisitions: An International Perspective
ILO L239m	Corporate Governance in International Business and Finance
ILO L240	Legal and Institutional Aspects of International Trade
[ILO L243]	International Legal Aspects of Globalization
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 L239m	Corporate Governance in International Business and Finance
*ILO L250	Law and Development
ILO L251	Comparative Legal Systems
[ILO L252]	Rule of Law in Post Conflict Societies
EIB B239m	Corporate Governance in International Business and Finance

EIB E240	Development Economics: Macroeconomic Perspective
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 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 D204	U.S. Public Diplomacy
DHP D270	Sino-U.S. Relations since 1900
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

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 D270	Sino-U.S. Relations Since 1900
++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 P270]	Foreign Relations of the People's Republic of China
DHP P274	The Politics of the Korean Peninsula: Foreign and Inter-Korean Relations
DHP P275	North Korean State and Society

KEY

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- + Any one of these courses may be used as the second required course in the field.
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SOUTHWEST ASIA AND ISLAMIC CIVILIZATION

Southwest Asia and Islamic Civilization provides students with conceptual skills that will assist them in interpreting current events taking place in what was the core region of Islamic Civilization. Thus the regional focus on 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, Politics
++DHP D263	The Arabs and their Neighbors
DHP D264	History of the Turks and the International Politics of Eurasia
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
DHP P264	Iran in Global Politics

INTERNATIONAL INFORMATION AND COMMUNICATION

International information and communication is a critical component of international relations and diplomacy and at the heart of how people of different nations perceive each other. The study of international information and communication is interdisciplinary by its nature, and the curriculum at Fletcher emphasizes the policy perspective, while also providing a strong analytic, and business background. In addition to learning about the role of international information and communication in diplomacy and international relations, students will learn about the industry, policy, and technology forces that both enable and constrain different forms

of communication. These include issues of governance, regulation, industry structure, equity, and technology policy. They will also become familiar with many theoretical frameworks and analytic techniques commonly used in the study of these areas. The curriculum is designed to provide students with a strong background to confront the new policy and business challenges they will encounter in their careers from an informed analytic perspective.

ILO L230	International Business Transactions
ILO L239m	Corporate Governance in International Business and Finance
DHP D204	U.S. Public Diplomacy
DHP P203	Analytic Frameworks for Public Policy Decisions
DHP P212m	Social Networks and Organizations
*DHP P231	International Communication
[DHP P232]	Communications Policy Analysis and Modeling
DHP P237	Global Media and International Conflict
DHP P248	Technology and International Security
EIB B239m	Corporate Governance in International Business and Finance

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

EIB E210m	Quantitative Methods Module
EIB E211m	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 courses from the list below.

ILO L224	Peace Operations
*DHP D220	Processes of International Negotiation
[DHP D221m]	International Mediation
DHP D221	International Mediation
◇ DHP D223	Conflict Resolution Theory
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 P226m]	Corruption, Conflict and Peacebuilding
DHP P227	Advanced Seminar in Development and Conflict Resolution
DHP P247	Civil-Military Relations in Post-Conflict Environments
[DHP P251]	International Environmental Negotiations

◇ Ph.D. 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.

Core Requirements for the Field:

EIB E201	Introduction to Economic Theory
EIB E210m	Quantitative Methods Module
EIB E211m	Microeconomics

Field Specific Required Core Course:

EIB E220	International Trade and Investment
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Elective courses:

[EIB E203]	Contemporary World Economic Issues
ILO L240	Legal and Institutional Aspects of International Trade
[EIB E215m]	Empirical Topics in Globalization
EIB E221	Advanced Seminar on International Trade and Investment

Special Note: See important note at end of Fields of Study Section.

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; the appropriate exchange rate regime, a question recently addressed in the move towards a single European currency; the causes and consequences of large trade deficits, an issue that is currently facing the United States; and the appropriate role of international institutions like the IMF. Courses in this field offer both theory that provides students with frameworks for understanding issues and presentation of timely policy issues and recent experience that provides a context for the use of economic models.

Core Requirements for the Field:

EIB E201	Introduction to Economic Theory
EIB E210m	Quantitative Methods Module
EIB E211m	Microeconomics
EIB E213	Econometrics

Field Specific Required Core Course:

EIB E230	International Finance
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Elective Courses:

[EIB E203]	Contemporary World Economic Issues
[EIB E215m]	Empirical Topics in Globalization
[EIB E232m]	Economic Growth
[EIB E233m]	Finance, Growth and Business Cycles
EIB E250	Economic Problems of Latin America
EIB E270	History of Financial Turbulence and Crises

Special Note: See important note at end of Fields of Study Section.

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.

Core Requirements for the Field:

E201	Introduction to Economic Theory
E210m	Quantitative Methods Module
E211m	Microeconomics
Or	
E213	Econometrics (in lieu of E210m and E211m)

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 E203]	Contemporary World Economic Issues
[EIB E232m]	Economic Growth
EIB E243	Agriculture and Rural Development in Developing Countries
EIB E244m	The Political Economy of Reform, Growth, and Equity
EIB E247	Econometric Impact Evaluation
EIB E250	Economic Problems of Latin America

Special Note: See important note at end of Fields of Study Section.

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.

ILO L223	International Environmental Law
ILO L240	Legal and Institutional Aspects of International Trade
*DHP P250	Elements of International Environmental Policy
DHP P251	International Environmental Negotiations
DHP P253	Sustainable Development Diplomacy
DHP P254	Climate Change 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 Issues
EIB E240	Development Economics: Macroeconomic Perspective
EIB E243	Agriculture and Rural Development in Developing Countries
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 courses. A second required course for PhD students should be selected from a list that includes P205, D210, and P224.

ILO L212	Nationalism, Self-Determination, and Minority Rights
[DHP D202]	Ethical Reasoning in International Politics
DHP D210	Art and Science of Statecraft
DHP D211	The Politics of Statecraft
*DHP P200	International Relations: Theory and Practice
DHP P201	Comparative Politics
DHP P202	Leadership in Public and Private Sector Organizations
[DHP H204]	Classics in International Relations
DHP P205	Decision Making and Public Policy
[DHP P206]	Foundations of Policy Analysis
DHP P209	International NGOs: Ethics and Management Practice
DHP P224	Cultural 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 courses. A second required course for PhD students should be selected from a list that includes P206, P241, and P245.

International Security Studies courses continued on next page.

International Security Studies courses continued.

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 P240	The Role of Force in International Politics
DHP P241	Policy and Strategy in the Origins, Conduct, and Termination of War
DHP P242	Proliferation—Counter-proliferation 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 in Post-Conflict Environments
DHP P248	Technology and International Security

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 P217	Global Political Economy
++DHP P219	The Political Economy of Development
EIB E244m	The Political Economy of Return, Growth, and Equity
EIB E250	Economic Problems of Latin America
[EIB E254]	The Political Economy of China
[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 2011–2012.

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 nature of humanitarian crises and a critique of the humanitarian aid system.

++DHP D213	Humanitarian Studies in the Field
++DHP D230	Humanitarian Aid in Complex Emergencies
DHP D232	Gender, Culture and Conflict in Humanitarian Complex Emergencies
DHP D235m	Field Research Methods in Humanitarian Settings
DHP D237	Nutrition in Complex Emergencies: Policies, Practice and Decision making
DHP D239m01	Introduction to Forced Migration
DHP D239m02	Critical Issues in 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 2011–2012.

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 D221m]	International Mediation
DHP D223	Conflict Resolution Theory
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 & Conflict in Complex Humanitarian Emergencies
◇ DHP P201	Comparative Politics
DHP P216	Resilience Audits in International Humanitarian Policy and Public Health
DHP P222	Development Aid
++DHP P227	Advanced Seminar in Development and Conflict Resolution
[DHP P228]	Design, Monitoring and Evaluation of Peacebuilding and Development
++DHP P229	Development and Human Rights
EIB E240	Development Economics: Macroeconomic Perspective
EIB E241	Development Economics: Policy Analysis
EIB E247	Econometric Impact Evaluation

◇ 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. Note: MIB students are not permitted to offer International Business Relations Field of Study to satisfy one of their field requirements. Students taking the International Business field are required to complete four courses.

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 L237m	Mergers and Acquisitions: An International Perspective
ILO L239m	Corporate Governance in International Business and Finance
DHP P203	Analytic Frameworks for Public Policy Decisions
DHP P212m	Social Networks and Organizations
[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	Governmental and Non-Profit Accounting
+ [EIB B211]	Introduction to Venturing
+EIB B212	Starting New Ventures
EIB B220	Global Financial Services
+EIB B221	International Financial Management
EIB B225	Corporate Finance and Banking: A Comparative East Asian Perspective
EIB B226m	Large Investment and International Project Finance
EIB B227	Islamic Banking and Finance
EIB B228m	Risk Management in Banking
EIB B229m	Global Investment Management
[EIB B230]	Strategy and Policy for Competitive Advantage
+ [EIB B231]	International Business Strategy and Operations
EIB B232m	Technology Strategy and Innovation in Global Markets
EIB B233	Best (or more plausibly, widely used) Practices

International Business Relations courses continued on next page.

International Business Relations courses continued.

[EIB B234]	Strategic Management in Privatizing and Deregulating Industries
EIB B235	Managing the Global Corporation
EIB B237	Field Studies in Global Consulting
EIB B238m	Strategic Management
EIB B239m	Corporate Governance in International Business and Finance
EIB B241	Microfinance and Inclusive Commerce
EIB B242	Colloquium: Microfinance and Inclusive Commerce
+EIB B260	International Marketing
[[EIB B261]	Advanced Topics in Marketing
EIB B262	Marketing Research and Global Intelligence
EIB B263m	Marketing Management
EIB B264	Strategic Marketing for Non-Profit Organizations
EIB B265	Entrepreneurial Marketing – Building a Winning Business Plan
[EIB B270m]	Asian Business Groups
[EIB B272m]	The Economic and Business Environments of Greater China
EIB B280	The Global Food Business
EIB B284	Petroleum in the Global Economy
EIB B291m	International Leadership

** 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

(International Trade and Commercial Policies, International Monetary Theory and Policy and Development Economics)

All students who wish to concentrate in an economics field need to take 3 economics credits in addition to E201 (if they place out of E201, they need 4 credits to complete the field). Each of the fields has 1 or 2 credits of core requirement courses (the two-module sequence of quantitative methods and microeconomics and/or econometrics), one core course, and 1 elective course. Together, they constitute a minimum package of economics knowledge allowing Fletcher students to use economic tools to reason analytically in their chosen domain.

Students who place out of E210m can continue with the Microeconomics module (E211m); those students will be able to complete the economics field with 3.5 course credits in total. Some students seek to offer both of their fields of study in economics. Mostly, this simply means that they do twice what the students in the previous group do, with these two caveats:

- all students who offer two fields in economics must take E213 econometrics
- students offering two economics fields should finish with 7 economics courses higher than E201. As some of the core requirement courses are the same between the different economics fields, this means that they may be able (and are required) to take more elective courses in one or both of their fields.

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 Fletcher include:

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

INTERNATIONAL FINANCE & 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 write a thesis on a related topic.

STRATEGIC MANAGEMENT & 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 write a thesis on a related topic.

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 social change across borders: 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 social change across borders, and be capable of leading inter-disciplinary 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 the writing of a MALD thesis whose subject matter falls within the realm of human security.

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.

INTERNATIONAL DEVELOPMENT

For students aspiring to careers in international development, the International Development certificate offers a rigorous sequence of three core courses (chosen from four offered) in political and social change in developing countries, developing economics, development theory, and 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**

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 Organization,
- 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 noted below. 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 satisfy the breath requirement by the nature of the structured curriculum. 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 student is required to take two courses from the DHP Division. One of those courses must be one of the following:

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 P217	Global Political Economy
DHP P219	International Political Economy of Development
DHP P240	The Role of Force in International Politics

DIVISION OF INTERNATIONAL LAW AND ORGANIZATION (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 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 can choose from the following list:

EIB E210m	Quantitative Methods and EIB E211m: Microeconomics
EIB E213	Econometrics+
EIB E220	International Trade and Investment
EIB E230	International Finance
EIB E240	Development Economics: Macroeconomic 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
EIB E213	Econometrics+
EIB B262	Marketing Research and Analysis

*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 Requirement and the Economics Requirement. However, students may determine which breadth requirement it will satisfy.

FACULTY BIOGRAPHIES

Jenny C. Aker is an Assistant Professor of Economics at The Fletcher School and Department of Economics at Tufts University. 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 Ph.D. 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.

Astier Almedom is an applied anthropologist and is a cross-school member of faculty: serving as Professor of Practice in Humanitarian Policy and Global Public Health (Fletcher School), and Director of the International Resilience Program (Institute for Global Leadership) with teaching and advising commitments also to the School of Arts & Sciences (graduate and undergraduate). Almedom received a Graduate Student Council award for “Outstanding Contribution to Graduate Education” in the Graduate School of Arts & Sciences. Almedom’s background includes the Henry R. Luce Professorship in Science & Humanitarianism (Tufts University);

Lectureship in Medical Anthropology (London School of Hygiene & Tropical Medicine, University of London), and senior management in the National Health Service (London). She has engaged in fieldwork and research methods training of health and community development workers in East Africa, India and Afghanistan over the past twenty years. Almedom is an old member of Wadham College, Oxford, where she received her B.A. (Hons) and M.A. in human sciences, and D.Phil. in biological anthropology, Oxford University. Almedom recently served a term as an independent Board member of the Geneva-based Humanitarian Accountability Partnership—International; is a sustaining fellow of the Society for Applied Anthropology; Fellow of the Royal Anthropological Institute; and editorial advisory board member of *Waterlines*; and *African Health Sciences*.

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Kate Sadler is Assistant Professor at the Friedman School of Nutrition and Senior Researcher for nutrition in emergencies at the Feinstein International Center. She is a public nutritionist with over 10 years experience in the design, management and evaluation of nutrition interventions in sub Saharan Africa. She completed an M.Sc. in Public Nutrition at the London School of Hygiene & Tropical Medicine in 1997 and went on to work for an Irish INGO as a nutrition field officer in several countries in Africa. Prior to joining Tufts she worked as a technical and research advisor with Valid International, an organization that aims to optimize the impact of humanitarian intervention through advocacy, research and development. With Valid she had a strong research focus, specifically with the aim of improving approaches for the identification and management of children and adults suffering from acute malnutrition

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Jeswald W. Salacuse, Henry J. Braker Professor of Law, served as The Fletcher School Dean for nine years and was previously Dean of the Southern Methodist University Law School. His teaching and research interests include international negotiation, law and development, and international investment law. With a JD from Harvard University, Salacuse has been a lecturer in law at Ahmadu Bello University, Nigeria, a Wall Street lawyer, professor and research director at the National School of Administration, Congo, the Ford Foundation's Middle East advisor on law and development based in Lebanon, and later the Foundation's representative in the Sudan. He has been a visiting professor in the United Kingdom, France, and Spain and held the Fulbright Distinguished Chair in Comparative Law in Italy. Salacuse has served as the Chairman of the Institute of Transnational Arbitration, Chairman of the Board of the Council for International Exchange of Scholars, and the founding President of the Association of Professional Schools of International Affairs (APSA). A consultant to multinational companies, government agencies, international organizations, universities, foundations and foreign governments, he is a member of the Council on Foreign Relations, the American Law Institute, and the executive committee and faculty of the Program on Negotiation at Harvard Law School. He is also lead independent director of several mutual funds, chairman of the India Fund and Asia Tigers Fund, and president and member of international arbitration tribunals of the World Bank's International Centre for Settlement of Investment Disputes. He is the author of twelve books, including *The Law of Investment Treaties*, *Seven Secrets for Negotiating with Government*, *Leading Leaders*, *The Global Negotiator* and; *The Wise Advisor*.

Julie Schaffner is Visiting Associate Professor of International Economics. She is completing a textbook on economic development for Wiley-Blackwell, which emphasizes the practical ways in which economic theory, empirical research and policy analytic thinking contribute to the effective design and comprehensive evaluation of development policies. Her research involves empirical study of developing country labor markets and education policies, and the development of microfinance impact assessment tools. In 2008 she received the James L. Paddock teaching award. Before coming to Fletcher, she was a member of the Economics Department at Stanford University, where she also served as Deputy Director of the Center for Research on Economic Development and Policy Reform. She has consulted for the World Bank and UNESCO. She received her Ph.D. in economics from Yale University.

Patrick J. Schena is Adjunct Assistant Professor of International Business Relations, with a teaching focus in corporate finance. Simultaneous he is principal, investment management services, at Headstrong LLC, a global consultancy. Prior to joining Headstrong, Schena held leadership positions in a number of firms that provide financial, technology, and business consultancy services to the global financial services community. Most recently he was a founding partner and CEO of IX Partners, Ltd, a technology and investment operations servicing firm. Schena's research interests span both corporate finance and private equity and include a strong area focus in Asia. He is an associate in research at the Fairbank Center for Chinese Studies, Harvard University. He holds B.A. and M.A. degrees from Boston College and a MALD and PhD from The Fletcher School, where his dissertation examined the impact of banking relationships in the pricing of Japanese corporate debt.

Jeevan R. Sharma, is Senior Researcher at Feinstein International Center. Prior to joining the Center he worked for Save the Children in the UK as Monitoring and Evaluation Officer

and has worked as a consultant for the Center's Humanitarian Agenda 2015 project. He has a wide range of interest in academic as well as policy research. His current areas of research include: Crises, livelihoods and social transformation; youth, masculinities and violence; migration and mobility; border crossing; politics and practices of aid; and political uses of knowledge. His regional specialization is in South Asia (Nepal, India and Sri Lanka). Sharma has been an associate with Centre for South Asian Studies at the University of Edinburgh since 2007. He has been an adjunct professor of anthropology at Nepa School of Humanities and Social Sciences since February 2010, Kathmandu and a visiting fellow at Social Science Baha, Kathmandu since April 2009. He has authored peer-reviewed articles, opinion articles, reports and evaluations. He has a Ph.D. from the Graduate School of Social and Political Studies at the University of Edinburgh and a M.A. from the Tata Institute of Social Sciences in Mumbai.

Richard H. Shultz, Professor of International Politics is also Director, 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. Shultz recently began a book project titled *Adapting America's Security Paradigm to a New Era*. The research is in collaboration with three Washington based scholars. He is also researching and writing a book on the U.S. Marine Corps' 2004–2007 campaign in Al Anbar Province in Iraq. To do so he has gained access to the oral history collection and other research materials located at the History Division of the U.S. Marine Corps. A new paperback edition of his last book—*Insurgents, Terrorists, and Militias: The Warriors of Contemporary Combat*—was published in September, 2009. Other major publications include *The Secret War against Hanoi*. Shultz's research

interests include U.S. national security policy; regional conflict, armed groups and state disintegration; ethnic and religious violence; internal conflict and war; contemporary; intelligence policy and international terrorism; special operations forces; covert paramilitary operations; and the changing roles and missions of the U.S. armed forces.

Susan Simone is the LLM Program Director and Lecturer in International Legal Research, Writing and Oral Advocacy. She practiced law for nine years and is licensed in New York, Massachusetts and Connecticut. She negotiated and drafted mergers and acquisitions agreements and international finance transactions collateralized by assets located in Europe and South America and has also appeared in bankruptcy cases in the District of Delaware, Southern District of New York and the District of Massachusetts. Susan is a graduate of Cornell Law School with a Specialization in International Legal Affairs, was the winner of the First Year Moot Court Competition and a member of the Jessup Team, becoming the Vice-Chancellor of Internal Moot Court competitions. She was the Lead Symposium Editor of the *Cornell International Law Journal*, on the topic of the International Criminal Court. She also did an externship with the U.S. Attorney's office, Appellate Division, in Portland, Maine.

Bernard L. Simonin is Professor of Marketing and International Business. He holds a Ph.D. 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.

Robert D. Sloane, Visiting Professor of International Law is also Associate Professor of Law at Boston University Law School. He received his B.A., magna cum laude and with Departmental Honors in Philosophy, from Columbia University; a JD from Yale Law School, where he received the Khosla Memorial Fund for Human Dignity Prize; and a diploma from the Hague Academy of International Law. Before joining academia, he practiced international human rights law; clerked for Judges Robert D. Sack and Gerard E. Lynch of the U.S. Court of Appeals for the Second Circuit; and practiced international law at Debevoise & Plimpton, where he helped to litigate the Avena case before the International Court of Justice. Professor Sloane has published widely in diverse fields of international law. In 2008 and again in 2010, he received the American Society of International Law's Francis Lieber Prize for outstanding scholarship in the field of the law of armed conflict by an author under the age of 35. He has been a visiting professor at the University of Michigan Law School (Spring 2010) and at Harvard Law School (Spring 2011), where he held the John Harvey Gregory Lectureship in World Organization. Professor Sloane continues to consult and carry out pro bono work in international law.

Shinsuke Tanaka is Assistant Professor of Economics. He completed his Ph.D. in Economics at Boston University, and earned an M.A. in International and Development Economics at Yale University, and a B.A. in Liberal Arts at Soka University of America. He is interested in development economics with a special focus on global health and environmental economics. He is particularly working on the effect of environmental regulations in China on air pollution and infant mortality; the role of environmental regulations in China in technology innovation and industrial activities; the effect of health infrastructure on child health development in South Africa; and the long-term effect of early childhood health status on educational attainment in South Africa.

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. 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. 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 past board member of Xerox, Fuji Xerox, Daimler Chrysler, Union Bancaire Privee, Club Med, Bankers Trust and a current member of Schneider Electric. He serves on the boards of The Fletcher School, the IMAG Advisory Board, the Americas Society, the Council of the Americas, the French American Foundation, McGill University School of Business, the INSEAD International Council, 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. 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, Ph.D. from Massachusetts Institute of Technology in Food Science & 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 Politicization 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 is a member of the Boards of 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*, and recently completed a 10-year term on the Board of the *American Journal of International Law*. He is a member of the bar of the State of New York. From 1998 to 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 is Adjunct Assistant Professor of International Business and has recently been appointed the Hitachi Fellow for Technology and International Affairs. For many years, he was a Principal at Arthur D. Little (ADL) in their Travel and Technology management consulting practice in Brussels and London. He is a recognized expert on innovation and technology-led change in the international communications, travel, and financial service industries. In addition, Tunnard was a senior member of ADL's Professional Development staff, and he created and/or delivered a full range of skills courses in consulting and related business skills. His consulting background led to a particular interest in research at the nexus of resistance movements, new technologies, and social network analysis, specifically in the roles that social networks and social media can play in building up institutions and civil society in countries that have used them effectively in bringing down long-time democratic dictatorships in Tunisia and Egypt. In addition, he is developing analytical methods to examine public and private social networks and their impact on organizations. Dr. Tunnard holds MA, MALD and PhD degrees from The Fletcher School of Law and Diplomacy, and he received his A.B. from Harvard.

Phil Uhlmann, Adjunct Assistant Professor, 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. 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 and Western Asia, including Armenia where he taught in August 2004. Currently teaches International Finance, Operations of Financial Institutions and International Project / Infrastructure Finance at Bentley University. He has taught at Fletcher since 2003.

Peter Uvin is Academic Dean and Henry J. Leir Professor of International Humanitarian Studies. He has written extensively on development, food, NGO scaling up, and the intersection between human rights, development, and conflict resolution. His area of interest is mainly Africa, and especially Burundi and Rwanda. He has been a frequent consultant to bilateral and multilateral agencies working in Africa on these very same issues. His 1998 book "Aiding Violence: The Development Enterprise in Rwanda"

won the Herskovits Award for the most outstanding book on Africa. In 2006–2007, he received the prestigious Guggenheim Fellowship, which led to his latest book "Life after Violence. A People's History of Burundi." He also wrote a book on "Development and Human Rights."

Alan M. Wachman, Associate Professor of International Politics, teaches and writes about issues arising from China's foreign relations, emphasizing links between diplomatic history and contemporary international security. During the fall (2011), he will teach concurrently as the Distinguished Visiting Professor of Asia-Pacific Studies at the U.S. Naval War College and, during the spring (2012), will be on sabbatical. Wachman is currently engaged in research and writing about Mongolia's national security, the PRC's role in maritime disputes, the moral underpinnings of Chinese foreign policy, and Beijing's effort to influence global governance. He is the author of articles in policy and academic journals and two books: *Why Taiwan: Geostrategic Rationales for China's Territorial Integrity and Taiwan: National Identity and Democratization*. Wachman served in New York as the president of China Institute in America (1995–1997) and was the American Co-Director of the Johns Hopkins University-Nanjing University Center for Chinese and American Studies in the PRC (1993–1995). He has lived in Nanjing, Taipei and Taichung and travels regularly to Asia. Wachman received an A.B. in Fine Arts and an A.M. and a Ph.D. in Government from Harvard University, as well as an MALD from The Fletcher School.

Peter Walker is the Irwin H. Rosenberg Professor of Nutrition and Human Security at the Friedman School of Nutrition 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 10 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 most recent book is *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. His other books include *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. 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 MBA from France's Ecole des Hautes Etudes Commerciales, and an M.A. and a Ph.D. in Political Science from the University of California, Berkeley.

Patrick Webb is Dean for Academic Affairs and Alexander MacFarlane Professor of Public Policy at the Friedman School of Nutrition Science and Policy. He worked for six years in the United Nations World Food Programme (WFP), most recently as Chief of Nutrition. At WFP he had global responsibilities for emergency nutrition interventions (including the Asian tsunami response), oversaw maternal and child programs in 30 developing countries, and monitored nutrition trends (including in North Korea). He worked on inter-agency coordination and policy harmonization, including service on the Hunger Task Force of the Millennium Project reporting to UN Secretary General Kofi Annan. Earlier, Webb spent 9 years with the International Food Policy Research Institute, stationed mostly in Ethiopia, Niger, and The Gambia, working with national officials on food and agriculture policy and humanitarian relief. He has researched many aspects of malnutrition, humanitarian practice, and household food security. His co-authored book on *Famine in Africa*, sold out of its first edition and went into a second run. Other publications include 20 book chapters and 50 peer-reviewed journal articles. Webb holds honor professor status at the University of Hohenheim (Stuttgart, Germany) as designated by the Minister for Education of the State of Baden-Württemberg.

Lawrence Weiss, Professor of International Accounting, research focuses on three themes. The first is the reorganization of financially distressed firms. He is a recognized expert on US corporate bankruptcy, and has testified before the US 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 40 publications, has been cited over 500 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 Development, Human Rights and Conflict Resolution at The Fletcher School and an independent consultant. He has worked for 16 years in the fields of conflict resolution, development and human rights. As a consultant with PricewaterhouseCoopers, he was responsible for setting up their first office in Burundi, and currently leads the team that runs their 8-year, \$30 million dollar Security Sector Reform Program. Previously, he spent six years with the Department for International Development (DFID), as the Head of the Policy and Research Division Cabinet, Senior Conflict Adviser, and as a consultant in the Great Lakes region of Africa. He has held senior staff positions in Oxfam, and the UN, and consulted for several agencies, including Save the Children, the Red Cross and UNICEF. Field postings include Nicaragua, Laos, Angola, Rwanda, DRC, Uganda and Kenya. Wilkinson is a member of the UK International Advisory Board of experts for the Center of Security Sector Management (CSSM). He holds a Diploma in International Human Rights Law, from the University of Geneva, a Masters Degree from Stanford University, and a Bachelor's Degree from the Massachusetts Institute of Technology (MIT). He also holds a certificate in Senior Organizational Management from the Ashridge Business School in London.

Kim Wilson, Lecturer in Microfinance and Human Security, began her interest in microfinance early in her career as she as a specialist in early stage financing for franchiseable companies. She entered the microfinance field, a promising blend of social impact and commercial sustainability, in its infancy. She started out as a volunteer, a first step that led her to professional employment as a loan officer, MFI director, investment fund advisor for both non-profit and for-profit micro-

finance 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 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 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.

Helen Young is a Research Director at the Feinstein International Center at Tufts University and a professor at the Friedman School of Nutrition Science and Policy. She is Director of the FIC Darfur Program ‘Livelihoods, Vulnerability and Choice,’ which combines action research, capacity development and institutional change in partnership with local universities, government and civil society groups and a wide range of international organizations. This work has influenced humanitarian, recovery and peace-building policies and programs. Her professional career started in 1985 in Sudan, and she continued to work in Africa in public nutrition and food security for Oxfam GB, UNHCR, the World Bank, FAO and others in Africa. In 2002 she developed the new Sphere Minimum Standards on food security and in 2004 she directed a series of cross-university field studies in Darfur and Libya, which laid the foundations for the current Tufts Darfur livelihoods program. Young is also Co-Editor of the journal *Disasters: The Journal of Disaster Studies, Policy and Management* (1998–present) and is author of a wide range of books and publications. She holds a Ph.D. from the Council for National Academy Awards, Bournemouth University, UK and a B.Sc. from Oxford Polytechnic.

EMERITUS FACULTY

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MPA (Harvard University); LLD, Ambassador and Career Minister, Retired, Dean Emeritus

John R. Galvin

M.A. (Columbia University), Dean Emeritus H. Field Haviland, Jr. Ph.D. (Harvard University), Professor Emeritus of International Politics

Alfred P. Rubin

B.A. and LLB (Columbia University); Mlitt (University of Cambridge), Distinguished Professor Emeritus of International Law

Arpad von Lazar

Ph.D. (University of North Carolina), Professor Emeritus of International Politics

ACADEMIC CALENDAR

FALL 2011 SEMESTER

AUGUST

- 14 Mon MIB Pre-session begins and runs through August 26
- 30 Mon Mandatory orientation week activities begin

SEPTEMBER

- 2 Fri Equivalency exams administered in morning for E201, E210m and B205/B206
- 5 Mon Labor Day – University Holiday
- 6 Tue
 - Registration material pick up for returning students in the Registrar’s office
 - “Shopping Day” for all once a week courses, new courses, and courses taught by new and adjunct faculty members
- 7 Wed
 - Classes begin
 - First day for cross-registration for non-Fletcher students
- 9 Fri Convocation
- 14 Wed On-line course enrollment closes at 12 noon
- 16 Fri Last day cross-registration petitions are accepted for non-Fletcher students

OCTOBER

- 1 Sat First written language exam
- 7 Fri
 - Last day of the drop period
 - Deadline for completion of all November 2011 degree requirements
- 10 Mon
 - Columbus Day Observed – University Holiday – No Classes
- 14 Fri MALD and MIB theses (or an approved extension) are due in the Registrar’s Office (for those planning on graduating in February 2012)
- 24 Mon 1st half of the term ends
- 25 Tues 2nd half of term begins

NOVEMBER

- 11 Thur Veteran’s Day Observed – University Holiday – No classes
- 23 Wed Thanksgiving recess begins at the end of classes
- 28 Mon Thanksgiving recess ends. Classes resume

DECEMBER

- 12 Mon Last day of classes for the fall 2011 term
- 13 Tue Reading day
- 14 Wed Reading day
- 15 Thur In class and self-scheduled final examinations begin
- 21 Wed Final examinations end

SPRING 2012 SEMESTER**JANUARY**

3	Tue	Fall 2011 grades due by 12:00 noon
6	Fri	Deadline for completion of all February 2012 degree requirements
11–13	Wed–Fri	Orientation for incoming January students
12	Thur	Equivalency exams administered in morning for E201, E210m, E216m, and B205/B206
13	Fri	NYC Career Trip
16	Mon	Martin Luther King, Jr. Day Observed – University Holiday – No classes
17	Tue	<ul style="list-style-type: none"> • Registration material pick up for returning students in the Registrar’s office • “Shopping Day” for all once a week courses, new courses, and courses taught by new and adjunct faculty members
18	Wed	<ul style="list-style-type: none"> • Classes begin • First day for cross-registration for non-Fletcher students
25	Wed	On-line course enrollment ends at 12:00 noon
27	Fri	Last day for cross-registration petitions to be accepted for non-Fletcher students

FEBRUARY

10	Fri	Second written language examination
15	Wed	MALD and MIB theses (or an approved extension) are due in the Registrar’s Office (for those graduating in May 2012)
17	Fri	<ul style="list-style-type: none"> • Last day of the Drop period • Deadline for submission of May 2012 degree petitions
20	Mon	President’s Day Observed – University Holiday – No classes
23	Thur	Washington DC career trip – No classes
24	Fri	Washington DC career trip – No classes

MARCH


6	Tue	1st half of the term ends
7	Wed	2nd half of term begins
16	Fri	Spring break begins at the end of classes
26	Mon	Spring break ends. Classes resume
31	Sat	Third and final written language examination

APRIL

16	Mon	Patriot’s Day – University Holiday – No classes
30	Mon	<ul style="list-style-type: none"> • Last day of classes for the Spring 2012 term • Other than Spring 2012 grades, DEADLINE for completion of ALL DEGREE REQUIREMENTS including grades from prior terms, MA oral examinations, thesis reports and foreign language requirements

MAY

1	Tue	Reading day
2	Wed	Reading day
3	Thur	Final examinations begin
9	Wed	Final examinations end
19	Sat	Class day
20	Sun	Commencement



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