THE FLETCHER BULLETIN
This Bulletin contains descriptions for courses offered at The Fletcher School for the 2014-2015 academic year only; however, they are typical of the courses offered every year. Biographies are also provided for our faculty, both those who have full-time appointments and those with part-time appointments. These associated faculty are appointed each year to add additional breadth and depth to our curricular offerings. In addition to the courses offered at Fletcher, students are eligible to cross-register in other graduate schools/departments of Tufts University and Harvard. It should be noted that students may be denied admission to another school’s course due to restrictions in class size or other school policy. Enrolled students should contact the Registrar of The Fletcher School for policies and procedures. Course requirements for our fields of study are detailed on pages 22-31. The Fletcher School reserves the right to change, at any time, any of the information provided in this Bulletin, including adding and dropping courses. Changes will be announced and posted by the Registrar of The Fletcher School at the beginning of each semester.
COURSE DESCRIPTIONS

DIVISION OF INTERNATIONAL LAW AND ORGANIZATIONS

ILO L200: THE INTERNATIONAL LEGAL ORDER
This introductory course deals with structural aspects of the international legal system, including the jurisprudence of international law and differing cultural and philosophical perspectives; the history of the international legal system; customary international law; treaty law; statehood and recognition; the United Nations and international organizations; and the relationship of the international legal system to domestic legal systems, using the United States as a primary example. Fall semester. Michael J. Glennon

ILO L201: PUBLIC INTERNATIONAL LAW
This course will offer an introduction to the international legal system’s principal subfields, including international dispute resolution, the law of state responsibility, the use of force and counter-terrorism, the law of war, international criminal law, human rights, and jurisdiction and immunities. Time permitting, we may also cover selected issues in arms control, international environmental law, and international economic law. We will also explore how these subfields relate to domestic law, focusing on the U.S. legal system as the primary example. Open to students who have completed L200 or equivalent. Spring semester. Michael J. Glennon

ILO L203: INTERNATIONAL LAW IN INTERNATIONAL RELATIONS
Structured as a workshop for the presentation of scholarly work, this seminar will examine the reasons why states and individuals turn to international law, and the impact of international law on international conflict and cooperation. After three introductory sessions in which we develop a base of understanding of the nature, causes and effects of international law, the subsequent eight meetings will focus on presentations by guest scholars of their current work in various areas of international law. Students will engage with the scholars’ presentations, both in writing and in discussion, and will prepare their own research papers for discussion during the last two meetings of the seminar. Students should have a basic background in international law prior to taking this seminar. Fall semester. Nancy F. Hite; Joel P. Trachtman

ILO L209: INTERNATIONAL TREATY BEHAVIOR: A PERSPECTIVE ON GLOBALIZATION
This seminar examines treaty behavior over a broad spectrum of subject areas—including security, environment, trade, and human rights. Approaches to international agreements affect economic, security, and foreign policy in this interdependent world. The seminar examines IL and IR theories of compliance. It explores exceptionalism in treaty behavior—American and other nations. A simulation will familiarize students with the process of treaty negotiation and drafting. The seminar offers students the opportunity to do research in depth on one or more treaties, or the behavior of a given nation or group of nations under several treaties. Prior law courses helpful but not required. Spring semester. Antonia Chayes

ILO L210: INTERNATIONAL HUMAN RIGHTS LAW
An introductory survey of international human rights law and procedures, including detailed examination of global, regional, and national institutions to protect human rights. The course traces the development of contemporary concepts of human rights, including issues of universality, whether or not certain categories of rights have priority over others, and the means of creating and enforcing human rights law. The role of non-governmental organizations in fact-finding and publicizing human rights violations is also addressed. Fall semester. Hurst Hannum

ILO L211: CURRENT ISSUES IN HUMAN RIGHTS
This seminar analyzes in greater depth a limited number of issues that are of contemporary interest in the field of international human rights law. While specific topics vary, those addressed in recent years have included equality and non-discrimination; democracy; economic and social rights; business and human rights; and humanitarian intervention. The seminar requires a substantial research paper that analyzes a human rights issue in depth, the topic to be determined in consultation with the instructor. Open to students who have completed L210 or equivalent. Spring semester. Hurst Hannum

ILO L212: NATIONALISM, SELF-DETERMINATION AND MINORITY RIGHTS
This seminar explores the evolution of the concepts of self-determination and minority rights from the nineteenth century to the present. The focus is on changing legal norms, including interpretation of the principle of self-determination by the League of Nations and United Nations; protection of the rights of ethnic, religious, and linguistic minorities; and the articulation of the rights of indigenous peoples. The seminar requires a substantial research paper that analyzes a contemporary situation in which these issues are significant. Open to students who have completed L200, L210 or equivalent. Fall semester. Hurst Hannum

ILO L213: INTERNATIONAL CRIMINAL JUSTICE
Demands for accountability for mass atrocities have triggered the development of international criminal justice, which has become a significant phenomenon in international relations. This course reviews mandates and operations of contemporary international and hybrid courts, including the International Criminal Court, the UN tribunals for Rwanda and the former Yugoslavia, and
the special courts, such as the ones in Cambodia or Lebanon. It considers how they confront impunity for war crimes, crimes against humanity and genocide, by trying individual leaders, including heads of state. It analyzes the tension between state sovereignty and international criminal justice, and how the latter is challenged for being selective. Spring semester. Cecile Aptel

ILO L214: TRANSITIONAL JUSTICE
This seminar considers the range of processes and mechanisms available to ensure accountability for large-scale human rights violations and achieve reconciliation, including criminal justice, truth and reconciliation commissions, and mechanisms which incorporate local custom, such as gacaca in Rwanda. It reviews some of the philosophico-political and political considerations pertaining to the challenge of reconciliation in these contexts. Spring semester. Cecile Aptel

ILO L216: INTERNATIONAL HUMANITARIAN LAW
This seminar offers an introduction to international humanitarian law, the body of law regulating armed conflicts. It retraces its evolution, focusing on efforts to mitigate human suffering in war and on the protection of civilians. It considers the challenges posed to the application of IHL by the changing nature of armed conflicts. The topics discussed include: the principles underpinning IHL, the definition and types of armed conflicts, the distinction between combatants and civilians, the regulation of private military and security companies, humanitarian action during armed conflict, the use of child-soldiers, rape as a ‘weapon of war,’ and other war crimes. Spring semester. Cecile Aptel

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 crosscutting institutional issues, the bulk of the course is devoted to the substantive work of IOs in three principal areas: peace and security, human rights, and engagement with non-state actors. It concludes by considering reform of IOs from the perspective of the ‘democratic deficit.’ The format of the course is primarily lectures and structured discussion. Fall semester. Gian Luca Burci, Ian Johnstone

ILO L221: ACTORS IN GLOBAL GOVERNANCE
This seminar is designed to explore in a comparative mode various actors in global governance: global organizations, regional organizations, groupings of states, non-governmental organizations, private sector actors, and networks. The first part of the seminar is devoted to theoretical, institutional, and legal issues. Each student then develops and presents to the class an outline for a ‘Reform Report’ on an institution of their choice, taking stock of its performance and offering a vision for the future. Based on feedback from the class, constituted as the ‘senior management group’ of the institution, the report is finalized and submitted as the major assignment for the course. Not offered 2014-2015. 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 interrelationship between international legal process and domestic law; and the negotiation, conclusion, and implementation of international environmental agreements. Fall semester. David A. Wirth

ILO L224: PEACE OPERATIONS
This course looks at peace operations both as instruments for the management of conflict, and as a lens for understanding major issues in contemporary international affairs. Combining a thematic and case study approach, we consider the law, politics and doctrine of peacekeeping. Select cases are examined to draw out recurring themes and dilemmas, such as sovereignty v. intervention, peace v. justice and the UN v. regional organizations. In addition to lectures and structured discussion, the format of the course includes student presentations and a simulation exercise. Not offered 2014-2015. Ian Johnstone

ILO L225M: GLOBAL HEALTH LAW AND INSTITUTIONS
This course provides a critical overview of the development of global health law and the institutions that manage it, within the context of contemporary international law, as well as the structures and features of global governance. The course will focus on the main issues leading the development of international law and governance in the field of health, such as the role of WHO and other international institutions; the complex interactions of public health concerns with international regimes such as those regulating international trade and investments, human rights, international security, and environmental protection; and what the prospects are for further future developments. One-half credit. Fall semester. Gian Luca Burci

ILO L230: INTERNATIONAL BUSINESS TRANSACTIONS
This course provides an examination of private and public law aspects of international business transactions, including conflicts of law and comparative law issues. It examines the selection of the optimal business format for international operations, including branch, subsidiary, joint venture, technology license and distributorship; international commercial law, including sales contract, and commercial documents; international contracts and dispute resolution issues, including governing law, and choice of forum, force majeure, and treaty issues; and the United States Foreign Corrupt Practices Act. Fall semester. Joel P. Trachtman

ILO L232: INTERNATIONAL INVESTMENT LAW
This seminar examines the laws, policies, and legal institutions influencing cross-border investments, with special emphasis on emerging markets and developing nations. It studies the nature of international investment and multinational investors, the international legal framework for international investment with particular emphasis on rapidly evolving treaty law, such as bilateral investment treaties (BITs), NAFTA, and the Energy Charter Treaty, as well as arbitration and judicial decisions applying them. It also considers national regulatory
frameworks for foreign investment, the contractual and legal mechanisms for structuring, financing, and protecting international investments, and methods for settling investment disputes. Spring semester. Jeswald W. 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 P. 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. We will examine examples of how intellectual property is infringed and various defenses available to an accused infringer. We will also consider how licensing plays a role in intellectual property business development and disputes. From there, the course will examine the impact of various international conventions and treaties on intellectual property rights. Particular attention will be paid to the protection of intellectual property rights in selected legal regimes; and to the competing interests of intellectual property owners in global commercial transactions. The rapid development and widespread adoption of Digital Technology and the Internet pose serious challenges to long accepted doctrines of copyright and trademark law, and these will also be addressed. Fall semester. Tara Clancy; Thomas F. Holt, Jr.

ILO L237: MERGERS AND ACQUISITIONS: AN INTERNATIONAL PERSPECTIVE
This seminar reviews the structuring, negotiation, and implementation of cross-border merger and acquisition transactions, taking into account applicable issues of international law, and national practice. The seminar discusses alternative forms of transaction structure and the underlying tax and legal considerations considered for choosing particular approaches. We will also analyze different forms of acquisition agreements, review the role and application of key transactional concepts, and analyze how they are addressed in the context of specific transactions. We will take the opportunity to review the typical areas of negotiation in the acquisition of private and public companies, and evaluate how those negotiations are affected by international regulatory, legal, and fiscal considerations. The seminar will review trends in deal terms drawing on recent transactions involving North American, European, and Asian companies. Fall semester. John A. Burgess

ILO 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 widespread efforts to produce corporate governance reforms and set standards in the wake of corporate scandals and systemic risk. Also listed as B239m. One-half credit. Spring semester. Jeswald W. Salacuse

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 P. Trachtman

ILO L250: LAW AND DEVELOPMENT
This seminar examines the role of law and legal systems in the economic and social development of developing nations, emerging markets, and countries in transition. It explores how law may both inhibit and foster change and the ways that legal institutions may be organized to achieve national goals. It first considers the nature of law, the nature of development, and the theoretical relationships of law to the development process. It then explores the links between law and development through case studies on land tenure, foreign investment, environment, governance, constitutionalism, corruption, judicial reform, enterprise organization, and the rule of law. Fall semester. Jeswald W. Salacuse

ILO L251: COMPARATIVE LEGAL SYSTEMS
This course covers the two principal legal traditions in the world—the common law and the civil law traditions with exposure to the Islamic tradition and European Union law as well. It is intended for diplomats, international civil servants, business executives, and lawyers. Students will study the historical evolution of the traditions in comparative perspective with emphasis on France and Germany in the civil law and on the United States and the United Kingdom in the common law. The methodology entails study of the underlying legal philosophies of these traditions through analysis of the sources of law, judicial process and judicial review, and through learning constitutional law, contracts, and criminal and civil procedure. Fall 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/restablishment of the justice sec-
Diplomacy and social media, educational exchanges and intercultural dialogues, engagement with non-state actors, and the question of the future of formal diplomacy in a networked global society. Fall semester. Louis Aucouin

ILO L262: FOREIGN RELATIONS AND NATIONAL SECURITY LAW This course deals with the intersection of international law and United States constitutional law, focusing upon the separation of powers doctrine and the allocation of decision-making authority, international law as part of United States law, treaties and other international agreements, the war power and terrorism, the appropriations power, federalism, the role of the courts, and current national security issues. Open to students who have completed L200 or its equivalent, or with permission of the instructor. Enrollment limited to 18 students. Spring semester. Michael J. Glennon

ILO 300-399: INDEPENDENT STUDY Directed reading and research for credit, providing an opportunity for qualified students to pursue the study of particular problems within the discipline of International Law and Organizations under the personal guidance of a member of faculty. The course may be assigned to a Field of Study according to the topic selected. By consent of the professor and petition. ILO 400: READING AND RESEARCH Noncredit directed reading and research in preparation for PhD comprehensive examination or dissertation research and writing on the subjects within this division. By consent of the professor.

DIVISION OF DIPLOMACY, HISTORY, AND POLITICS

DHP D200: DIPLOMACY: HISTORY, THEORY, AND PRACTICE Diplomacy is one of the very constitutive “orders” of the international system, a mainstay of civilization itself. This course examines classical diplomacy and its evolution in the West, the “integration” of regional diplomatic cultures through the League of Nations and United Nations, the establishment of foreign ministries and bilateral embassies, the Vienna Convention on Diplomatic Relations (1961), the professionalization of diplomatic services, “summit” diplomacy and the use of special envoys, diplomatic ceremony and protocol, the nuances of diplomatic language, public

DHP D204: UNITED STATES PUBLIC DIPLOMACY This seminar will be a study in depth of the theory and practice of United States public diplomacy. By means of lectures, readings, class discussion, and research papers, students will explore issues of current relevance, including: public diplomacy’s challenges in dealing with foreign criticism of the United States; terrorism and radicalism issues; structural and management issues including the role of the Pentagon; the role of the private sector; creative uses of modern information technology; and personnel issues. 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 D207: RELIGION AND CONFLICT IN INTERNATIONAL RELATIONS: POLICYMAKING ASSUMPTIONS, ANALYSIS, AND DESIGN This course explores the role of religion in the generation and resolution of conflict in contemporary international relations. Literature on conventional and revisionist approaches to religion in international relations are considered, in order to identify conceptual and theoretical frameworks shaping policy responses to religion in world affairs. Case studies of religion as conflict-generator and conflict-resolver in international relations will consider: empirical evidence versus perceptions of religion as a conflict/peace variable; domestic and transnational religious actors as conflict-generators and peacebuilders; differentiation of religion, other identity factors, and material factors, in conflict and peace; and, religious actors as stakeholders in sustainable peacebuilding. Spring semester. Elizabeth H. Prodromou

DHP D213: INTERNATIONAL HUMANITARIAN RESPONSE This course, run jointly with Harvard and MIT, offers a practical training in the complex issues and skills needed to engage in humanitarian work. Students will gain familiarity with the concepts and standards for humanitarian work and will focus on practical skills, such as rapid public health assessments, GIS mapping, and operational approaches to relations with the military in humanitarian settings. The course includes a separate three-day intensive field simulation of a humanitarian crisis in late April. A $300 one-time fee is charged to cover camping gear hire, food, and other equipment costs. This course is cross-listed with the Friedman School of Nutrition Science and Policy. Spring semester. Daniel G. Maxwell

DHP D216M: SOCIAL NETWORKS IN ORGANIZATIONS – PART ONE The prominent use of social media in recent resistance movements and the tracking of bin Laden have fueled a fast-growing interest in understanding social networks of all types. Participants in this course will examine the evolution of the study of networks and will learn how to analyze an array of social, organizational, and professional networks—including their own. Regular blog postings will demonstrate students’ understanding of the concepts, as well as the power of a ‘networked’ class. The final deliverable will be a debate on the importance and future of both social networks and enabling technologies. One-half credit. Fall semester. Christopher R. Tunnard

DHP D217M: SOCIAL NETWORKS IN ORGANIZATIONS – PART TWO This course, a continuation of D216m, will be a seminar covering how to do a complete Social Network Analysis (SNA) project, from survey and data collection through analysis. Students can choose to do either a stand-alone SNA project, either individually or in groups, or an individual project as part of their MALD/MIB capstone project or doctoral dissertation. Initial sessions will introduce the major concepts and techniques of designing and completing a successful SNA. Subsequent sessions will be shaped by the actual projects themselves, with individuals and teams sharing their progress. Open to students who have completed D216m or a graduate-level course in SNA approved by the instructor. One-half credit. Fall semester. Christopher R. Tunnard

DHP D220: PROCESSES OF INTERNATIONAL NEGOTIATION This course explores the processes, rather than specific substantive issues, of international negotiation. Using exercises and simulations, it examines the nature of conflict in the international arena; the special characteristics of negotiation in the international setting; nego-
DHP D221: INTERNATIONAL MEDIATION
Mediation is located within the broader family of international intervention approaches, as practiced by individuals, international and transnational organizations, small and large states, and in bilateral or multilateral contexts. This seminar focuses on the ways in which mediators in the international arena carry out their third-party roles. Topics to be covered include: gaining entry, developing a strategy, gaining and using leverage, and challenges of multi-party mediation. The seminar relies on detailed, extensive case study analysis to understand how international mediators operate in real-time, complex environments. Open to students who have completed D220 or equivalent. Not offered 2014-2015. Eileen F. Babbitt

DHP D223: THEORIES OF CONFLICT AND CONFLICT RESOLUTION
This course offers an overview of theories of conflict and approaches to conflict resolution. It surveys theories of conflict that originate in various disciplines including sociology, political science, international relations, social psychology, and law. It presents multiple levels of analysis to explain both inter-state and intra-state conflicts. It also reviews approaches that seek to settle and to transform the relationships of disputing parties. This course will provide an in-depth and a critical look at leading theories of conflict and conflict resolution and will explore some of the major theoretical debates in the field. Fall semester. Eileen F. Babbitt; Nadim N. Rouhana

DHP D224: NEGOTIATION AND MEDIATION IN THE ISRAELI-PALESTINIAN CONFLICT: PAST LESSONS AND FUTURE OPPORTUNITIES
This course integrates negotiation and conflict resolution theory, international negotiation and mediation practice, and area studies within the Israeli-Palestinian conflict. Students will serve as active participants in their own learning by examining their ideas with people who have participated in negotiations or mediation in various rounds of the Israeli-Palestinian conflict or senior scholars who have studied this conflict. The first half of the course will explore the Israeli and Palestinian narratives and will review the conflict’s historical developments since 1948. It will also review briefly main concepts and theories of negotiation, mediation, and conflict resolution. The second half relies heavily on high-ranking guest speakers from the U.S., Israel, and the Palestinian territories in an effort to give students formal and informal opportunities to interact with professionals who have had first-hand experience negotiating or mediating in this conflict. Spring semester. Nadim N. Rouhana

DHP D225: CONFLICT RESOLUTION PRACTICE
This seminar focuses on three crucial aspects of conflict resolution practice: conducting a conflict assessment; facilitating discussions and consensus building processes in the context of intergroup conflict; and designing and conducting effective dialogues between contending identity groups. The seminar will emphasize the applied aspects of these processes and will use demonstrations, films, exercises, and guest lecturers. It will culminate with organizing and conducting a problem-solving workshop under the leadership of the instructor. Open to students who have completed D223. Enrollment limited to 25 students. Not offered 2014-2015. Eileen F. Babbitt

DHP D230: HUMANITARIAN ACTION IN COMPLEX EMERGENCIES
This multi-disciplinary course covers a broad range of subjects, including the evolution of the international humanitarian system, the political economy of conflicts and humanitarian aid, analytical and normative frameworks for humanitarian action, and a variety of programmatic topics. By the end of this course you will be aware of the historical, legal, social, political and moral context of both the causes and responses to complex humanitarian emergencies, and have a working knowledge of the principles and standards for performing humanitarian response to complex humanitarian emergencies. This course is cross-listed with the Friedman School of Nutrition Science and Policy. Fall semester. Daniel G. Maxwell

DHP D231: GENDER AND HUMAN SECURITY IN TRANSITIONAL STATES AND SOCIETIES
This course uses gender as a key analytical tool to examine states and societies transitioning from armed conflict or other large-scale social and political upheaval. It explores key gender dimensions of such transitions and their implications for states, societies, and citizens, including those that have moved toward more democratic forms of governance and those that transitioned (or appear to be transitioning) into more authoritarian or fundamentalist regimes. Spring semester. Dyan Mazurana; Elizabeth Stites

DHP D232: GENDER, CULTURE AND CONFLICT IN COMPLEX HUMANITARIAN EMERGENCIES
This course examines situations of armed conflict, civilian experiences of these crises, and the international and national humanitarian and military responses to these situations from a gender perspective and highlights the policy and program implications that this perspective presents. Topics covered include gender analyses of current trends in armed conflict and terrorism, and of the links among war economies, globalization and armed conflict, the manipulation of gender roles to fuel war and violence; gender and livelihoods in the context of crises; masculinities in conflict; sexual and gender-based violations; women’s rights in international humanitarian and human rights law during armed conflict; 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. Fall semester. Dyan Mazurana; Elizabeth Stites

DHP D235: INTRODUCTION TO RESEARCH METHODS
This course is intended for students who are new to research, and is an introduction to designing, conducting and writing up a research project. We begin with identifying your main research question—how it is drawn from and relates to the broader field of scholarship and theory. Then we explore the design of research protocols, how the choice of methods relates to the research question, and the art of data collection and field work. Course objectives are to increase your: (1) understanding of methodologically sound and theoretically relevant field research; (2) skills in conducting...
field work; (3) critical awareness of the ethical and practical problems of field research; (4) ability to evaluate the scientific merits of published materials; and (5) understanding of how research relates to policy and the work of practitioners. Spring semester. Karen Jacobsen

DHP D236: MIGRATION AND GOVERNANCE IN THE GLOBAL SOUTH
Nowhere are the impacts of human mobility more visible than in the global ‘south,’ where movements of people in search of profit, protection, and passage continue to shape political, economic, and social configurations. In an era of globalization and urbanization, such mobility can be simultaneously destabilizing and empowering; challenging socio-economic and political structures in ways resulting in both marginalization and opportunities. This course is designed as an ongoing conversation covering migration dynamics and how we understand how and who controls spaces and the people occupying or moving through them. Fall semester. Loren B. Landau

DHP D237: NUTRITION IN COMPLEX EMERGENCIES: POLICIES, PRACTICE AND DECISION-MAKING
The course will introduce students to the concept of Public Nutrition and examine its central role in complex emergencies. The implications of the Public Nutrition approach for assessment and analysis, policy development, program design and implementation will be examined. This will provide an understanding of; the causes and nutritional outcomes of humanitarian crises and complex emergencies (malnutrition, morbidity and mortality). The course has a field-oriented focus based on a wide range of recent and past food and nutrition crises. The course reviews international response strategies, nutrition programs and relevant policies; and incorporates relevant applied research. The course provides the opportunity for active class participation drawing upon the actual work experience of the students and applying a range of up-to-date case-study materials based on current humanitarian crises. This course is cross-listed with the Friedman School of Nutrition Science and Policy. Not offered 2014-2015. Instructor to be announced.

DHP D239: FORCED MIGRATION
The course is an exploration of how forced displacement, which includes trafficking, and other forms of involuntary migration, relates to the broader spectrum of migration stemming from persecution, development, natural disaster, environmental change, and impoverishment. We begin with an analysis of the root causes of migration, then review the international legal framework, and analyze asylum and refugee policies in different national contexts. The course will explore a range of critical issues including current controversies about climate change and migration, urbanization, trafficking, and new approaches to humanitarian assistance and protection. The course focuses on refugee and IDP movements, but adopts a wider perspective so as to address all kinds of global movements. Spring semester. Karen Jacobsen

DHP 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 C. Hess

DHP D263: THE ARABS AND THEIR NEIGHBORS
With a particular focus on the Arab world and the Levant, this course examines the evolution of nation-states in the Middle East from colonial rule to the present. Themes addressed include the rise of nationalism and pan-Arabism, ideologies of internal unity and regional tensions, Islam as a political force, globalization, reform and radicalism, the current Arab revolts, and the search for new alternatives. Fall semester. Leila Fawaz; Ibrahim Warde

DHP D265: THE GLOBALIZATION OF POLITICS AND CULTURE FOR IRAN, AFGHANISTAN AND PAKISTAN
This course explores the consequences of accelerated technological change in the geopolitically important region of Southwest Asia that includes the modern states and societies of Iran, Afghanistan, and Pakistan. A special effort to understand this region’s problems of transition from pre-modern practices will concentrate attention on the difficulties of building new institutions in radically new contexts. Along with examining changing internal conditions there is parallel need to assess the major impact of foreign involvement in the politics of each of these states and in turn what the overall effect of both large and small scale military actions have had on the attempt to build modern states and societies. Specific topics studied are modern development, ethnic and sectarian violence, modern educational change, social and cultural reaction to radical urbanization, creation of a modern legal system, transfer of modern technology, religious fundamentalism, foreign policies of major state and non-state powers. Fall semester. Andrew C. Hess

DHP D267: THE GLOBALIZATION OF CENTRAL ASIA AND THE CAUCASUS
The course establishes a basis for understanding modern political and cultural changes in Central Asia and the Caucasus. A major effort will be made to describe how the role of external factors in combination with internal conditions framed the problems new leaders had to confront when the Soviet Union collapsed. Special attention will be devoted to the place of ethnic and sectarian violence and the root causes of such conflict. Other topics studied are: economic development; transfer of modern technology and its environmental impact; ethnic politics; fundamentalism as a response to rapid change; the global politics of oil gas and water; and the new ‘Great Game’ in Central Asia. Spring semester. Andrew C. Hess

DHP D271: INTERNATIONAL RELATIONS OF THE UNITED STATES AND EAST ASIA: 1945 TO THE PRESENT
An examination of the international relations of the United States and East Asia since the end of World War II, principally U.S. interactions with China, Japan, and Korea, and secondarily, with Vietnam and Southeast Asia. Focus on fundamental concepts and realities of international politics governing interactions between the U.S. and East Asian nations, as well as the major geopolitical issues of the day. Study of the continuing patterns of interaction among the U.S. and East Asian states—the dynamics of wars, ideologies, political, economic, and cultural issues. Spring semester. Sung-Yoon Lee
DHP D282M: EUROPE IN THE WORLD
The European Union (EU), to be examined from the “inside” as well as from the outside, is a unique regional organization of global influence, in part because of its attraction to others and its institutional “model.” Having a Single Market, Member States also are gaining “one voice” in international political affairs. The 2009 Lisbon Treaty created inter alia a High Representative for Foreign Affairs and Security Policy and the European External Action Service. The EU is negotiating a Transatlantic Trade and Investment Partnership with the United States, dealing with Russia over Ukraine and energy, and pursu- ing “strategic partnerships” with other major countries including China. One-half credit. Spring semester. Alan K. Henrikson; Achim Ladwig

DHP D283M: U.S.-EUROPEAN RELATIONS SINCE THE FALL OF THE BERLIN WALL
The seminar examines U.S.-European relations since a peaceful revolu- tion brought down the Berlin Wall in November 1989. The seminar looks at various common challenges in the period thereafter and how they were dealt with, both from the U.S. and the European perspective: the unification of Germany, Bosnia and Kosovo, the enlargement of NATO, NATO/Russia, 9/11 and the threat of violent extremism, Afghanistan, Iraq, Iran and nuclear non-proliferation and disarmament, among others. The empha- sis is on practical skills rather than theory. Students will practice to write short memos for political leaders and to give very short oral presentations. One-half credit. Spring semester. Klaus Scharioth

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

DHP H202: MARITIME HISTORY AND GLOBALIZATION
A study of world history over the past 500 years from a salt-water perspec- tive. 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 percep- tions. The format will be lecture, with some discussion. 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 knowl- edge of Thucydides, Kant, or Schelling, citizens and policymakers are unable to place new theoretical propositions into a historical context. This course surveys the history of international rela- tions theory through a close reading of 10-15 classic works in the field. Among the questions that will be addressed: how far has IR theory developed since Thucydides? How closely do theories of international relations mirror the era in which they were written? In what ways are these widely cited works simplified or misstated in the current era? Spring semester. Daniel W. Drezner

DHP H205: THE HISTORIAN’S ART AND CURRENT AFFAIRS
Through case studies, this course aims to give students the historical powers they need as they go out into the world: empathy, detachment, and relentless skepticism. The course examines the origins of World War I and the analogies the war provoked and provokes, as well as the two paradigms that come up when debating whether or not to go to war: the trouble that flowed from appeasing Nazi Germany and Japan in the run up to World War II, and the disastrous Sicilian-embarked by ancient Athens. The tension between these paradigms is explored through studies of war in Korea, Vietnam, and Iraq. The course will also examine how different readings of history can lead to dramati- cally different policies; the U.S., Russia, and China tell Cold War history differ- ently and those differences do much to explain their different world views. Armed with knowledge of the many endings of the Cold War, the course will also compare the revolutions in Europe in 1989, Ukraine’s Orange Revolution, and the Arab Spring. Spring semester. Sulmaan Khan

DHP H261: WAR AND SOCIETY IN THE MIDDLE EAST IN HISTORICAL PERSPECTIVE
One hundred years ago this Fall, the Ottoman Empire deployed for combat one final time. Four years later, the con- tours of the modern Middle East began to take shape. The end of the Ottoman Empire and the emergence of succes- sor states in search of internal ideologies and regional influence have shaped the region to this day. This course addresses the Middle East and the broader topic of struggle and survival during cataclysmic events such as the World War. It is a research-based class in which students will learn how to develop a thematic approach to the study of conflict. This is a cross-listed course with the School of Arts and Sciences - Department of History. Not offered 2014-2015. Leila Fawaz

DHP H270: THE UNITED STATES AND EAST ASIA
An examination of the American experi- ence 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. Not offered 2014-2015. Sung-Yoon Lee

DHP H271: FOREIGN RELATIONS OF MODERN CHINA, 1644 TO THE PRESENT
This course is a survey of China’s foreign relations from the Qing dynasty to the present. Topics include geography, warfare, diplomacy, trade, cultural exchange, and the connections between past and present. Lectures followed by discussion. Fall semester. Sulmaan Khan

DHP P200: INTERNATIONAL RELATIONS: THEORY AND PRACTICE
Traditional, behavioral, and post-behavioral theories of international relations, and the nature of theory in international relations; the role of normative theory; levels of analysis, structure-agent relationships, and concepts of foreign policy behavior and decision making; utopian/neo-liberal and realist/neo-realist theory, and democratic peace theory; theories of power and its management; theories of integration, cooperation, conflict, war, and geopolitical and ecological/environmental relationships; constructivism; systems theory; regime analysis; the relationship between theory and the international system in the early 21st century; traditional and contemporary paradigms of the international system. Not offered 2014-2015. Robert L. Pfaltzgraff, Jr.

DHP P201: COMPARATIVE POLITICS
This course is designed to introduce students to the study of comparative politics. The first two weeks of the course will familiarize students with the type of questions that comparative political scientists tackle and the methodological tools that they employ. This week will also concentrate on issues such as concept formation and theory development. The rest of the course will be structured around key research areas in the field of comparative politics such as state formation, nationalism, constitutional structure of states, origins and persistence of political regimes, emergence of political parties and voting, religion and politics, political culture, and political violence. Spring semester. H. Zeynep Bulutgil

DHP P202: LEADERSHIP IN PUBLIC AND PRIVATE SECTOR ORGANIZATIONS
Leadership involves guiding individuals and public and private sector organizations and making decisions about highly complex problems. This course examines how leadership is defined, theoretical models for evaluating leadership, why certain practical approaches to leadership succeed while others fail, and evaluates various leaders and leadership styles. It draws on case studies of diverse leaders from government and business, including presidents, prime ministers, CEOs of major corporations, governors, and mayors. It helps the student develop frameworks for evaluating leadership styles while thinking systematically about challenges facing contemporary leaders. Spring semester. William C. Martel

DHP P203: ANALYTIC FRAMEWORKS FOR INTERNATIONAL PUBLIC POLICY DECISIONS
Introduction to the basic tools of policy analysis and decision making, providing students with analytic skills to make policy decisions in many types of organizations. The course includes an introduction to public policy objectives, decision making, and the role of analysis. Students then learn powerful analytic decision-making techniques, including decision trees, Bayes theorem, utility theory, prospect theory, game theory, benefit-cost analysis, and tipping models. Case studies are used to learn the policy analysis tools while applying them to real world policy problems. Cases come from developed and developing countries, and cover many different policy fields. No background in economics or statistics is required. Fall semester. Carolyn F. Gideon

DHP P205: DECISION MAKING AND PUBLIC POLICY
The challenge for policymakers in all public and private organizations is to make informed decisions about complex problems. This interdisciplinary course studies how the policymaking process operates, considers domestic and international influence decisions, examines interpretive models for understanding the theory and practice of policymaking, and studies governmental interagency processes. It uses case studies to evaluate the theory and practice of policymaking. Students prepare several policy memorandum on national security and domestic issues, and participate in simulated meetings of the U.S. National Security Council. This course encourages students to think analytically and critically about the theory and practice of policymaking. Spring semester. William C. Martel

DHP P207: GIS FOR INTERNATIONAL APPLICATIONS
This course introduces students to the use of geospatial technologies, data, and analysis focusing on applications in the international context. The course gives primary emphasis to the use of geographic information systems (GIS) for data creation, mapping, and analysis. It will also cover the use of global positioning systems (GPS) for field data collection and mapping; cartography for high quality visualization; and the use of map mash-ups and crowd sourcing in the international arena. Final projects are large-format poster info-graphics. More detailed course information is available at: https://wikis.ui.tufts.edu/confluence/display/GISINT/Home. Enrollment limited to 26 students. Spring semester. Patrick Florance, Barbara Parmenter

DHP P210: RESEARCH DESIGN AND METHODOLOGY
This course covers the basics of research design and methods in political science. The first part of the course is devoted to developing a research question, constructing testable theories, understanding the advantages of quantitative and qualitative methods, and concept formation. The second part of the course focuses on specific research methods (historical analysis, statistical methods, field research, archival research, and experiments) and their relative strengths and weaknesses. The final section of the course addresses the ways in which scholars combine different methods to study political phenomena. Open to PhD students only or with permission of instructor. Fall semester. H. Zeynep Bulutgil

DHP P213: RELIGION AND POLITICS
This course is designed to introduce the students to the study of the relationship between religion and politics. The course will be structured around key research areas in the field such as the conditions under which societies or the institutions that govern them become secularized, the emergence and persistence of the religious-secular divide as a salient political cleavage, the relationship between...
regime type and religion, the potential implications of religious doctrines for public policy and economic outcomes, the causes of religious violence, as well as the historical and contemporary role of religion in the international sphere. Fall semester. H. Zeynep Bulutgil

DHP P214: THE EVOLUTION OF GRAND STRATEGY
As shifts in the global order continue to cascade upon each other, policymakers need to be asking: How do we formulate a grand strategy for managing a world that shows signs of increasing disorder? What principles should govern foreign policy? What choices should societies make? How do we create some order out of the emerging disorder? To better understand these questions, this course explores the problem of strategy. To help scholars and policymakers define more carefully and precisely what they mean by strategy, the course examines the existing scholarly and policy literature on strategy, focusing on the more critical theorists and strategists who have contributed to decisions about problems confronting the state. It encourages the student to think analytically about strategy and to understand how scholars and policymakers tackle the problem of formulating strategies to guide the policies of the state. Not offered 2014-2015. William C. Martel

DHP P216: RESEARCH AND WRITING IN THE GLOBAL POLITICAL ECONOMY
The goal of this seminar is to introduce students to the process of writing research papers on topics in global political economy (GPE). We will examine how domestic and international politics influence the economic relations between states, and vice versa. The course is intended to introduce students to research design and guide them in selecting a capstone research question and methodology. The course objectives are 1) introduce seminal theoretical debates and research approaches in global political economy 2) develop skills in critical reading and writing 3) to apply the logic of the scientific method 4) to have students develop a research proposal that can ultimately be the foundation of their capstone thesis. Not offered 2014-2015. Nancy F. Hite

DHP P217: GLOBAL POLITICAL ECONOMY
What determines the direction, magnitude, governance, and fluctuation of international economic exchange? This course surveys the theories and issue areas of the global political economy, both in the current day and in the past. Different analytical models are presented to explain the variations in economic exchange over time. The issue areas that will be examined include: world trade, monetary orders, global finance, and foreign investment. Current topics that will be covered include: the effects of the 2007-2008 financial crisis, the rise of the BRIC economies, the future of the dollar, and the future of global economic governance. Fall semester. Nancy F. Hite

DHP P218M: SURVEY DESIGN IN COMPARATIVE POLITICAL ECONOMY
Social science surveys are a powerful research tool. When properly designed, implemented and analyzed survey instruments enable us to gain access to valuable information about an identified population and/or social phenomena. The course provides an introduction to survey design that is embedded in study of comparative political economy of developing societies. We will explore issues of survey design, as well as the myriad of challenges faced by researchers in designing valid surveys. The assignments are geared toward helping students develop effective survey instruments for policy and research applications. One-half credit. Not offered 2014-2015. Nancy F. Hite

DHP P219: POLITICAL ECONOMY OF DEVELOPMENT
This class offers a survey of some of the key debates and issues in the political economy of development. First, we examine alternative approaches to development and how they have informed policies in developing countries since the 1950s. Second, we compare different patterns of interaction among the state, political parties, interest groups, and civil society and examine how they have affected development outcomes. Third, we address current topics such as the rise of China and India, new approaches to poverty alleviation, and the impact of global financial crises on developing countries. Spring semester. Katrina Burgess

DHP P220: UNDERSTANDING MASS ATROCITIES
The study and development of policy related to “genocide” and mass atrocities are highly contested in terms of the universe of cases, key definitions, and thresholds of violence that should trigger action. This course provides an overview of the debates by introducing the key concepts, contexts and policies related to mass atrocities. Beginning with the introduction of the term “genocide,” we will explore a range of terminologies and frameworks for defining and explaining mass violence against civilians. Spring semester. Bridget Conley-Zilkic

DHP P222: DEVELOPMENT AID IN PRACTICE
This course provides an overview of the operational and professional world of development. It covers choices, key concepts, and the main tools in the practice of development. There will be a focus on management and leadership challenges that development professionals face, both from the policy and practitioner perspective. Students will not learn technical knowledge in education, health, infrastructure, etc., but they will learn about cross-cutting issues that appear in all fields of development cooperation. Fall semester. Robert Wilkinson

DHP P223M: POLITICAL VIOLENCE
This course provides a theoretical and empirical overview of different types of political violence including interstate wars, civil wars, violence within wars and occupations, mass violence targeting groups (such as genocide and ethnic cleansing), and riots. One-half credit. Spring semester. H. Zeynep Bulutgil

DHP P224: CULTURE, HUMAN VALUES AND DEVELOPMENT
The influence of cultural values, beliefs, and attitudes on the evolution of societies has been shunned by scholars, politicians, and development experts. It is much more common for the experts to cite geographic constraints, insufficient resources, bad policies, or weak institutions. But by avoiding values and culture, they ignore an important part of the explanation why some societies or ethno-religious groups do better than others with respect to democratic governance, social justice, and prosperity. They also ignore the possibility that progress can be accelerated by (1) analyzing cultural strengths and weaknesses, and (2) addressing cultural change as a purposive policy to apply through families, schools, churches, media, leadership, and/or the law. Fall semester; Spring semester. Miguel E. Basáñez
DHP P225M: DESIGN AND MONITORING OF PEACEBUILDING AND DEVELOPMENT PROGRAMMING
The course explores core components of the program cycle, beginning with peacebuilding theories that underpin program design and ending with the development of high-quality indicators for monitoring. The core concepts of design and monitoring will be approached both in international development and peacebuilding programming. This practical course is intended for students who wish to obtain a strong skill set in Design, Monitoring, and Evaluation (DME) and work in peacebuilding or international development. Enrollment limited to 35 students. One-half credit. August Pre-Session. Cheyanne Scharbatke-Church

DHP P226M: EVALUATION OF PEACEBUILDING AND DEVELOPMENT FOR PRACTITIONERS AND DONORS
The course provides an in-depth, practical preparation for those seeking to be practitioners or donors in the final stage of the program cycle: evaluation. The core concepts will be applied primarily to international development and peacebuilding programming. This practical course should be taken by any student wishing to work in the development or peacebuilding field. Open to students who have completed P225m. Note: P226m is a prerequisite for P228m. Enrollment limited to 35 students. One-half credit. January 2015. Cheyanne Scharbatke-Church

DHP P227: ADVANCED DEVELOPMENT AND CONFLICT RESOLUTION
This seminar is an in-depth and cutting-edge discussion of what development and conflict resolution practitioners currently do together on the ground in conflict situations on all continents. It deals with methodologies (conflict analysis, program development, etc.), issue areas (reconciliation, security sector reform, demobilization, disarmament, and reintegration), and context (political economy of peacebuilding, relations with the military). Open to students who have completed D223, P222 or with permission of the instructor. Not offered 2014-2015. Diana Chigas

DHP P228M: ADVANCED EVALUATION AND LEARNING IN INTERNATIONAL ORGANIZATIONS
This advanced module is key for students who wish to develop the full-package of skills and concepts expected of professionals working in development and peacebuilding. At the end of this class, students will have a working knowledge of the key evaluation designs, approaches and tools; the ability to evaluate existing evaluations for adequacy of the design and quality; a clear picture of the link between evaluation and learning; and an overview of the latest strategies and challenges in creating learning organizations. Enrollment limited to 35 students. One-half credit. January 2015. Cheyanne Scharbatke-Church

DHP P229: GOVERNANCE AND INTEREST GROUPS: COMPARATIVE AND INTERNATIONAL PERSPECTIVES
The course focuses on the crucial interface of governance and interests, aiming to explore the role of interest groups in today’s political systems. The course tackles the role of interests in governance in everyday, routine politics, as well as in cases of dramatic political change and upheaval. Interest groups are a major channel through which citizens express their views to decision-makers and impact policy. At the same time, interest groups may often help shape and direct the interest they are supposed to represent. Fall semester. Kostas A. Lavdas

DHP P231: INTERNATIONAL COMMUNICATION
The course covers international communication from three perspectives: its governance, its many-dimensional relationship with governments, and policy issues. Students explore different theories and examples of how different types of communication content and technology interact with sovereignty, politics, security, international relations, culture, and development. The course provides the foundations of this field with a structural approach. Topics covered include freedom of speech, global media and international journalism, public diplomacy, propaganda, media in democracies and totalitarian states, media influence on foreign policy, digital divide, intellectual property, privacy, convergence, security, media and political conflict and economic development. Fall semester. Carolyn F. Gideon

DHP P232: COMMUNICATIONS POLICY ANALYSIS AND MODELING
Students will learn the important political and economic characteristics of communication policy and markets, and will practice using basic analytic tools through case studies and examples from different countries to enhance their understanding of communication policy issues. Students will study the general background and trends in communication policy in different parts of the world. This is followed by in-depth exploration of several issues of telecommunications policy, media policy, and policy issues of the Internet and newer technologies. Open to students who have completed either E201 or E211 or the equivalent. Not offered 2014-2015. Carolyn F. Gideon

DHP P234: THE ARTS OF COMMUNICATION
Today's leaders must have the ability not only to analyze thoughtfully but also to communicate clearly and persuasively. This full semester course is intended to turn you into a significantly more persuasive and effective public speaker—someone who speaks with the ease, confidence, clarity, and modes of persuasion that are critical in today’s corporate, nonprofit, policy, and diplomacy worlds. We will cover a range of speaking scenarios, from podium speeches on values to simulations of a press conference or media interview on camera. The course is intended to help you develop your own personal style by deepening your understanding of the persuasive tools, recommendations, refutations, modes of analysis, and variations in audiences that motivate listeners to turn business, policy and diplomacy ideas into action. The full semester course will take a deeper and wider dive into the world of public speaking relative to the module course, and include sessions on debating, ceremonial speeches, as well as more detailed sessions on facing the camera and press, impromptu speaking, and elevator pitching. Approximately one-half of the course will be devoted to classes that introduce students to strategies of spoken communication and to models of public presentation. The other half will consist of speech delivery sessions in which students will hone their skills in public speaking. Enrollment limited to 30 students. Fall semester; Spring semester. Mihir Mankad

DHP P234M: THE ARTS OF COMMUNICATION
Today's leaders must have the ability not only to analyze thoughtfully but also to communicate clearly and persuasively. This course is intended to turn you into a more persuasive and effective public speaker—someone who speaks with the ease, confidence, clarity, and modes of
persuasion that are critical in today’s corporate, nonprofit, policy, and diplomacy worlds. We will cover a range of speaking scenarios, from podium speeches on values to simulations of a press conference or media interview on camera. The course is intended to help you develop your own personal style by deepening your understanding of the persuasive tools, recommendations, refutations, modes of analysis, and variations in audiences that motivate listeners to turn business, policy and diplomacy ideas into action. Approximately one-half of the course will be devoted to classes that introduce students to strategies of spoken communication and to models of public presentation, including utilizing new media. The other half will consist of speech delivery sessions in which students will hone their skills in public speaking. Enrollment limited to 30 students. One-half credit. Fall semester. Mihir Mankad

DHP P240: THE ROLE OF FORCE IN INTERNATIONAL POLITICS
This core International Security Studies course presents an examination of the role of force as an instrument of statecraft. Topics covered include: 1) military power and the role of force in contemporary world politics; 2) the causes of war and the moral/ethical constraints on armed violence; 3) instruments and purposes of coercion force: military power and strategic non-violent action; 4) national security policy formation and process; 5) the modes and strategies of military power (nuclear, conventional, internal conflict); 6) the structure of the post-Cold War and post-9/11 international security environment. Fall semester. Richard H. Shultz.

DHP P241: POLICY AND STRATEGY IN THE ORIGINS, CONDUCT, AND TERMINATION OF WAR
This course employs case studies to assess enduring principles of war and their role in defending a nation’s interests and objectives. The works of three military strategists and four political theorists are examined to develop an analytical framework for assessing the origins, conduct, and termination of war. This framework is employed to analyze six major historical conflicts: the Peloponnesian War; the Wars of Revolutionary and Napoleonic France; the American Civil War; World War I; World War II; the French-Indo-China War/U.S. war in Vietnam. Spring semester. Richard H. Shultz.

DHP P242: PROLIFERATION-COUNTERPROLIFERATION AND HOMELAND SECURITY ISSUES
The 21st-century proliferation setting: alternative approaches to threat reduction; international negotiations and agreements including the Non-Proliferation Treaty; the International Atomic Energy Agency, the Missile Technology Control Regime, the Chemical Weapons Convention, the Open Skies Treaty, the Biological Weapons Convention, and the Comprehensive Test Ban Treaty; approaches to nonproliferation and counterproliferation; issues of homeland security; coping with the effects of weapons of mass destruction; cyber war; technology transfer; the nuclear fuel cycle; the fissile material problem; cooperative security; compliance, verification, and on-site inspection; missile defense; negotiating strategies, styles, objectives, asymmetries, and techniques. Not offered 2014-2015. Robert L. Pfaltzgraff, Jr.

DHP P243: INTERNAL CONFLICTS AND WAR
Instability, conflict, and irregular warfare within states due to burgeoning challenges posed by armed groups have proliferated in number and importance since the Cold War ended. With the spread of globalization, the technological shrinking of the world and interdependence of states and regions, these internal/transnational conflicts have taken new dimensions with far-reaching consequences. This seminar examines their patterns and evolution. Topics include examination of: the global strategic environment which armed groups exploit; the causes of internal/transnational conflict; types of armed groups, their operational patterns and strategies; and six case studies. Fall semester. Richard H. Shultz.

DHP P244: MODERN TERRORISM AND COUNTERTERRORISM
This course examines the nature of terrorism; the spectrum of terrorist motivations, strategies, and operations; the socio-political, economic and other factors that can enable terrorist group activities; the unique threat of WMD terrorism; and the internal vulnerabilities of terrorist organizations. Students will examine current and classic research on terrorism, and explore many of the puzzles that remain unanswered. Finally, the course will analyze these critical issues within the context of policies and strategies for responding to the threat of terrorism with increasing sophistication and success. Spring semester. James Forest.

DHP P245: CRISIS MANAGEMENT AND COMPLEX EMERGENCIES
Consideration of crisis management in theory and practice, drawing from recent and earlier crises; theories of crisis prevention, deterrence; escalation, de-escalation, termination, and post crisis management; decision making; bargaining and negotiation; the role of third parties; the National Security Act of 1947 and decisional approaches in successive U.S. administrations. Emphasis on theoretical literature, as well as the perspective of actual participants in recent crises and utilization of case studies, including cyber crises. The seminar also includes a major weekend simulation exercise, SIMULEX, with outside participants from the official policy community. Fall semester. Robert L. Pfaltzgraff, Jr.

DHP P247: CIVIL-MILITARY RELATIONS
Although recent conflict environments entered a grey area that is neither war nor peace, the complexity of civil-military relations is not new. In the last two decades, kinetic activity, wider peacekeeping, peace building and state building have been pursued simultaneously. Cyber attacks and targeted killing outside war zones add to the “grey area.” This seminar will analyze how international interveners, both civil and military, deal with such complex environments. Approaches will include themes, such as lack of coordination and planning, negotiation at HQ and in the field among civilian agencies, NGOs, and the military. We will examine cases and themes, as well as theory. Prior to taking this course, students should have taken a course in security studies, negotiation, or international law. Fall semester. Antonia Chayes.

DHP P249: FOUNDATIONS OF INTERNATIONAL CYBERSECURITY
This course examines the complexities of U.S. and international cyber policy and cyber security. Topics include the connection between cyberspace and critical infrastructure, a technical overview of cyber security and cyber attacks, and the states, non-state actors, and state-sponsored groups who operate in cyberspace. It considers the objectives of these actors, which range from hacking police databases to shutting down critical infrastructure. It studies the cyber threat...
to nations and the private sector, as well as citizens and secure government networks. It concludes with an analysis of efforts to apply domestic and international law to cyberspace. This course seeks to foster a deeper understanding of challenges posed by cyberspace to international security. Fall semester. William C. Martel

DHP P250: ENVIRONMENTAL PROBLEM SOLVING
This course examines the role of science in environmental problem solving. It is organized around five case questions of the sort that government ministers must fact to address environmental problems without substantially compromising other aims. We will devote three weeks to each case/theme. The first week will cover the scientific and social-scientific substance of the question, the second week will be devoted to building skills in interpreting scholarly and applied works on complex environmental problems, and the third week will explore the art and science of research methods selection and practice. Students will be evaluated on course participation (30%), problem sets (30%), and a final project (40%). For the final project, student teams will develop policy briefs on an environmental problem of their choice. Fall semester. Avery Cohn

DHP P253: SUSTAINABLE DEVELOPMENT DIPLOMACY
The principle goal of the course is to acquaint students with a thorough understanding of Sustainable Development Diplomacy (SDD) from both a governance and diplomacy viewpoint. By looking at foreign policy through a sustainability and development lens, students will learn of the complexity of the competing claims on natural resources and the role that global natural resources play in national and international security, business relations, and trade policies. The governance and diplomacy lessons are drawn from a range of real-world natural resource policy responses, such as in the field of forests, water, food, and climate change. Fall semester. Mihaela Papa, Patrick Verkooijen

DHP P254: CLIMATE CHANGE AND CLEAN ENERGY POLICY
This course examines how governments respond to the challenges posed by the complex problem of global climate change and how clean energy policies can help countries achieve multiple goals. The latest science, technological developments, economic assessments of costs and opportunities, the role of the media, domestic and international politics, and innovation are all discussed. Policy instruments for climate mitigation, adaptation, and a clean energy economy are introduced and thoroughly analyzed in a comparative way across most of the major-energy consuming countries. In-class exercises including an international negotiation simulation illuminate course themes. The course introduces and strengthens multidisciplinary policy analysis skills. Fall semester. Barbara Kates-Garnick

DHP P255: INTERNATIONAL ENERGY POLICY
Energy affects every dimension of human society and it is crucial for economic prosperity. Energy is at the heart of economic development strategies, national security challenges, and intractable environmental problems. This review course maps how challenges and opportunities differ among countries, exploring basic differences between industrialized and developing countries. The policies of major energy producers and consumers are compared. The focus is on oil and gas, but renewable energy sources are also considered. Topics include: energy and the world economy, the geopolitics of oil and gas, energy markets, energy policy and economic development, climate change, technological change and the future of energy. Spring semester. Barbara Kates-Garnick

DHP P256: INNOVATION FOR SUSTAINABLE PROSPERITY
Innovation is the main source of economic growth and improvements in productivity, is a key lever for catalyzing development, reducing environmental harm, improving human health and well-being, and enhances national security. This seminar explores the nature of technology, theories and “stylized facts” about innovation processes, and how to think about innovation systems. A major focus is policy for innovation. Topics include national innovation systems, management of risks, global change, actors and institutions, social innovation, private vs. public, education, cross-country comparisons, competitiveness, technology transfer and diffusion, learning and “catch-up”, IPR’s, and leapfrogging. Case studies are used to understand each topic. Not offered 2014-2015. Kelly Sims Gallagher

DHP P257: CORPORATE MANAGEMENT OF ENVIRONMENTAL ISSUES
Explores companies’ responses to pressure from stockholders, regulatory agencies, community and non-governmental organizations to exercise greater responsibility toward the environment and an increasing spectrum of social issues. Topics included strategy, staffing and organization, decision making, codes of conduct, resources, program development, product responsibility, corporate environmental policies, pollution prevention, trade associations, accident response, response to laws and regulations, corporate social responsibility, international issues, and foreign operations. Note: This course is cross-listed (UEP 265) with the School of Arts and Sciences - Department of Urban and Environmental Policy and Planning. Fall semester. Ann Rappaport

DHP 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 postcolonial encounter between Muslim and Western societies and politics 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. Not offered 2014-2015. Ayesha Jalal

DHP P261: DEMOCRATIZATION IN THE MIDDLE EAST: THEORY AND PRACTICE
This course focuses on one of the central policymaking challenges in international relations: understanding how countries define and try to build democratic regimes. The course explores democratization in the Middle East by unpacking representative cases from the region to illustrate broader regional patterns. History and geopolitics are emphasized as critical factors in the region’s democratization experience. A review of democracy and democratization literatures is designed to help specify definitional differences for regime types (democratic, authoritarian, hybrid); explore the utility of requisites for building democratic norms and structures; and, consider the relevance of leader-
ship, culture, and institutional design for sustainable democratization. Fall semester. Elizabeth H. Proedomou

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. Fall semester. Ayeesha Jalal

DHP P263: ISLAM AND POLITICS: RELIGION AND POWER IN WORLD AFFAIRS
Islamic ideas and actors play an important part in global politics today. Their impact on political change, international security, and economic and social trends has shaped international relations in recent years. This course will trace the historical evolution of political Islam from both an international relations and a comparative politics perspective. A particular focus will be on the diversity of political Islam and on the religious factor in the “Arab Spring.” The course will also look at the role of other religions in contemporary politics. Fall semester. Ibrahim Warde

DHP P265M: DOING BUSINESS IN INDIA
This course will help students understand key issues in doing business in India, with its markets segmented by income levels, geographical distances, and consumer preferences. This course will prioritize amongst these factors by focusing on how to address these differences and understand the evolutions of the policy environment in India. The discussion will include perspectives of different stakeholders from the government and business sectors in India and abroad; examine the industries/activities considered attractive as potential business options; the requirements or permissions needed for doing business in India; and how the Indian Government is trying to simplify/improve its domestic conditions for doing business. This will help us identify the emerging policy and business environment in India, taking account of the likely constraints in terms of power supply, infrastructure, environment, raw materials and cultural factors. The discussion will focus on the Indian situation while situating it in the global context, because the emerging business situation will depend significantly on the likely trends in the patterns of trade and investment, and new international trade regulations being negotiated bilateral and plurilateral trade negotiations. For MIB students, this course is one of the regional course options. Not offered 2014-2015. Instructor to be announced.

DHP P266M: THE ISLAMIC WORLD
This course aims to explain those aspects of the Islamic world—history, politics, economics, society, legal systems, business practices—that are necessary to conduct business or political negotiations in a number of countries. The course will discuss issues of political economy and business of the Islamic world, with a special focus on Islamic networks, business culture, oil, and issues of globalization and governance. Case studies will focus on specific companies and institutions. From a geographic standpoint, the course will focus primarily on Middle Eastern and Persian Gulf countries, although it will also include countries such as Malaysia and Pakistan. For MIB students, this course is one of the regional course options. One-half credit. Spring semester. Ibrahim Warde

DHP P272: CHINA’S FRONTIERS
This seminar examines the significance of China’s frontiers for Chinese foreign policy, Asian security, and international relations. The course will move geographically, taking students from Vietnam to the South China Sea, by way of the Tibetan plateau, Central Asia, the Mongolian steppe, and the Diaoyu (or Senkaku) islands, to name a few. Students will consider the different forces that come into play in a frontier region, such as ethnicity, trade, boundary disputes, and geography. The course is multidisciplinary: students are encouraged to take advantage of perspectives from history, anthropology, political science, economics, and journalism. Students are expected to produce a 15–30 page research paper. The assignments of an annotated bibliography, a précis, and a rough draft are meant to facilitate the writing process. Spring semester. Sulmaan Khan

DHP P273: THE STRATEGIC DIMENSIONS OF CHINA’S RISE
This course is built around two key questions surrounding China’s rise: How will China rise? Where will this rise take China? To address these two deceptively simple questions, this course relies on the concept of strategy. In the broadest sense, strategy is the relationship between ends and means. For the purposes of this course, strategy is understood as the nexus between a nation’s long-term goals and the various implements of national power—diplomatic, economic, military, and cultural tools—to achieve those objectives. To sharpen the analytical focus, this course focuses primarily on the “hard” dimensions of China’s national power, which encompasses such material factors as geography, resources, economic size, and military power. Spring semester. Toshi Yoshihara

DHP P274: THE POLITICS OF THE KOREAN PENINSULA: FOREIGN AND INTER-KOREAN RELATIONS
An examination of Korea’s modern “evolution” as a state and society. Emphasis on Korea’s modern political history, from the origins and theory of statecraft in traditional Korea to the major geopolitical issues of the present day. Topics include Korea’s relations with the great powers of the North Pacific and the primacy of international relations in the Korean world: from imperialism and Japanese colonialism, partition of the Korean peninsula and the establishment of two separate Koreas, Cold War politics and the Korean War, economic development and political freedom, to inter-Korean relations. Not offered 2014-2015. 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

**DHP P279: CHINA POLITICS**
This seminar covers domestic Chinese politics on center-local relations and state-society relations. Some undergraduate-level knowledge of Chinese politics and recent history is required. Conventional wisdom in the U.S. is that China’s post-Mao authoritarian central government has absolute power over society, exercised through efficient and obedient Party and state structures. This seminar asks students to reconsider this interpretation by examining how center, locality, and society interact and vie for influence in the making and implementation of policy. Not offered 2014-2015. Elizabeth Remick

**DHP P283: EUROPEANIZATION AND THE DOMESTIC IMPACT OF EUROPEAN INTEGRATION**
Addressing the EU’s strengths, as well as its weaknesses and limitations, this course focuses on the domestic impact of EU membership on selected EU member states. The effect of the EU on domestic institutions, processes, political culture, and policies, is examined first at a conceptual level and then through case studies of member states. The dramatic crisis of the Eurozone after 2008 provides a critical case study of the limits of Europeanization. It also encourages us to consider possible scenarios for the future. Spring semester. Kostas A. Lavdas

**DHP P284: THE EU AS AN INTERNATIONAL ACTOR**
The EU claims to possess capabilities for international engagement in a number of missions and operations: peacekeeping missions, joint disarmament operations, humanitarian and rescue tasks, military assistance, conflict prevention, peacekeeping, and post-conflict stabilization. This course provides an exploration of the EU’s capabilities, potential, and limitations as an international actor. An aim of the course is to introduce students to the factors and the conditions associated with the relatively limited role of the EU in international missions and operations and its potential as a ‘normative power.’ Fall semester. Kostas A. Lavdas

**DHP P286: STRATEGIC RIVALRY OR STRATEGIC RESPONSIBILITY: THE UNITED STATES AND RUSSIA IN THE KEY EURO-ATLANTIC AND ASIA-PACIFIC REGIONS**
This seminar will cover the large challenges facing the U.S. and Russia in the two major strategic arenas where both have vital roles to play: the historic Euro-Atlantic region and the rising Asia-Pacific region. Uniquely, it will be taught simultaneously and in real-time to Fletcher students and graduate students at the Moscow State Institute of International Relations (MGIMO), Russia’s oldest and largest professional training program in international affairs. In a period when relations between Russia and the West have deteriorated to their lowest point since the days of the Cold War, the seminar provides students in the two countries an opportunity to interact and collaborate directly with one another in assessing the current state of affairs in U.S.-Russian relations, then moving to a consideration of the key issues that both countries face in these two critical regions, how their policy in one region will or should affect policy in the other region, and what the impact is likely to be on the interests and behavior of the other country. Enrollment limited to 15 students. Fall semester. Robert Legvold

**DHP P287M: POLITICAL ECONOMY AND BUSINESS OF THE EUROPEAN UNION**
Has the European Union (EU) delivered on its promise of a fully integrated economic and political union? How has Europe grown from its modest beginning with the European Coal and Steel Community established in 1951 with only six countries to the European Union which today encompasses 27 countries? Is the Euro crisis undermining the future of the European Union or will it usher the EU in a fiscal union which by necessity requires a closer political union? How does this multifaceted integrative process shape the European business environment? Through class discussion and case studies, this seminar examines the implications of interrelated institutional and structural topics such as financial systems, labor markets, social security regimes, inequality and poverty, foreign direct investment, regional economic integration, privatization, infrastructure, industrial policy, and fiscal federalism, with the controversial role of the state at issue throughout. Analysis often relies on notions of welfare economics, expounded concisely at the outset. Prior command of microeconomics very helpful, but not required. For MIB students, this course is one of the regional options. One-half credit. Spring semester. Laurent L. Jacque

**DHP P290: MIGRATION AND TRANSNATIONALISM IN LATIN AMERICA**
This seminar will examine the implications of international migration, migrant remittances, and transnationalism for development and politics in Latin America. The first section addresses alternative theories of migration and reviews global patterns of migration in both sending and receiving countries. The last two sections focus on the impact of international migration and remittances on economic development and politics in sending countries, primarily in Latin America but with some comparative data from other developing countries. Fall semester. Katrina Burgess

**DHP P293: DEMOCRACY AND STATE REFORM IN LATIN AMERICA**
This seminar examines how democratization and market reform have interacted to reshape the state and society in Latin America. The first part of the course provides an historical overview of these processes in ten Latin American countries: Brazil, Mexico, Argentina, Chile, Peru, Venezuela, Colombia, El Salvador, Bolivia, and Ecuador. The second part of the course addresses the region’s ongoing struggles to deepen democracy in the areas of participation, citizenship, public security, accountability, decentralization, social policy, and civil rights. Spring semester. Katrina Burgess

**DHP P294M: POLITICAL ECONOMY AND BUSINESS CONTEXT OF LATIN AMERICA**
Examination of the economic and business environment of Latin America and the policies that shape it. Consists of interrelated institutional and structural topics such as financial systems, labor markets, social security regimes, inequality and poverty, foreign direct investment, regional economic integration, privatization, infrastructure, industrial policy, and fiscal federalism, with the controversial role of the state at issue throughout. Analysis often relies on notions of welfare economics, expounded concisely at the outset. Prior command of microeconomics very helpful, but not required. For MIB students, this course is one of the regional options. Complements macro-oriented E250. One-half credit. Spring semester. Lawrence Krohn
DHP P296: AUTHORITARIANISM IN COMPARATIVE PERSPECTIVE
Over the course of human history, most political regimes have been authoritarian. In this seminar, we will begin with the classic reading on authoritarianism (including totalitarian and military regimes) but quickly shift our focus to contemporary regimes that have been variously described as “hybrid,” “competitive authoritarian,” or “partially democratic.” Specific topics include authoritarian institutions, elections in non-democracies, political violence, and the political economy of authoritarian states. Finally, since it is impossible to study authoritarianism in isolation from the vast literature on democratization, we will also consider several prominent theories in this tradition. Prior coursework in democratization is helpful, but it is not a prerequisite for this course. Not offered 2014-2015. David Art

DHP P298: CONFLICT IN AFRICA
During this course, students should gain a deeper understanding of the nature of contemporary violent conflict in Africa. Students will be expected to master the key theoretical approaches to violence in Africa, and to become familiar with a number of important case studies. The focus is on the origins and nature of violence, rather than policy responses and solutions. The course is inter-disciplinary and involves readings in political science, international relations, and social anthropology, while also touching on economics, environmental studies, and history. Not offered 2014-2015. Alex de Waal

DHP 300-399: INDEPENDENT STUDY
Directed reading and research for credit, providing an opportunity for qualified students to pursue the study of particular problems within the discipline of Diplomacy, History, and Politics under the personal guidance of a member of faculty. The course may be assigned to a Field of Study according to the topic selected. By consent of the professor and petition.

DHP 400: READING AND RESEARCH
Noncredit directed reading and research in preparation for PhD comprehensive examination or dissertation research and writing on the subjects within this division. By consent of the professor.

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

DIVISION OF ECONOMICS AND INTERNATIONAL BUSINESS

EIB E201: INTRODUCTION TO ECONOMIC THEORY
This course provides the foundation of modern economics with an emphasis on its applications. Topics include demand and supply analysis, consumer theory, theory of the firm, welfare economics, monopoly and antitrust, public goods, externalities and their regulation, unemployment, inflation and economic growth, national income determination, monetary and fiscal policy. This is an introductory course for non-specialists. Prerequisite: Comfort with basic economic principles at level of E201 or equivalent. Spring semester. Lawrence Krohn

EIB E211: MICROECONOMICS
The goal of this course is to teach you how economics offers a way to explain how individuals and firms make market decisions, and how governments can sometimes improve outcomes when markets fail. The topics cover consumer theory (how individual and market-wide demand are determined), producer theory (how production and cost determine supply), and their interactions in a range of market environments, including competitive markets, monopoly, and oligopoly. Throughout the course, we put special emphasis on applications of economic models to the fields of business and public policy. Open to students who have completed E201. Students are also required to have completed or be concurrently enrolled in E210m. Fall semester. Shinsuke Tanaka

EIB E212: MACROECONOMICS
Intermediate level course in macroeconomic theory and practice oriented toward industrial economy issues, with explicit, frequent reference to the global economic and financial turbulence of the last five years. Begins with rigorous coverage of national income accounting and definitions of the most important macroeconomic variables. Covers short-run Keynesian underemployment equilibrium, money and financial assets, labor markets, inflation, economic growth and technological change, monetary and fiscal policy, the origins of the financial crisis of 2007-2008. Includes interpretation of the most important macroeconomic indicators. Prerequisite: Comfort with basic economic principles at level of E201 or equivalent. Spring semester. Lawrence Krohn

EIB E213: ECONOMETRICS
This course introduces students to the primary tools of quantitative data analysis employed in the study of economic and social relationships. It equips students for independent econometric research and for critical reading of empirical research papers. The course covers ordinary least squares, probit, fixed effects, two-stage least squares and weighted least squares regression methods, and the problems of omitted
variables, measurement error, multicollinearity, heteroskedasticity, and autocorrelation. Prerequisites include familiarity with (1) basic probability and statistics (B205), and (2) basic concepts of functions and derivatives (E210m or an introductory calculus course). Fall semester; Spring semester. Julie Schaffner

EIB E214: INTERNATIONAL ECONOMIC POLICY ANALYSIS
This seminar teaches skills that enable students to bridge the gap between coursework in economics and the types of economic analysis used in both government and private sector settings. These skills and tools build on material taught in Econometrics. The topics addressed in the seminar include a range of timely and policy-relevant issues in international economics and macroeconomics. The seminar will also focus on the use of empirical analysis for writing concise, effective policy memorandums. Open to students who have completed E213, which may be taken concurrently. Fall semester. Michael W. Klein

EIB 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, multinational, international labor integration, tariffs, regional economic integration, dumping and international competitive-ness of firms and nations. Special attention is given to analyzing the effects of various policy instruments. Open to students who have completed E211. Spring semester. Carsten Kowalczuk

EIB E221: ADVANCED INTERNATIONAL TRADE AND INVESTMENT
This seminar explores current issues in trade policy reform and institutions. Topics include subsidies, agriculture, market access and reciprocity, the WTO Doha Development Round, preferential integration, dispute settlement, World Bank and IMF trade policy measures, trade and income distribution, and trade and the environment. The course is open to students who have completed E220 or have permission of instructor. Fall semester. Carsten Kowalczuk

EIB E230: INTERNATIONAL FINANCE
This course examines the determination of income, the exchange rate, and the trade balance in economies that trade goods and services, as well as assets, with the rest of the world. Theory is developed and employed to study current events, as well as historical experience. Issues studied include exchange rate determination, monetary and exchange rate policy, the causes and consequences of external imbalances, international policy coordination, financial crises, and the global capital market. Open to students who have completed E201 or equivalent. E210m is suggested, and may be taken concurrently, but is not required. Fall semester. Michael W. Klein

EIB E233M: FINANCE, GROWTH AND BUSINESS CYCLES
In this module we consider the potential role played by financial markets and the role of financial intermediation. We also study the actual structure and performance of banks, stock markets, and bond markets across a range of countries, and the extent of worldwide financial integration. There will be a focus on the worldwide financial and economic crisis that began in 2008. This module should appeal to students with interests in economic policy, financial and portfolio management, and international business. One-half credit. Spring semester. Michael W. Klein

EIB E240: DEVELOPMENT ECONOMICS: MACROECONOMIC PERSPECTIVES
This course provides an introduction to several central themes in development economics. The organizing framework is pro-poor economic growth. By combining economic models and case studies, one can draw lessons regarding what approaches have worked to alleviate poverty. The course also pays particular attention to situations that have led to economic crises, and develops models of macroeconomic management and structural adjustment. Lectures and assignments presume a background in economics at the introductory level. Open to students who have completed E201 or equivalent. Fall semester; Spring semester. Steven A. Block

EIB E241: DEVELOPMENT ECONOMICS: POLICY ANALYSIS
This course adapts the basic tools of economic analysis for study of development and demonstrates how to apply the tools in systematic and comprehensive analysis of development problems and policies. The first half of the course examines the decisions, markets and institutions that shape development outcomes. The second half analyzes practical policy questions related to cash and food transfers, agricultural pricing, infrastructure, education, agricultural technology, microfinance, and health. Emphasis is on rigorous reasoning, careful synthesis of empirical evidence, and effective communication of policy analysis results. Open to students who have completed E201 or the equivalent. Fall semester. Julie Schaffner

EIB E242: DEVELOPMENT ECONOMICS: MICRO PERSPECTIVES
This course teaches students how to use microeconomic theory and econometric skills to analyze issues in low-income countries, develop policy interventions to address those issues, and measure the impact of such interventions in a rigorous empirical manner. It then addresses the issues that constrain and support development, particularly in sub-Saharan Africa: health and education, labor, agriculture, financial services, and institutions. Open to students who have completed E211 or an intermediate microeconomic theory course. E213 is strongly recommended. Spring semester. Jenny C. Aker

EIB E243: AGRICULTURE AND RURAL DEVELOPMENT IN DEVELOPING COUNTRIES
This seminar examines a range of issues relating to agriculture and food policy in developing countries. Within a broad analytical framework that emphasizes the interactions between the production, consumption, and marketing of food in developing countries, central topics will include: famine, the role of agriculture in poverty alleviation, global food crises, technology, political economy perspectives, food price policy analysis, and agriculture’s contribution to economic growth. Open to students who have completed E201 or its equivalent. Fall semester. Steven A. Block
EIB E244M: POLITICAL ECONOMY OF REFORM, GROWTH, AND EQUITY
This seminar explores the insights and critiques of rational political economy in explaining the determinants of reform, growth, and equity in developing countries. This approach applies tools of economic analysis to understanding political processes. In particular, the seminar will apply theories of “public choice” and collective action in explaining development policy outcomes in relevant areas including: rational delay of reform, history and institutions, the macroeconomic effects of elections, the interaction of equity, democracy, and growth, and the political economy of failed states. Students are encouraged to have completed E240. One-half credit. Spring semester. Steven A. Block

EIB E246: ENVIRONMENTAL ECONOMICS
This course is designed for students interested in learning theoretical approaches and empirical tools economists use to analyze environmental problems and policies. Topics include 1) Modeling environmental problems from an economic perspective, using market theory, a public goods model, and externality theory; 2) Analyzing regulatory policies and pollution-control instruments based on command-and-control approach and the market-based approach; and 3) Assessing the costs and benefits of environmental goods and policies using contingent valuation and hedonic pricing methods. Open to students who have completed E201. Fall semester. Shinsuke Tanaka

EIB E247: ECONOMETRIC IMPACT EVALUATION FOR DEVELOPMENT
The course will cover econometric impact evaluation theory and empirical methods for measuring the impact of development programs (including randomization, difference-in-differences, regression discontinuity, and propensity score matching). The curriculum will combine theory and practice. The primary objectives of the course are to provide participants with the skills to understand the value and practice of impact evaluation within development economics, design and implement impact evaluations and act as critical consumers of impact evaluations. Econometrics (at the level of E213) is a strict prerequisite and may not be taken concurrently. Enrollment limited to 40 students. Fall semester. Jenny C. Aker

EIB E250: MACROECONOMIC PROBLEMS OF MIDDLE INCOME COUNTRIES: FOCUS ON LATIN AMERICA
Examines the diverse reasons for which many middle-income nations have failed to realize their potential in terms of economic growth and stability over the past quarter century. Emphasis placed on macroeconomic policies and their responsibility for middle-income nations’ many crises. Perspective decidedly economic, but the course never loses sight of the role played by political institutions in shaping economic policy, thus national well-being. Each problem illustrated with cases drawn from recent Latin history. Emphasis on Argentina, Brazil, and Mexico within 18-nation universe. Prior mastery of basic macroeconomic theory essential; familiarity with the Latin region helpful, but not required. Not offered 2014-2015. Lawrence Krohn

EIB E262: THE ECONOMICS OF GLOBAL HEALTH AND DEVELOPMENT
This course examines economic aspects of public health issues in developing countries. As such, the course is structured into three parts. Part I illustrates an overview of current status of global health and examines the returns of health to economic development. Part II investigates constraints in demand for health that lead to suboptimal investments into health, including externalities, credit/liquidity constraint, pricing, education, and gender bias and intra-household resource allocation. Part III covers issues related to supply of health: health care delivery, quality of health care, and roles of political economy. Whereas applications to modern health issues include HIV/AIDS, malaria, air pollution, water pollution, worms, anemia, and early childhood health, this course emphasizes statistical tools and research designs used in empirical development economics. Open to students who have completed E201. E213 is strongly recommended. Spring semester. Shinsuke Tanaka

EIB E280: ECONOMICS AND MANAGEMENT OF TECHNOLOGY
This course takes a systematic approach to the question of technology based on three questions. What is the economic-historical context of particular technologies? Why do people invest in new technologies given the risks and uncertainties involved? How does a new technology influence the economy and the political environment? We will use the tools of microeconomics to see the common, recurring trajectories that new technologies follow. The goal of the course is to develop a systematic framework based on these what, why, and how questions. By mastering this framework, we can then evaluate a technology in context and avoid some of the confusion stemming from its inherent newness. Students must have a course in microeconomics, either at Fletcher or elsewhere, in order to take this class. Not offered 2014-2015. Instructor to be announced.
Fletcher School, especially “regression analysis,” which is covered at the end of the course. In addition, this section of the course has a particular emphasis on business applications. Students who plan to or have completed B205 are not permitted to take this course. Spring semester. Robert Nakosteen

EIB B207: FINANCIAL STATEMENT MANAGEMENT
Accounting is an economic information system, and can be thought of as the language of business. Accounting information provides individuals with a starting point to understand and evaluate the key drivers of the firm, its financial position and performance. This can then be used to enhance decisions, as well as help predict a firm’s future cash flows. The present (or current) value of those cash flows provides an estimate for the value of the firm. This course will cover the basic vocabulary, concepts, procedures and mechanics of financial and managerial accounting and the role of accounting information in society. Fall semester. Lawrence A. Weiss

EIB B208: FINANCIAL STATEMENT ANALYSIS
This course will provide participants with an understanding of the techniques used to alter and evaluate the key competitive value drivers of a firm and assess the nature and likelihood of future cash flows. We begin by reviewing the basics and remembering the limits of accounting information. Next we deepen our examination of ratio analysis and extend our analysis to build pro-forma (as if, or future) financial statements. Then, we look at certain accounting choices and their impact on financial statements and analysis. Finally, we will study the nature of bankruptcy and how creditors assess this possible end game. Spring semester. Lawrence A. Weiss

EIB B209M: MANAGERIAL ACCOUNTING
Management accounting goes beyond the traditional accounting model to integrate dispersed information into a form that is relevant to many of the decision-making, planning, and control activities of the organization. This course has two major objectives: (1) to develop an 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 A. Weiss

EIB B210: ACCOUNTING FOR PROFIT, NON-PROFIT, AND GOVERNMENT ORGANIZATIONS
This course is designed to demystify accounting and its processes for those with no prior experience in accounting or finance. Accounting information provides individuals with a starting point to understand and evaluate the key drivers of an organization, its financial position and performance. We will examine the nature of accounting information and how it is used for external reporting, managerial decision making, and to control and align the actions of the members of an organization. By the end of the course, participants will have the ability to interpret accounting information effectively in the government and not for profit sector. Spring semester. Lawrence A. Weiss

EIB B212: STARTING NEW VENTURES
The course seeks to prepare students to start businesses in which they have a significant equity interest. It focuses on the necessary knowledge, skills, and attitudes in two areas: how to analyze opportunities quickly and cheaply; and how to secure resources (money, customers, and people) in the early stages of an enterprise. The primarily cases based course also has several guest experts and (in lieu of in-class lectures) extensive pre-class readings. Fall semester. Amar Bhidé

EIB B213: MANAGING THE GROWING ENTERPRISE
The Managing Growing Enterprise (MGTE) examines the challenges of transforming the fledgling enterprise into a larger more resilient entity that can function without the day-to-day intervention of its proprietors and cope with changes in its environment. Few new businesses start off being ‘built to last.’ Rather, most ventures start with marginal concepts, weak staff, and limited cash. Their early profits often derive from the founder’s personal skills and hustle. Complementing the course, Starting New Ventures (SNV), MTGE prepares students to start and nurture their own businesses. It also seeks to develop what has been variously called the general management point of view—an integrative capacity to lead and manage an organization as whole. Spring 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 L. Jacque

EIB B221: INTERNATIONAL FINANCIAL MANAGEMENT
This course develops a conceptual framework within which the key financial decisions faced by multinational corporations can be analyzed. The traditional themes of corporate finance, including working capital management, capital budgeting, mergers and acquisitions, and funding strategies, are revisited in the context of volatile exchange rates, different regulatory environments and segmented capital markets. Focus on foreign exchange risk management including the appropriate use of new hedging instruments such as currency options, swaps, and derivatives. Case studies emphasize how international financial management should be integrated with corporate strategy and operating decisions. Open to students who have completed B200 or equivalent. Spring semester. Laurent L. Jacque

EIB B223: INFORMAL AND UNDERGROUND FINANCE
This seminar aims to study the role of the informal (off-the-books) and underground (criminal) sectors in the global economy, from multiple perspectives ranging from economic development to law enforcement and global security. In the past decades, the removal of financial controls, combined with technological advances, has allowed “deviant globalization” to prosper (drug trade, piracy, cybercrime, counterfeiting, human trafficking, terrorist financing, etc.) without necessarily improving the integration of traditional economies in the global system. The seminar will help provide conceptual and policy frameworks while allowing students to pursue case studies on these and related topics. Spring semester. Ibrahim Warde
EIB B224M: GLOBAL PRIVATE EQUITY FROM MONEY IN TO MONEY OUT
This course provides a comprehensive examination of the role of private equity in global finance. It is intended to equip students with an analytical framework for assessing the industry and its key participants and to develop practical skills to support possible investment careers. The course is experiential by design and will be structured around two team-based projects that will engaged students directly in critical dimensions of the private equity finance process: fund development, investment analysis and decision-making. The course will cover the full spectrum of issues relevant to a globally oriented private equity firm from the structure of partnership agreements, through capital acquisition, deal sourcing, investment analysis, deal structuring, and exit. The course approach is intended to unite disciplinary rigor in financial and investment analysis with globally applied practices. One-half credit. Spring semester. Roger Berry; Patrick J. Schena

EIB B225M: CORPORATE FINANCE AND BANKING: A COMPARATIVE ASIAN PERSPECTIVE
This course explores major themes in corporate finance and banking in Asia drawing on the diverse experiences of regional actors. Systemic issues dominate the first third of the course, specifically the legacy of bank-centric finance, trends in financial deregulation and internationalization, and crisis. The balance of the course will examine decisions at the firm-level on issues such as corporate ownership, performance, and governance, and capital structure management, across both public and private debt and equity and balance sheet management through the use of derivatives and asset-backed securities. Open to students who have completed B200. One-half credit. Not offered 2014-2015. Patrick J. Schena

EIB B226: LARGE INVESTMENT AND INTERNATIONAL PROJECT FINANCE
A case study approach to employing the latest techniques for structuring transactions, including risk mitigation by financial intermediaries. This course stresses decision-making and prioritization of tasks, policy formulation, the selection of world-class partners and on-the-ground operational skills necessary to ensure timely completion of construction, budget adherence and efficient start-up. Large investment projects across a variety of geographic regions, industrial sectors, and stages of project execution are examined, including data on default and loss characteristics. Contrasts differences in risk between domestic and export sector projects, including foreign exchange issues and the role of host governments. Fall semester. Philipp Uhlmann

EIB B227: ISLAMIC BANKING AND FINANCE
The course is a comprehensive introduction to Islamic banking and finance. In addition to providing religious and historical background, the course discusses the political and economic context of the creation and evolution of Islamic institutions. The course will explain how Islamic products (murabaha, mudaraba, musharaka, ijara, sukuk, takaful, Islamic mutual funds and derivatives, etc.) work. The final part of the course will discuss Islamic finance in the context of the “war on terror” and the recent global financial meltdown. Spring semester. Ibrahim Warde

EIB B229: GLOBAL INVESTMENT MANAGEMENT
This course investigates the global dimensions of investment management. The course combines technical and theoretical tools with practical illustration and application of critical investment concepts. The course will open with an overview of global institutional investors and the business of investment management. Following sessions will focus on developing an understanding of primary asset classes, including foreign exchange, global equities, global fixed income securities, alternative investment vehicles, and derivatives. On this foundation, subsequent class sessions will focus on introducing and developing portfolio skills in the areas of risk management, investment performance and attribution, and finally portfolio construction and asset allocation. Open to students who have completed B200 and B221 or a strong finance background. Fall semester. Patrick J. Schena

EIB B231: INTERNATIONAL BUSINESS STRATEGY AND OPERATIONS
This course surveys issues related to the internationalization of firms and the strategic management of multinational enterprises. The aim of the course is to expose students to a variety of theoretical perspectives and managerial practices related to international business. In particular, this course considers the internationalization process, organizational design, modes of foreign investment, and global strategy. It also explores questions related to globalization and the cross-border flow of people, goods, ideas, and money, and reflects on issues related to political risk, country analysis, comparative economic organization, and emerging markets. Spring semester. Jonathan Brookfield

EIB B233: BEST (OR MORE PLAUSIBLY, WIDELY USED) PRACTICES
When sensible people are faced with tasks that are new to them, they don’t try to reinvent the wheel. Rather they try to draw on approaches others have developed in similar circumstances. The “best practices” course addresses the general issue of how to use and acquire existing knowledge mainly through the inductive process of studying readings on specific “how-to” topics. These range from individual challenges—how to run a meeting, give presentations or look for a job—to broader, organizational tasks—how to outsource, start a school, and (drawing on Gene Sharp’s handbook) how to overthrow a dictatorship. Spring semester. Amar Bhidé

EIB B234: STRATEGIC MANAGEMENT IN PRIVATIZING AND DEREGULATING INDUSTRIES
This seminar surveys the literature related to privatization, considering both theoretical perspectives and practice. It also explores current issues shaping debates about how to structure the boundary between public and private sector activity in a comparative and interdisciplinary manner. The seminar examines key concepts and policy issues related to privatization and deregulation, looks at different national experiences, and explores the impact of privatization from an industry perspective. Students should come away from the seminar with a deep appreciation of the challenges confronting executives and policymakers dealing with changes to public sector–private sector boundaries in a variety of different settings. Fall semester. Jonathan Brookfield

EIB B235: MANAGING THE GLOBAL CORPORATION
The course will analyze the major elements required to direct the global corporation from an overall management perspective. Hence, while the course will touch the key issues in finance, human resources, marketing, manufacturing, and other areas, the emphasis will be on integrated, cross functional management decisions and issues, rather than on the detailed technical aspects of each separate area. The course will also focus on the management of change and its related issues. It will draw on readings, cases, and the experience of the Professor. Not offered 2014-2015. G. Richard Thoman
EIB B236: STRATEGY AND INNOVATION IN THE EVOLVING CONTEXT OF INTERNATIONAL BUSINESS
This course will prepare students with conceptual frameworks and practical approaches to addressing several questions: What constitutes, sustains or disrupts competitive advantage for international pure-profit and social enterprises? How does the international context create distinct sources of competitive advantage? If innovation involves new market spaces, then how does the rise of emerging markets change the opportunities for innovation and its influence on the strategic choice set? What are the challenges facing innovators? The course progresses in four phases. The first phase lays the foundations of strategy and innovation. Subsequent phases build on it by considering the global context, how innovation expands the strategic choice space, and how emerging markets expand it even further. Spring semester. Bhaskar Chakravorti

EIB B237: FIELD STUDIES IN GLOBAL CONSULTING
The goal of this course is to provide an introduction to consulting as it is practiced worldwide and across sectors. Students will achieve this goal by undertaking a consulting engagement for a real-world client. The first part of the course will include an introduction to and practice in the essential skills that form the core of professional development for consultants at top level firms. Students will then put these skills to the test by completing a team consulting project for a sponsoring company. Open to students who have completed B225 or B230 and/or B200 or with permission of the instructor. Class size will be limited by the number of projects confirmed by external sponsors with a maximum of eight projects, forty students, being accepted. Input for the project grade will come primarily from the client; team self-evaluations will be reflected in individual final grades. Note: Students are limited to only one “field study” type of course during their career at The Fletcher School. This also includes courses taken outside of Fletcher that are considered field study courses. Spring semester. Christopher R. Tunnard

EIB B238M: STRATEGIC MANAGEMENT
Effective strategists can: size up the dynamics of the external environment of a firm, covering its economic, political, and social contexts; take a holistic view across all functions and configure all of a firm’s internal choices to give it a competitive advantage; sustain this advantage over time and leverage it into adjacent business and geographic opportunities; use acquisitions and alliances when these are the more effective approaches to support a strategy; create the right organizational context to execute the chosen strategy efficiently; ensure the continuous renewal of the firm in anticipation of and adapting to its changing environment. The objectives of this short course are to master the field’s core concepts and to build the skills needed to be an effective strategist. One-half credit. August Pre-Session. Bhaskar Chakravorti

EIB 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 widespread efforts to produce corporate governance reforms and set standards in the wake of corporate scandals and systemic risk. Also listed as L239m. One-half credit. Spring semester. Jeswald W. Salacuse

EIB B241: FINANCIAL INCLUSION - A METHOD FOR DEVELOPMENT
This course explores financial solutions to eradicate poverty. It sheds light on how financial services to the poor began with microcredit and slowly evolved into an industry that includes mainstream financial institutions, global payment and transfer systems, as well as NGOs and microfinance institutions. The course examines a changing industry from commercial, anthropological, humanitarian, and social service perspectives. The course has no prerequisites. Spring semester. Kim Wilson

EIB B243: MARKET APPROACHES TO DEVELOPMENT
This course examines how commercial, government, and non-profit stakeholders are engaging market forces in a range of crucial services to improve the lives of the poor and the sustainability of local businesses. Using lectures, case studies, and human centered design activities, each class explores a different approach to tapping value chains and market ecosystems. Required prerequisite course: B241 or by special permission of the instructor. Spring semester. Kim Wilson

EIB B252: CORPORATE SOCIAL RESPONSIBILITY IN THE AGE OF GLOBALIZATION
Western firms with activities in developing countries are increasingly held responsible for a range of issues such as climate change, labor rights, and human rights that have previously been seen as outside a firm’s sphere of influence. The course explores the drivers of this development, as well as social implications for corporations and society. The course examines the following broad questions: What is Corporate Social Responsibility (CSR)? What are some of the main drivers of this new CSR agenda? How can CSR activities best be regulated at home and abroad and by whom? What are new CSR issues and challenges? Fall semester. Jette Steen Krudsen

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. Not offered 2014-2015. Bernard L. Simonin

EIB B262: MARKETING RESEARCH AND ANALYSIS
This course adopts a comprehensive hands-on approach to designing and conducting research. From classic opinion research to social media analytics, a wide range of contexts, problem areas, and methods are covered that are relevant across disciplines and fields of study. Students will be exposed to the various stages of the research process from recognizing the need for research and defining the problem to analyzing data and interpreting results. Proper design of research

(20)
methods, fieldwork, questionnaires, and surveys (e.g., online surveys) is covered. Both qualitative (e.g., focus groups, projective techniques) and quantitative approaches (e.g., cluster, discriminant, and factor analysis) are presented. Various analytical techniques are introduced “hands on” via a series of computer exercises and cases (using SPSS and Excel). Fall semester. Bernard L. Simonin

**EIB B263M: MARKETING MANAGEMENT**
The course addresses the managerial, organizational, ethical, societal, environmental, and global dimensions of marketing decision making. The main objectives of the course are to sharpen your skills in marketing decision-making, problem diagnosis, and management skills; to understand and apply some fundamental marketing concepts; to improve your familiarity and understanding with institutional marketing knowledge, terminology, and practice; and to provide you with a forum for formulating, presenting, and defending your own marketing ideas and recommendations. Note: Students having completed or planning to take B260 are not eligible to enroll in this course. One-half credit. Spring semester. Bernard L. Simonin

**EIB B264: STRATEGIC MARKETING FOR NONPROFIT ORGANIZATIONS**
This course offers a comprehensive coverage of the fundamental issues in marketing and branding in nonprofits. The aim of this course is to arm students with the analytical skills and knowledge necessary to make, evaluate, and critique marketing and branding strategy decisions facing nonprofit organizations in an increasingly global arena. The course addresses how to craft a nonprofit marketing strategy; implement a coherent marketing plan and optimize the use of marketing resources, develop brand identity and positioning statements; leverage brand alliances and partnerships; and perform financial brand valuations. Spring semester. Bernard L. Simonin

**EIB B270M: BUSINESS GROUPS IN ASIA**
While Asian economies are increasingly important to the world, a full understanding of how such economies are organized is difficult to achieve without some consideration of business groups. This seminar looks at business groups in a number of economies, including Japan, the Republic of Korea (South Korea), the Republic of China (Taiwan), Hong Kong, Singapore, and the People’s Republic of China (PRC). The goal of the seminar is to put Asian business groups in their historical, political, and economic context, and then to examine current conditions in an effort to give some insight into future trends. One-half credit. Spring semester. Jonathan Brookfield

**EIB B272M: THE POLITICAL ECONOMY AND BUSINESS ENVIRONMENTS OF GREATER CHINA**
This course will expose students to similarities and differences in the business environments of Greater China. At the end of the course, students should have a better understanding of Chinese business and the context in which business occurs in Hong Kong, Singapore, the Republic of China (Taiwan), and the People’s Republic of China (PRC). For MB students, this course is one of the regional course options. One-half credit. Spring semester. Jonathan Brookfield

**EIB B280: THE GLOBAL FOOD BUSINESS**
The purpose of the course is to introduce the student to the rapidly expanding global food business. The growing, processing, distribution, and marketing of food are major and necessary economic endeavors of the world’s people. Today, the international food industry is increasing at historically high rates of growth paralleled by increasing world trade in agricultural commodities, motivated by new multinational trade agreements. The course focus will be to introduce the student to the management, business strategy, marketing, research, and analytical skills required in the international food business. Spring semester. James Tillotson

**EIB B281M: MANAGING OPERATIONS IN GLOBAL COMPANIES: HOW THE WORLD’S BEST COMPANIES MANAGE AND OPERATE TODAY**
A management-oriented, case study-based course on how companies design, manage, and measure operations around the globe today. The core topics will be: the exercise of competitive advantage through operational capability; business process design; supply chain management; lean operations; disruptive operations innovations; operations networks and connectivity; talent management; the managerial metrics revolution; etc. Readings and cases will focus on both the operations themselves and the management issues surrounding them. One-half credit. Fall semester. Thomas Hout

**EIB B284: PETROLEUM IN THE GLOBAL ECONOMY**
This course covers the structure of the international petroleum industry and its role in the international economy. The first half will address the technical, commercial, legal, economic and political basis of the industry, and the business models for key segments, including exploration and production, refining, marketing and natural gas. Drawing on this knowledge base, the second half will consider key issues of the petroleum industry, including the resource base, pricing, environmental impacts, alternative energy sources, and geopolitics. Open to students who have basic Excel skills and have completed either E201, B200 or equivalent. Enrollment limited to 60 students. Fall semester. Bruce M. Everett

**EIB 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.
INTERNATIONAL BUSINESS FIELDS OF STUDY FOR MIB STUDENTS

The following four fields of study are the International Business fields for the MIB degree. Students in the MIB program must complete one of these four International Business Fields of Study along with one International Affairs (MALD/PhD) Field of Study. The International Affairs Fields are listed on the subsequent pages. MIB students must complete a minimum of three course credits in a single field to fulfill the International Business Field of Study requirement. Modular courses (1/2 credit courses) must be matched up to make a full credit. Each field has one required course credit and two elective course credits. An asterisk (*) denotes the required course for the field. Through petition to the Committee on Student Academic Programs, MALD students may offer one of the MIB International Business Fields of Study. However, it should be noted that in doing so, they are ineligible to officially offer the International Business Relations Field toward their plan of study.

KEY
*  This course is required for constitution of the field.
++ Any one of these courses may be used as the required course in the field.
+  Any one of these courses may be used as the second required course in the field.
[ ] Bracketed courses are those not offered 2014-2015.

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

INTERNATIONAL FINANCE AND BANKING

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

*EIB B221  International Financial Management

Group I – Select one full credit from the following list:
EIB B208  Financial Statement Analysis
EIB B209m  Managerial Accounting
EIB B220  Global Financial Services
EIB B226  Large Investment and International Project Finance
EIB B229  Global Investment Management

Group II – Select one credit from the following or from Group I list:
[ EIB B225m ]  Corporate Finance and Banking: A Comparative East Asian Perspective
EIB B227  Islamic Banking and Finance
EIB E333m  Finance, Growth and Business Cycles
EIB B234  Strategic Management in Privatizing and Deregulating Industries
STRATEGIC MANAGEMENT AND INTERNATIONAL CONSULTANCY

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

| EIB B212 | Starting New Ventures |
| EIB B231 | International Business Strategy and Operations |

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

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

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

- ILO L237 Mergers and Acquisitions: An International Perspective
- DHP D216m Social Networks in Organizations – Part One
- DHP D217m Social Networks in Organizations – Part Two
- EIB B220 Global Financial Services
- EIB B270m Business Groups in Asia
- EIB B284 Petroleum in the Global Economy

MARKETING

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

| EIB B212 | Starting New Ventures |
| EIB B213 | Managing the Growing Enterprise |
| EIB B237 | Field Studies in Global Consulting |
| EIB B243 | Market Approaches to Development |
| EIB B262 | Marketing Research and Analysis |
| EIB B263m | Marketing Management |
| EIB B264 | Strategic Marketing for Nonprofit Organizations |
| EIB B280 | The Global Food Business |

PUBLIC AND NGO MANAGEMENT

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

| ILO L221 | Actors in Global Governance |
| DHP D216m | Social Networks in Organizations – Part One |
| DHP D217m | Social Networks in Organizations – Part Two |
| DHP P228m | Advanced Evaluation and Learning in International Organizations |
| EIB B209m | Managerial Accounting |
| EIB B210 | Accounting for Profit, Non-Profit, and Government Organizations |
| EIB B212 | Starting New Ventures |
| EIB B220 | Global Financial Services |
| EIB B234 | Strategic Management in Privatizing and Deregulating Industries |
| EIB B237 | Field Studies in Global Consulting |
| EIB B241 | Financial Inclusion – A Method for Development |
| EIB B243 | Market Approaches to Development |
| EIB B264 | Strategic Marketing for Nonprofit Organizations |
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.

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 2014-2015.

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 ORGANIZATIONS

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

ILO L203 International Law in International Relations
ILO L210 International Human Rights Law
ILO L211 Current Issues in Human Rights
ILO L213 International Criminal Justice
ILO L216 International Humanitarian Law
* ILO L220 International Organizations
[ ] ILO L221 Actors in Global Governance
ILO L223 International Environmental Law
[ ] ILO L224 Peace Operations
ILO L225m Global Health Law and Institutions
ILO L240 Legal and Institutional Aspects of International Trade
ILO L252 Rule of Law in Post Conflict Societies
DHP D200 Diplomacy: History, Theory, and Practice
DHP P203 Analytic Frameworks for International Public Policy Decisions
EIB B264 Strategic Marketing for Nonprofit Organizations

* ILO L200 The International Legal Order
* ILO L201 Public International Law
ILO L203 International Law in International Relations
ILO L209 International Treaty Behavior: A Perspective on Globalization
ILO L210 International Human Rights Law
ILO L211 Current Issues in Human Rights
ILO L212 Nationalism, Self-Determination and Minority Rights
ILO L216 International Humanitarian Law
ILO L220 International Organizations
[ ILO L221 ] Actors in Global Governance
ILO L223 International Environmental Law
[ ILO L224 ] Peace Operations
ILO L240 Legal and Institutional Aspects of International Trade
ILO L252 Rule of Law in Post Conflict Societies
DHP D200 Diplomacy: History, Theory, and Practice
DHP P203 Analytic Frameworks for International Public Policy Decisions
EIB B264 Strategic Marketing for Nonprofit Organizations
INTERNATIONAL BUSINESS AND ECONOMIC LAW

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

ILO L203  International Law in International Relations
ILO L230  International Business Transactions
ILO L232  International Investment Law
ILO L233  International Financial and Fiscal Law
ILO L234  International Intellectual Property Law and Policy
ILO L237  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 L250  Law and Development
ILO L251  Comparative Legal Systems
EIB B239m  Corporate Governance in International Business and Finance

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 E240  Development Economics: Macroeconomic Perspectives
EIB E241  Development Economics: Policy Analysis
EIB B239m  Corporate Governance in International Business and Finance

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 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 P214  The Evolution of Grand Strategy

PACIFIC ASIA

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

DHP D271  International Relations of The United States and East Asia: 1945 to the Present
DHP H202  Maritime History and Globalization
DHP H205  The Historian’s Art and Current Affairs
DHP H270  The United States and East Asia
DHP H271  Foreign Relations of Modern China, 1644 to the Present
DHP P272  China’s Frontiers
DHP P273  The Strategic Dimensions of China’s Rise
DHP P274  The Politics of the Korean Peninsula: Foreign and Inter-Korean Relations
DHP P275  North Korean State and Society
DHP P276  China Politics
**SOUTHWEST ASIA AND ISLAMIC CIVILIZATION**

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

- **DHP D204** U.S. Public Diplomacy
- **DHP D260** Southwest Asia: History, Culture, and Politics
- **DHP D263** The Arabs and their Neighbors
- **DHP D265** The Globalization of Politics and Culture for Iran, Afghanistan and Pakistan
- **DHP D267** The Globalization of Central Asia and the Caucasus
- **[DHP H261]** War and Society in the Middle East in Historical Perspective
- **DHP P201** Comparative Politics
- **[DHP P260]** Islam and the West
- **DHP P261** Democratization In the Middle East: Theory and Practice
- **DHP P262** Contemporary South Asia
- **DHP P263** Islam and Politics: Religion and Power in World Affairs

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**INTERNATIONAL INFORMATION AND COMMUNICATION**

International information and communication is a critical component of international affairs and at the heart of how people of different nations perceive the world and each other. The study of international information and communication is interdisciplinary by its nature, and the curriculum at Fletcher emphasizes the political economy and policy perspective. In addition to learning about the role of international information and communication in international affairs, students will learn about the economic, political, policy, and technology forces that both enable and constrain different forms of communication, as well as the interaction of international information and communication across the many other fields studied at Fletcher. They will also become familiar with many theoretical frameworks and analytic techniques commonly used in the many branches of international communication. The curriculum is designed to provide students with a strong background to confront the new policy, political, development, security, governance, and business challenges they will encounter in their careers from an informed analytic perspective.

- **DHP D204** U.S. Public Diplomacy
- **DHP D216m** Social Networks in Organizations – Part One
- **DHP D217m** Social Networks in Organizations – Part Two
- **[DHP P231]** International Communication
- **[DHP P231]** Communications Policy Analysis and Modeling
- **DHP P234** The Arts of Communication
- **DHP P234m** The Arts of Communication
- **DHP P249** Foundations of International Cybersecurity
- **[EIB E280]** Economics and Management of Technology

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

- **EIB E210m** Quantitative Methods
- **EIB E211** Microeconomics
- **EIB E213** Econometrics

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**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 Theories of Conflict and Conflict Resolution (DHP D223). To constitute the field, a student must choose two additional course credits from the list below.

- **[ILO L224]** Peace Operations
- **DHP D207** Religion and Conflict in International Relations: Policymaking Assumptions, Analysis, and Design
- **[DHP D220]** Processes of International Negotiation
- **[DHP D221]** International Mediation
- **[DHP D223]** Theories of Conflict and Conflict Resolution
- **DHP D224** Negotiation and Mediation in The Israeli-Palestinian Conflict: Past Lessons and Future Opportunities
- **[DHP D225]** Conflict Resolution Practice
- **DHP D232** Gender, Culture and Conflict in Complex Humanitarian Emergencies
- **[DHP P227]** Advanced Development and Conflict Resolution
INTERNATIONAL TRADE AND COMMERCIAL POLICIES

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

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

Core Requirements for the Field:
- EIB E201 Introduction to Economic Theory
- EIB E210m Quantitative Methods
- EIB E211 Microeconomics

Field Specific Required Core Course:
- EIB E220 International Trade and Investment

Field Specific Required Core Course:
- ILO L240 Legal and Institutional Aspects of International Trade
- EIB E214 International Economic Policy Analysis
- EIB E221 Advanced International Trade and Investment

INTERNATIONAL MONETARY THEORY AND POLICY

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

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

Core Requirements for the Field:
- EIB E201 Introduction to Economic Theory
- EIB E210m Quantitative Methods
- EIB E211 Microeconomics
- EIB E213 Econometrics
- EIB E233m Finance, Growth and Business Cycles

Field Specific Required Core Course:
- EIB E230 International Finance

Elective Courses:
- EIB E214 International Economic Policy Analysis
- EIB E250 Macroeconomic Problems of Middle Income Countries: Focus on Latin America

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 toward agriculture and trade. Other courses in the field complement this broad perspective, addressing such issues as nutrition and rural development, microeconomic poverty interventions, international finance, and political economy.

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

Core Requirements for the Field:
- EIB E201 Introduction to Economic Theory
- EIB E210m Quantitative Methods
- EIB E211 Microeconomics
- EIB E213 Econometrics (in lieu of E210m and E211)

Field Specific Required Core Course:
- EIB E240 Development Economics: Macroeconomic Perspectives
- EIB E241 Development Economics: Policy Analysis
- EIB E242 Development Economics: Micro Perspectives

Elective Courses:
- EIB E214 International Economic Policy Analysis
- EIB E243 Agriculture and Rural Development in Developing Countries
- EIB E244m Political Economy of Reform, Growth, and Equity
- EIB E246 Environmental Economics
- EIB E247 Econometric Impact Evaluation for Development
- EIB E250 Macroeconomic Problems of Middle Income Countries: Focus on Latin America
- EIB E262 The Economics of Global Health and Development
- EIB E280 Economics and Management of Technology
- EIB E285 Macroeconomic Problems of Middle Income Countries: Focus on Latin America
- EIB E223 Informal and Underground Finance
**INTERNATIONAL ENVIRONMENT AND RESOURCE POLICY**

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

- ILO L223  International Environmental Law
- ILO L240  Legal and Institutional Aspects of International Trade
- DHP P250  Environmental Problem Solving
- DHP P253  Sustainable Development Diplomacy
- DHP P254  Climate Change and Clean Energy Policy
- DHP P255  International Energy Policy
- DHP P256  Innovation for Sustainable Prosperity
- DHP P257  Corporate Management of Environmental Issues
- EIB E240  Development Economics: Macroeconomic Perspectives
- EIB E243  Agriculture and Rural Development in Developing Countries
- EIB E246  Environmental Economics
- EIB E280  Economics and Management of Technology
- EIB B284  Petroleum in the Global Economy

**POLITICAL SYSTEMS AND THEORIES**

The study of political systems and theories represents an essential basis for explaining, understanding, and comparing the units and actors that comprise the world of the early 21st century. As a field, Political Systems and Theories encompasses courses whose focus is alternative theoretical approaches for the conduct of research and analysis about political systems, major forces shaping the emerging world, the nature of international change and continuity, and the basis for theoretical development. The Political Systems and Theories field offers students the opportunity to explore, evaluate, and compare theories about such crucially important phenomena as power, legitimacy, institutions, cooperation, conflict, peace, and war. Conceptually, the field is (or should be) integral to, and an essential prerequisite for, courses that comprise the “practice” parts of the curriculum. Students taking this field are expected to acquire basic knowledge about the major theories that shape international and comparative politics. Specifically, the field includes courses on such topics as international relations theory; non-governmental organizations in international politics; geography as a factor in international politics; theories of statecraft, bureaucracy, democratization, ethno-religious conflict, identity, sovereignty, nationalism, and self-determination. This field should be of great importance to students preparing MALD theses or PhD dissertations and/or planning academic careers focused on political science. It should also be of interest to students seeking to understand the theories that help explain behavior and assumptions that guide policymakers. All students offering this field of study are required to take P200. Students taking the Political Systems and Theories field for the PhD must take P200 and at least three other course credits. A second required course for PhD students should be selected from a list that includes D210, P205, and P224.

- ILO L212  Nationalism, Self-Determination and Minority Rights
- DHP H204  Classics of International Relations
- DHP P200  International Relations: Theory and Practice
- DHP P201  Comparative Politics
- DHP P202  Leadership in Public and Private Sector Organizations
- DHP P205  Decision Making and Public Policy
- DHP P213  Religion and Politics
- DHP P214  The Evolution of Grand Strategy
- DHP P224  Culture, Human Values and Development
- DHP P240  The Role of Force in International Politics
- DHP P261  Democratization in the Middle East: Theory and Practice
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 conference with one of the U.S. military services or commands, the International Security Studies Program sponsors a senior level guest lecture series, a colloquium series, and a crisis simulation exercise. MALD conference with one of the U.S. military services or commands, the International Security Studies Program sponsors a senior level guest lecture series, a colloquium series, and a crisis simulation exercise.

PhD students should be selected from a list that includes P206, at least three other course credits. A second required course for the International Security Studies field must take P240 and at least two other courses. PhD students taking International Security Studies are required to complete one course credit. A second required course for PhD students should be selected from a list that includes P206, P241, and P245.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>ILO L216</td>
<td>International Humanitarian Law</td>
</tr>
<tr>
<td>ILO L224</td>
<td>Peace Operations</td>
</tr>
<tr>
<td>ILO L262</td>
<td>Foreign Relations and National Security Law</td>
</tr>
<tr>
<td>DHP D267</td>
<td>The Globalization of Central Asia and the Caucasus</td>
</tr>
<tr>
<td>DHP H020</td>
<td>The Historian’s Art and Current Affairs</td>
</tr>
<tr>
<td>DHP P202</td>
<td>Leadership in Public and Private Sector Organizations</td>
</tr>
<tr>
<td>DHP P205</td>
<td>Decision Making and Public Policy</td>
</tr>
<tr>
<td>DHP P213</td>
<td>Religion and Politics</td>
</tr>
<tr>
<td>DHP P214</td>
<td>The Evolution of Grand Strategy</td>
</tr>
<tr>
<td>DHP P223</td>
<td>Political Violence</td>
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<tr>
<td>DHP P240</td>
<td>The Role of Force in International Politics</td>
</tr>
<tr>
<td>DHP P241</td>
<td>Policy and Strategy in the Origins, Conduct, and Termination of War</td>
</tr>
<tr>
<td>DHP P242</td>
<td>Proliferation-Counterproliferation and Homeland Security Issues</td>
</tr>
<tr>
<td>DHP P243</td>
<td>Internal Conflicts and War</td>
</tr>
<tr>
<td>DHP P244</td>
<td>Modern Terrorism and Counterterrorism</td>
</tr>
<tr>
<td>DHP P245</td>
<td>Crisis Management and Complex Emergencies</td>
</tr>
<tr>
<td>DHP P247</td>
<td>Civil-Military Relations</td>
</tr>
<tr>
<td>DHP P249</td>
<td>Foundations of International Cybersecurity</td>
</tr>
<tr>
<td>DHP P273</td>
<td>The Strategic Decisions of China’s Rise</td>
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<tr>
<td>EIB B223</td>
<td>Informal and Underground Finance</td>
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</tbody>
</table>

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.

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>ILO L230</td>
<td>International Business Transactions</td>
</tr>
<tr>
<td>ILO L239m</td>
<td>Corporate Governance in International Business and Finance</td>
</tr>
<tr>
<td>ILO L240</td>
<td>Legal and Institutional Aspects of International Trade</td>
</tr>
<tr>
<td>ILO L250</td>
<td>Law and Development</td>
</tr>
<tr>
<td>DHP P222</td>
<td>Development Aid in Practice</td>
</tr>
<tr>
<td>EIB E220</td>
<td>International Trade and Investment</td>
</tr>
<tr>
<td>EIB E221</td>
<td>Advanced International Trade and Investment</td>
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<tr>
<td>EIB E230</td>
<td>International Finance</td>
</tr>
<tr>
<td>EIB E243</td>
<td>Agriculture and Rural Development in Developing Countries</td>
</tr>
<tr>
<td>EIB B226</td>
<td>Large Investment and International Project Finance</td>
</tr>
<tr>
<td>EIB B231</td>
<td>International Business Strategy and Operations</td>
</tr>
<tr>
<td>EIB B234</td>
<td>Strategic Management in Privatizing and Deregulating Industries</td>
</tr>
<tr>
<td>EIB B239m</td>
<td>Corporate Governance in International Business and Finance</td>
</tr>
</tbody>
</table>
Some 240,000 people are employed in humanitarian work around the world today. The agencies they work for spend close to $15 billion/year and they are present, on the ground in all of the political, economic and environmental crisis events we are familiar with. This field of study seeks to equip students with an understanding of both how these crisis environments evolve, how communities caught up in them survive and what role the international aid system plays in that survival. Students will take away from the field an understanding of the natural of humanitarian crises and a critique of the humanitarian aid system.

ILO L210 International Human Rights Law
ILO L211 Current Issues in Human Rights
ILO L214 Transitional Justice
ILO L250 Law and Development
ILO L252 Rule of Law in Post-Conflict Societies
DHP D220 Processes of International Negotiation
DHP D221 International Mediation
DHP D223 Theories of Conflict and Conflict Resolution
DHP D225 Conflict Resolution Practice
DHP D230 Humanitarian Action in Complex Emergencies
DHP D232 Gender, Culture and Conflict in Complex Humanitarian Emergencies
DHP D236 Migration and Governance in the Global South
DHP P201 Comparative Politics
DHP P213 Religion and Politics
DHP P222 Development Aid in Practice
DHP P223m Political Violence
DHP P227 Advaned Development and Conflict Resolution
   o DHP P243 Internal Conflicts and War
   o DHP P247 Civil-Military Relations
   o DHP P293 Democracy and State Reform in Latin America
   o DHP P294m Political Economy and Business Context of Latin America
   o DHP P296 Authoritarianism in Comparative Perspective
   o DHP P298 Conflict in Africa
EIB E240 Development Economics: Macroeconomic Perspectives
EIB E241 Development Economics: Policy Analysis
EIB E247 Econometric Impact Evaluation for Development
EIB B243 Market Approaches to Development

* PhD students are required to take this course.

Note: The Human Security field will convert to a Comparative Politics field at the PhD level and for PhD Comprehensive Exams; PhD students are required to take P201 (Φ) and at least one of the courses, or two of the modules, that are listed above with a circle notation (o). MALD students who wish to offer any of the courses with a circle notation (o) will be required to petition the Committee on Student Academic Programs (CSAP).
INTERNATIONAL BUSINESS RELATIONS**

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

Special Note regarding the Three Economics Fields of Study

- All three Economics fields of study (International Trade and Commercial Policies, International Monetary Theory and Policy, and Development Economics) have a select group of core required courses, which include E201, as well as a field specific core required course, and one elective course credit. Together, they constitute a minimum package of economics knowledge allowing Fletcher students to use economic tools to reason analytically in their chosen domain.

- If you pass the E201 Equivalency Exam, which waives the course, you are still obliged to complete the 4.5 credits required for all three Economics fields of study.

- In the case of the International Trade and Commercial Policies field, as well as Development Economics field, if you pass the E210m Equivalency Exam, which waives the course, E210m, you may complete either of these fields of study with 4 credits.

- Some students seek to offer both of their fields of study for their degree in Economics, which requires the following:
  - Completion of the course, E213: Econometrics, and
  - A minimum of seven Economic course credits which are beyond E201.

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

- Please note the Equivalency Exams are administered, without exception, twice during the academic year. Refer to the 2014–2015 Academic Calendar to note the specific dates for the Equivalency Exams at: http://fletcher.tufts.edu/Academic/Academic-Calendar. More information about how to prepare for the Equivalency Exams is available at: http://fletcher.tufts.edu/Academic/Courses.

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

- EIB B263m  Marketing Management
- EIB B264  Strategic Marketing for Non-Profit Organizations
- EIB B270m  Business Groups in Asia
- EIB B272m  The Economic and Business Environments of Greater China
- EIB B280  The Global Food Business
- EIB B284  Petroleum in the Global Economy

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 L237  Mergers and Acquisitions: An International Perspective
DHP D216m  Social Networks in Organizations – Part One
DHP D217m  Social Networks in Organizations – Part Two
DHP P203  Analytic Frameworks for Public Policy Decisions
DHP P232  Communications Policy Analysis and Modeling
EIB E280  Economics and Management of Technology
EIB B200  Foundations in Financial Accounting and Corporate Finance
EIB B205  Data Analysis and Statistical Methods
EIB B206  Data Analysis and Statistical Methods for Business
EIB B207  Financial Statement Management
EIB B208  Financial Statement Analysis
EIB B209m  Managerial Accounting
EIB B210  Accounting for Profit, Non-Profit, and Government Organizations
EIB B212  Starting New Ventures
EIB B213  Managing the Growing Enterprise
EIB B220  Global Financial Services
EIB B221  International Financial Management
EIB B225m  Corporate Finance and Banking: A Comparative East Asian Perspective
EIB B226  Large Investment and International Project Finance
EIB B227  Islamic Banking and Finance
EIB B229  Global Investment Management
EIB B231  International Business Strategy and Operations
EIB B233  Best (or more plausibly, widely used) Practices
EIB B234  Strategic Management in Privatizing and Deregulating Industries
EIB B235  Managing the Global Corporation
EIB B236  Strategy and Innovation in the Evolving Context of International Business
EIB B237  Field Studies in Global Consulting
EIB B238m  Strategic Management
EIB B241  Financial Inclusion – A Method for Development
EIB B243  Market Approaches to Development
EIB B260  International Marketing
EIB B262  Marketing Research and Analysis
Certificates complement the MALD degree by allowing students to define themselves in a manner that more closely reflects the realities of a competitive job market and the need to master certain core knowledge and skills. Certificates available at The Fletcher School include:

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

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

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

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

- Political and Social Change
- Economic Analysis, Trade and Investment
- Sustainable Development
INTERNATIONAL FINANCE AND BANKING
For students aspiring to careers in the global financial services industry, Fletcher’s International Business Program offers a rigorous sequence of courses in accounting, finance and banking that, coupled with international business transaction and securities law, uniquely prepares our graduates for the fast-paced world of international finance. This Certificate program requires students to intern with a financial institution and to complete a Capstone Project on a related topic.

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

All MALD degree candidates will be required to take:

- Two course credits in the Division of Diplomacy, History, and Politics,
- One course credit in the Division of International Law and Organizations,
- One course credit in the Division of Economics and International Business,
- One course credit in Quantitative Reasoning.

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

DIVISION OF DIPLOMACY, HISTORY, AND POLITICS (DHP)

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

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

DIVISION OF INTERNATIONAL LAW AND ORGANIZATIONS (ILO)

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

- ILO L200 The International Legal Order
- ILO L209 International Treaty Behavior: A Perspective on Globalization
- ILO L210 International Human Rights Law
- ILO L220 International Organizations
- ILO L230 International Business Transactions
- ILO L232 International Investment Law
- ILO L250 Law and Development
- ILO L251 Comparative Legal Systems
DIVISION OF ECONOMICS AND INTERNATIONAL BUSINESS (EIB)

Each MALD student is required to successfully complete the course, EIB E201: Introduction to Economic Theory, which fulfills the EIB Breadth Requirement. Students who pass the E201 Equivalency Exam must take another Economics course in order to fulfill the EIB Breadth Requirement, and may choose from the following list of one-credit EIB course options:

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

QUANTITATIVE REASONING

Each MALD student who does not pass one of the Quantitative Reasoning (E210m or B205) 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

Important to Note:

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

+ EIB E213 may not be used to satisfy both the Quantitative Reasoning Breadth Requirement and the Economics and International Business Breadth Requirement. Students must determine which Breadth Requirement it will satisfy.
**Jenny C. Aker** is an Assistant Professor of Development Economics with a PhD from UC-Berkeley. Her research focuses on the impact of information technology on development outcomes in Africa. She is the Interim Director of the Center for International Environment and Resource Policy (CIERP), as well as the Deputy Director of the Hitachi Center for Technology and International Affairs. She is also a Non-Resident Fellow at the Center for Global Development and a member of the Advisory Board for Frontline SMS. After working for Catholic Relief Services as Deputy Regional Director in West and Central Africa between 1998 and 2003, Aker returned to complete her PhD in agricultural economics at the University of California-Berkeley. Aker works on economic development in Africa, with a primary focus on the impact of information technology (mobile phones) on development outcomes, namely agriculture, education, and health; the impact of drought on agricultural food market performance and famine; the determinants of agricultural technology adoption; and impact evaluations of NGO projects. Aker has conducted field work in many countries in West and Central Africa, including Benin, Burkina Faso, Burundi, DRC, The Gambia, Ghana, Liberia, Mali, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, and Sudan, as well as Haiti and Guatemala.

**Cecile Aptel**, Associate Professor of International Law, specializes in international criminal law, transitional justice, and the rights of women and children. She has worked in these areas since the early 1990s, and advised on rule of law, human rights, and judicial reforms, in Africa, the Balkans, and the Middle-East. From 1995 to 2005, she contributed to the activities of the UN International Tribunals for Rwanda and the former Yugoslavia. She then participated in international investigations for human rights violations and terrorism, including the UN International Independent Investigation Commission (‘Hariri Commission’), and supported the establishment of the Tribunal for Lebanon and the Court of Bosnia-Herzegovina. She has also directed the International Center for Transitional Justice’s program on children and justice and has advised UNICEF on related issues. She is on leave until December 2014 to work as the United Nations High Commissioner for Human Rights’ Senior Legal Policy Adviser in Geneva.

**Louis Aucocin** is Professor of Practice in Law and his teaching covers a range of fields from Rule of Law and Transitional Justice to Comparative Law and European Union Law. Prior to Fletcher, he taught for fifteen years at Boston University School of Law, and in various law faculties in France. In his research and writing, he studied the constitution-making process in post conflict countries, served as a foreign advisor to the development of the Constitutions in Cambodia, East Timor, Rwanda, and Kosovo, and worked on constitutional reform in Liberia while on a one-year leave of absence from Fletcher to serve as the Deputy Special Representative of the Secretary General for the United Nations Mission in Liberia. In 2000, he served as an acting Minister of Justice for East Timor while it was under UN auspices. He also served as a Rule of Law Program Officer at the United States Institute of Peace in Washington D.C., and was the recipient of a U.S. Supreme Court Fellowship in 2001-2002. Recent research projects involved the use of local customary law as a strategy for the promotion of rule of law post conflict and the promotion of rule of law in Liberia. He is an avid singer, and enjoys biking, jogging, and the culinary arts.

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

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

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

Joel P. Trachtman is Professor of International Law. Recent books include The Tools of Argument: How the Best Lawyers Think, Argue, and Win; The Future of International Law: Global Government; The International Law of Economic Migration: Toward the Fourth Freedom; Ruling the World: Constitutionalism, International Law, and Global Governance; Developing Countries in the WTO Legal System; The Economic Structure of International Law; and International Law and International Politics. He has consulted for the United Nations, the OECD, APEC, the World Bank, the Organization of American States, and the U.S. Agency for International Development. Trachtman has served on the Boards of the American Journal of International Law, the European Journal of International Law, the Journal of International Economic Law, the Cambridge Review of International Affairs, and the Singapore Yearbook of International Law. He is a member of the bar of the State of New York. From 1998-2001, he was Academic Dean of The Fletcher School, and during 2000 and 2001, he served as Dean ad interim. In 2002, he was Manley O. Hudson Visiting Professor of Law, and in 2004 he was Nomura Visiting Professor of International Financial Systems, at Harvard Law School. He graduated in 1980 from Harvard Law School, where he served as editor in chief of the Harvard International Law Journal. His undergraduate education was at the London School of Economics and Columbia College.

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

Philipp Uhlmann, Adjunct Assistant Professor of International Business, has an extensive background in international banking, finance, and economics. He received his Bachelor of Commerce,
with a specialization in Finance, from the University of British Columbia. Uhmann 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, Uhmann 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. Uhmann has also been active with the Tavitian Scholars Program at Fletcher since 2003, a program that works to advance government professionals in Armenia. He currently teaches International Finance, Operations of Financial Institutions, Large Investments and International Project Finance, and Corporate Financial Strategy—the MSF capstone course, at Bentley University, Waltham, MA. He has taught at Fletcher since 2003.

Patrick Verkooijen is Professor of Practice of Sustainable Development Diplomacy at The Fletcher School and Visiting Professor at Wageningen University and Research Center. A Dutch national, he became Special Representative for Climate Change at the World Bank in July 2012, and represents the World Bank in UN meetings on climate change, and serves as principal advisor to the Vice President SDN, specifically engaging with the UN and other partners leading global efforts in the climate change area. Prior to his appointment as Special Representative, Professor Verkooijen served in the Bank as Head, Agriculture and Climate Change, and as Senior Partnership Specialist. Before his appointment to the Bank, he acted as key negotiator for the Department of International Affairs at the Ministry of Agriculture, Nature and Food Quality in the Netherlands. He has extensive experience in multilateral environmental negotiations and in negotiations within the EU with a particular emphasis on sustainable development issues. He received his doctorate degree from Wageningen University, in close collaboration with The Fletcher School. His thesis, Transforming Sustainable Development Diplomacy: Lessons Learned from Global Forest Governance, is widely perceived as an important contribution to the emerging field of sustainable development diplomacy. He received his Master’s degree in Public Administration from Harvard University, a Master’s degree in social and political philosophy from the University of Amsterdam, and an engineering degree in environmental science from the University of Utrecht.

Ibrahim Warde is Adjunct Professor of International Business. He is Carnegie scholar working on informal and underground finance in the Islamic world. His books include The Price of Fear: The Truth Behind the Financial War on Terror, which has been translated into French, Italian, Japanese, and Czech, and was selected by Foreign Affairs as one of the best books of the year about economic, social, and environmental issues, and Islamic Finance in the Global Economy, now in its second edition. He has previously taught at the University of California, Berkeley, at MIT’s Sloan School of Management, and at other universities in the United States and abroad. He is also a writer for Le Monde diplomatique and a consultant. He holds a B.A. from Université Saint Joseph in Beirut, Lebanon, an M.B.A. from France’s Ecole des Hautes Etudes Commerciales, and an M.A. and a PhD in Political Science from the University of California, Berkeley.

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

Robert Wilkinson is a Lecturer in International Negotiation and Global Aid Management. He has worked for twenty years in the fields of conflict resolution, development, and human rights, with an emphasis on leadership in complex environments. Rob has worked with a wide range of clients, including international agencies such as CARE and UNICEF, private sector companies such as General Mills, and political bodies such as the White House. As a consultant with PricewaterhouseCoopers, he was responsible for setting up and running their first office in Burundi, overseeing a two-year Security Sector Reform Program with the military, police, parliament, and civil society. Previously, he spent six years with the Department for International Development (DFID), as Head of the Policy and Research Division Cabinet, and as DFID’s Senior Adviser on Conflict Issues. He has held senior staff positions in Oxfam and the UN, and worked in field locations including Nicaragua, Laos, Angola, Rwanda, DRC, Uganda, Kashmir, Ethiopia, and Kenya. He is a member of the UK International Advisory Board of experts for the Center of Security Sector Management (CSSM). He holds a Master’s Degree from Stanford University and a Bachelor’s from the Massachusetts Institute of Technology (MIT).

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

David A. Wirth, Visiting Professor of International Law, holds a primary appointment at Boston College Law School where he is Professor of Law, teaching courses on environmental law, administrative, public international, and foreign relations law. Previously, he was Senior Attorney and Co-director of International Programs for the Natural Resources Defense Council and Attorney-Advisor for Oceans and International Environmental and Scientific Affairs for the U.S. Department of State. A graduate of Yale Law School, he holds undergraduate and graduate degrees in chemistry from Princeton and Harvard, respectively. Wirth served as law clerk to Judge William H. Timbers of U.S. Court of Appeals for the Second Circuit. He has been the recipient of a Fulbright Scholarship and a National Science Foundation Fellowship. A life member of the Council on Foreign Relations, Wirth has served on advisory boards to a number of institutions of higher learning, domestic agencies, and international organizations, including Vermont Law School, the Environmental Protection Agency, and the European Bank for Reconstruction and Development. He has been a consultant to the United Nations Development Program, the United Nations Environment Program, the North American Commission for Environmental Cooperation, the C.S. Mott Foundation, the German Marshall Fund of the United States, and the Belgian State Secretary for Energy and Sustainable Development. Wirth is the author of more than five dozen books, articles, and reports on international environmental law and policy for both legal and popular audiences.

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

EMERITUS FACULTY

Stephen W. Bosworth
A.B. and LLD (Hon.), (Dartmouth College) Ambassador and U.S. Special Representative, Retired, Dean Emeritus

Theodore L. Eliot, Jr.
MPA (Harvard University), LLD, Ambassador and Career Minister, Retired, Dean Emeritus

John R. Galvin
M.A. (Columbia University), Dean Emeritus
H. Field Haviland, Jr
PhD (Harvard University), Professor Emeritus of International Politics

William R. Moomaw
PhD (Massachusetts Institute of Technology), Professor Emeritus of International Environmental Policy

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

Arpad von Lazar
PhD (University of North Carolina), Professor Emeritus of International Politics
## Fall 2014 Semester

### August

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Mon</td>
<td>MIB Pre-Session begins and continues through August 22.</td>
</tr>
<tr>
<td>25</td>
<td>Mon</td>
<td>Mandatory Orientation Week activities begin; continues through August 29.</td>
</tr>
<tr>
<td>29</td>
<td>Fri</td>
<td>Equivalency Exams administered in the morning for E201, E210m, and B205.</td>
</tr>
</tbody>
</table>

### September

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mon</td>
<td>Labor Day Observed – University Holiday.</td>
</tr>
<tr>
<td>2</td>
<td>Tues</td>
<td>Registration Material pick-up in the Registrar’s Office for returning students. Shopping Day for all seminar courses, new courses, and courses taught by new and adjunct faculty members.</td>
</tr>
<tr>
<td>3</td>
<td>Wed</td>
<td>Classes begin. Fall Semester online course enrollment begins. First day of Cross-Registration for non-Fletcher students.</td>
</tr>
<tr>
<td>5</td>
<td>Fri</td>
<td>Convocation – start of program: 2:00 PM.</td>
</tr>
<tr>
<td>10</td>
<td>Wed</td>
<td>Online course enrollment ends at 11:59 PM, a stroke before Midnight.</td>
</tr>
<tr>
<td>12</td>
<td>Fri</td>
<td>Last day for non-Fletcher students to submit Cross-Registration Petitions to the Registrar’s Office.</td>
</tr>
<tr>
<td>20</td>
<td>Sat</td>
<td>First Foreign Language Reading Comprehension Exams.</td>
</tr>
</tbody>
</table>

### October

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Fri</td>
<td>Last day of the Drop Period.</td>
</tr>
<tr>
<td>13</td>
<td>Mon</td>
<td>Columbus Day Observed – University Holiday – NO CLASSES.</td>
</tr>
<tr>
<td>20</td>
<td>Mon</td>
<td>First half of the term ends.</td>
</tr>
<tr>
<td>21</td>
<td>Tues</td>
<td>Second half of the term begins.</td>
</tr>
</tbody>
</table>

### November

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Tues</td>
<td>Veterans Day Observed – University Holiday – NO CLASSES.</td>
</tr>
<tr>
<td>25</td>
<td>Tues</td>
<td>Thanksgiving Recess begins at the end of classes.</td>
</tr>
</tbody>
</table>

### December

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mon</td>
<td>Thanksgiving Recess ends; classes resume.</td>
</tr>
<tr>
<td>9</td>
<td>Tues</td>
<td>Last day of classes for the Fall 2014 term.</td>
</tr>
<tr>
<td>10</td>
<td>Wed</td>
<td>Reading Day.</td>
</tr>
<tr>
<td>11</td>
<td>Thurs</td>
<td>Reading Day.</td>
</tr>
<tr>
<td>12</td>
<td>Fri</td>
<td>The Final Exam Period begins.</td>
</tr>
<tr>
<td>18</td>
<td>Thurs</td>
<td>The Final Exam Period Ends.</td>
</tr>
</tbody>
</table>
SPRING 2015 SEMESTER

**JANUARY**

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Fri</td>
<td>Fall 2014 grades due by 12:00 noon.</td>
</tr>
<tr>
<td>5</td>
<td>Mon</td>
<td>Deadline for completion of all February 2015 degree requirements.</td>
</tr>
<tr>
<td>7</td>
<td>Wed</td>
<td>Orientation begins for incoming January students.</td>
</tr>
<tr>
<td>8</td>
<td>Thurs</td>
<td>Equivalency Exams administered in the morning for E201, E210m, and B205.</td>
</tr>
<tr>
<td>9</td>
<td>Fri</td>
<td>NYC Career Trip.</td>
</tr>
<tr>
<td>12</td>
<td>Mon</td>
<td>Registration Material pick-up for returning students. Shopping Day for all seminar courses, new courses, and courses taught by new and adjunct faculty members.</td>
</tr>
<tr>
<td>13</td>
<td>Tues</td>
<td>Classes begin. Spring Semester online course enrollment begins. First day of Cross-Registration for non-Fletcher students.</td>
</tr>
<tr>
<td>19</td>
<td>Mon</td>
<td>Martin Luther King, Jr. Day Observed – University Holiday – NO CLASSES.</td>
</tr>
<tr>
<td>22</td>
<td>Thurs</td>
<td>Online course enrollment ends at 11:59 PM, a stroke before Midnight.</td>
</tr>
<tr>
<td>23</td>
<td>Fri</td>
<td>Last day for non-Fletcher students to submit Cross-Registration Petitions to the Registrar’s Office.</td>
</tr>
</tbody>
</table>

**FEBRUARY**

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Fri</td>
<td>Second Foreign Language Reading Comprehension Exams.</td>
</tr>
<tr>
<td>13</td>
<td>Fri</td>
<td>Last day of the Drop Period.</td>
</tr>
<tr>
<td>16</td>
<td>Mon</td>
<td>Presidents’ Day Observed – University Holiday – NO CLASSES.</td>
</tr>
<tr>
<td>26-27</td>
<td>Thurs-Fri</td>
<td>Washington, D.C. Career Trip – NO CLASSES.</td>
</tr>
</tbody>
</table>

**MARCH**

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Tues</td>
<td>First half of the term ends.</td>
</tr>
<tr>
<td>4</td>
<td>Wed</td>
<td>Second half of the term begins.</td>
</tr>
<tr>
<td>13</td>
<td>Fri</td>
<td>Spring Break begins at the end of classes.</td>
</tr>
<tr>
<td>23</td>
<td>Mon</td>
<td>Spring Break ends; classes resume.</td>
</tr>
<tr>
<td>28</td>
<td>Sat</td>
<td>Third and final offering of the Foreign Language Reading Comprehension Exams.</td>
</tr>
</tbody>
</table>

**APRIL**

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>Mon</td>
<td>Patriots’ Day – University Holiday - NO CLASSES.</td>
</tr>
<tr>
<td>27</td>
<td>Mon</td>
<td>Last day of classes for the Spring 2015 term. Other than Spring 2015 grades, deadline for completion of all degree requirements (including grades from prior terms, Capstone Projects, and foreign language requirements).</td>
</tr>
<tr>
<td>28</td>
<td>Tues</td>
<td>Reading Day.</td>
</tr>
<tr>
<td>29</td>
<td>Wed</td>
<td>Reading Day.</td>
</tr>
<tr>
<td>30</td>
<td>Thurs</td>
<td>The Final Exam Period begins.</td>
</tr>
</tbody>
</table>

**MAY**

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Wed</td>
<td>The Final Exam Period ends.</td>
</tr>
<tr>
<td>16</td>
<td>Sat</td>
<td>Class Day Ceremony.</td>
</tr>
<tr>
<td>17</td>
<td>Sun</td>
<td>Commencement.</td>
</tr>
</tbody>
</table>
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fletcher.tufts.edu