



THE FLETCHER
SCHOOL

TUFTS UNIVERSITY

2016-2017 Course Bulletin

This Bulletin contains descriptions for courses offered at The Fletcher School for the 2016-2017 academic year only. 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. In addition to the courses offered at Fletcher, students are eligible to cross-register at 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 policies. 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 via Fletcher Connect.

Table of Contents

COURSE DESCRIPTIONS..... 3
 DIVISION OF INTERNATIONAL LAW AND ORGANIZATIONS (ILO)3
 DIVISION OF DIPLOMACY, HISTORY, AND POLITICS (DHP).....7
 DIVISION OF ECONOMICS AND INTERNATIONAL BUSINESS (EIB).....26

FIELDS OF STUDY 38
 INTERNATIONAL BUSINESS FIELDS OF STUDY FOR MIB STUDENTS38
 INTERNATIONAL AFFAIRS FIELDS OF STUDY41

BREADTH REQUIREMENTS 59
 DIVISION OF DIPLOMACY, HISTORY, AND POLITICS (DHP).....59
 DIVISION OF INTERNATIONAL LAW AND ORGANIZATIONS (ILO)59
 DIVISION OF ECONOMICS AND INTERNATIONAL BUSINESS (EIB).....60
 QUANTITATIVE REASONING60

CERTIFICATES 62

FACULTY BIOGRAPHIES..... 64

COURSE DESCRIPTIONS

DIVISION OF INTERNATIONAL LAW AND ORGANIZATIONS (ILO)

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.

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.

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.

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.

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.

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.

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. It is recommended that students have completed L216.

ILO L214M: 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 philosophical, moral and political considerations pertaining to the challenge of reconciliation in these contexts. This course is taught remotely by the professor. One-half credit.

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.

ILO L220: INTERNATIONAL ORGANIZATIONS

Using the case method, this course explores the key court decisions that have helped establish the legal principles that empower and regulate international organizations. Analysis of these cases illuminates the relationship and tension between international law and politics in this area, as well as shows how courts help and hinder the development of international organizations, sometimes in the

same case. Additional case studies will focus on contemporary problems facing a variety of international organizations. The debates and assessment exercises will strengthen students' critical reasoning skills, in addition to fostering a sophisticated understanding of the law created for and by international organizations.

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.

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.

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.

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.

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.

ILO L236M: SECURITIES REGULATION: AN INTERNATIONAL PERSPECTIVE

This module will review the evolution of securities regulation regimes in North American and European jurisdictions. We will evaluate differing models relating to the regulation of public offering of debt and equity securities, issues of securities disclosure and enforcement, and the regulation of investment banking and broker/dealer activities across borders. In addition to comparing different substantive approaches, we will review and analyze the increasing convergence in international disclosure and accounting standards and their implications for international markets, as well as continuing challenges relating to the regulation of markets and their participants on a worldwide basis, particularly in light of the global financial crisis. *Not offered AY 2016-2017.*

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. *Not offered AY 2016-2017.*

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.

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.

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.

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)

DHP D200: DIPLOMACY: HISTORY, THEORY, AND PRACTICE

Diplomacy is one of the very constitutive “orders” of the international system, a mainstay of civilization itself. This course examines classical diplomacy and its evolution in the West, the “integration” of regional diplomatic cultures through the League of Nations and United Nations, the establishment of foreign ministries and bilateral embassies, the Vienna Convention on Diplomatic Relations (1961), the professionalization of diplomatic services, “summit” diplomacy and the use of special envoys, diplomatic ceremony and protocol, the nuances of diplomatic language, public diplomacy and social media, educational exchanges and intercultural dialogues, engagement with non-state actors, and the question of the future of formal diplomacy in a networked global society. *Not offered AY 2016-2017.*

DHP D205: GLOBAL MARITIME AFFAIRS: INTERNATIONAL TRADE, SECURITY, ENERGY AND ENVIRONMENTAL ISSUES AT SEA

Over 90% of international trade is carried by sea – the lifeblood of globalization. The world’s oceans also present a myriad of opportunities and challenges in international affairs, such as territorial disputes, opening Arctic sea routes, piracy, terrorism, strained fisheries, mineral and energy

extraction, marine disasters, whaling, maritime security and technological advances in maritime domain awareness. The course will explore these issues and other maritime topics based on individual student interests. Course format is lecture and discussion. Writing and speaking skills receive considerable attention. No prerequisites other than a lively curiosity.

DHP D216M: SOCIAL NETWORKS IN ORGANIZATIONS - PART ONE

The growing use of social media in political movements and the notoriety of the Snowden revelations and the NSA's big-data network-tracking abilities 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. Individual and team assignments will further students' understanding of the concepts, as well as demonstrate the power of a 'networked' class. The final deliverables will include blog postings and a debate on the importance and future of both social networks and enabling technologies. One-half credit.

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 of their own choosing. Students can 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, from data collection through analysis. 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.

DHP D218: INFLUENCING POLICY AND THE GLOBAL DEBATE: WRITING ANALYSIS AND OPINION

Informing and influencing the course of public affairs requires an ability to write clearly, explain accurately and be convincing. It also requires an understanding of your audience, including its cultural values and how to reach it through social media. Whether you choose to go into government, the non-profit sector, business or the news media itself, you will have to master these skills for success in the public arena, be it to lead or to affect policies. In this course, we will study how to write analysis, which generally attempts to address questions of why or how or to explain something, and opinion, which focuses more what should be done. Opinion can include value judgments, but you must back both analysis and opinion with facts. You also must provide context and be complete, weighing contradictory but relevant information. You will be asked in the first class to submit a theme, region or country on which throughout the course you will write disciplined, well-written essays of 800 to 1,200 words. Your pieces must have some relevance to public policy today, but can focus on economic, legal, historical, military, business or political matters. Enrollment limited to 25 students.

DHP D220: PROCESSES OF INTERNATIONAL NEGOTIATION

This course explores the processes, rather than specific substantive issues, of international

negotiation. Using exercises and simulations, it examines the nature of conflict in the international arena; the special characteristics of negotiation in the international setting; negotiation dynamics; the roles of culture, power, and psychological processes; and the strategy and tactics of international negotiation. Special problems of multilateral negotiation, and the follow-up and implementation of negotiated agreements are also examined. Four sections with a maximum of 25 students each. Students enroll in section 1. After the registration period ends, the Registrar will assign students to one of the four sections.

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.

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.

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 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. The course balances a population-focused approach (examining the evolving roles, expectations, and norms for men, women, boys and girls) with an analysis of the health, humanitarian, development, security, justice/legal, and governance sectors.

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 include gender analyses of current trends in armed conflict and terrorism; links among war

economies, globalization and armed conflict; the manipulation of gender roles to fuel war and violence; gender and livelihoods in crises; masculinities in conflict; sexual and gender-based violence; women's rights in international humanitarian and human rights law; and peacebuilding. Case studies are drawn from recent and current armed conflicts worldwide.

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 fieldwork. 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.

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

The course will introduce students to the concept of Public Nutrition and examine its central role in complex emergencies. The implications of the Public Nutrition approach for assessment and analysis, policy development, program design and implementation will be examined. This will provide an understanding of; the causes and nutritional outcomes of humanitarian crises and complex emergencies (malnutrition, morbidity and mortality). The course has a field-oriented focus based on a wide range of recent and past food and nutrition crises ranging. The course reviews international response strategies, nutrition 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.

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.

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 Arab revolts, and the search for new alternatives.

DHP D264: GEOPOLITICS OF ENERGY IN EURASIA

This course deals with security issues related to the production, distribution and consumption of oil and gas in the post-Soviet Union period. The political instability of Eurasia following the collapse of Soviet Union has threatened the supply of oil and gas for the developing economies of the nations of Eurasia. To understand the importance of this issue, this course will examine how the distribution of energy has intensified the competition between nations in this region. One example of this is the Russian annexation of the eastern Ukraine. It is also particularly important to understand the impact of accelerating technological changes taking place both in Eurasia and the rest of the world. The range of the subject matter continues in the second portion of the course where the discovery of oil in Arctic region and the production of liquefied natural gas (LNG) in Australia change the global market for oil and gas. Course concludes with a study of the geopolitical struggles over the energy resources of the South China Sea.

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, Pakistan and India. Each of these states protests their current position. For Iran the dispute with the outside world is it does not occupy a position commensurate with its power. With Afghanistan the difficulty with modernity is that external interference has not enabled it to consolidate power in the face of internal and external forces. In the case of Pakistan the sudden establishment of the state in 1947 in a world dominated by Western powers has left the country in a competition with an external power, India, under condition of great inequality. Special efforts will be made to understand this region's problems with terrorism especially in the case of Afghanistan and Pakistan. For India, the major subject of analysis will be how the state is going to deal with being surrounded by hostile powers both on land and sea. Specific topics studied are the future of Iran outside its national border that includes Syria and Yemen. This course will provide in-depth knowledge of ethnic and sectarian violence, modern educational change, social and cultural reaction to radical urbanization, creation of a modern legal system, transfer of modern technology, and foreign policies of major state and non-state powers.

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 from a global point of view. There are three major reasons for taking on this task. The first deals with the political instability that took place in Eurasia after the collapse of the Soviet Union. That event brought on a period of political weakness that is not over by 2015. This increased the threats to the production of oil and gas from a region of the world that contained about seventy percent of the world's supply of oil and gas. The third development generating Eurasian insecurity is a consequence of the near joint decision by India and China to engage in rapid economic

development during the last decade of the twentieth century. This placed the two countries containing near a third of humanity in need of major imports of oil and gas. In turn this erected a major security problem in Eurasia because two very large states had to secure their sources of fuel rapidly under conditions where the nearby sources of supply were located in high-risk areas of the Middle East and Central Eurasia. Then there is a high possibility of major state competition over energy resources. We will examine how diplomacy might forestall conflict based upon the idea that all parties to the economic livelihood of Eurasia have an interest in preserving the global economy. Here we will devote particular attention to the multi-lateral efforts to provide protection to the Indian/Pacific ocean maritime lines of supply. Other topics studied are: economic development; impact of modern petroleum technology and its environmental impact; ethnic politics; terrorism in Central Eurasia; and the new 'Great Game' in Central Asia.

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.

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

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

DHP H202: MARITIME HISTORY AND GLOBALIZATION

A study of world history over the past 500 years from a salt-water perspective. The course will examine the ocean as avenue, arena, source, and cultural metaphor, analyzing major themes such as the impact of changing technologies and modes of warfare, evolving patterns of trade, and differing cultural perceptions. The format will be lecture, with some discussion. *Not offered AY 2016-2017.*

DHP H204: CLASSICS OF INTERNATIONAL RELATIONS

Most graduate courses in international relations focus on “cutting edge” research. Without a working knowledge of Thucydides, Kant, or Schelling, citizens and policymakers are unable to place new theoretical propositions into a historical context. This course surveys the history of international relations theory through a close reading of 10-15 classic works in the field. Among the questions that will be addressed: how far has IR theory developed since Thucydides? How closely do theories of international relations mirror the era in which they were written? In what ways are these widely

cited works simplified or misstated in the current era?

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 expedition embarked on 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 dramatically different policies; the U.S., Russia, and China tell Cold War history differently and those differences do much to explain their different worldviews. 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.

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

A century ago, World War I and its settlement shaped the modern Middle East. The end of the Ottoman Empire and the emergence of successor states in search of internal ideology and regional influence have characterized the region today. This course addresses the broader topic of struggle and survival during cataclysmic events, such as a world war, with reference to the history of the student's region of interest. It is a research-based class in which students will learn how to better research conflict and how to develop an approach to the study of conflict given the many perspectives of those affected by it. The course will also discuss the ways in which conflict can transform a region. This course is cross-listed with the School of Arts and Sciences - Department of History.

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.

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.

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.

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.

DHP P204: WOMEN IN NATIONAL SECURITY

This seminar examines key issues in national security and global affairs through the lens of gender, placing a specific emphasis on the role of women in peace, war, intelligence, and governance. After grounding gender analysis in international relations theory, the seminar proceeds with three sections. The first section focuses on women in governance. In this section, we focus on women leaders, including those who have served as heads of state (including during times of war), as well as in parliaments around the world. What are some of the stereotypes of women leaders and the challenges they confront in rising to the top? Do women differ from men in such leadership positions? Would state interactions be more peaceful and our lives more secure if women ran the world? The seminar then moves from women in governance to the second broad section: women in warfare. In this section, two characterizations rise to the forefront: women as victims during conflict, including from displacement, sexual violence, and the disruption of everyday life, and then women as combatants during conflict, including in the armed forces, resistance movements, and terrorist organizations. The final section of the seminar examines a range of select topics related to Women and National Security. We explore women as builders of peace through peace accords and post-conflict reconstruction; the experiences of women serving in the Intelligence Services; the day-to-day practical realities confronting women with careers in global affairs; and how men can serve as agents of change for equality. Enrollment limited to 20 students.

DHP P205: NATIONAL SECURITY DECISION-MAKING: THEORY & PRACTICE

This course examines national security decision-making from both a theoretical perspective and from its execution in practice. The seminar focuses on how national security decisions are made rather than on the theories of international relations or the substantive content of national security policies. It is divided into three sections. The first part of the seminar – drawn, in part, from the instructor’s nearly six years on the National Security Council (NSC) staff – introduces the student to the current structures, processes, and primary actors involved in national security decisions. The

second section then delves into analytic and theoretical models of decision-making, cognitive biases, and how decision-makers use intelligence and lessons from history in their decisions. Finally, the seminar concludes with discussions on practical application and execution, has students participate in a crisis simulation, and explores possible reforms. Emphasis throughout the seminar is placed on the national security decision-making system of the United States (and particularly on the Executive Branch), but seminar participants also are encouraged to examine and discuss the systems and actors of other states as well.

DHP P207: GIS FOR INTERNATIONAL APPLICATIONS

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

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.

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.

DHP P214: GENDER THEORY AND PRAXIS

This course provides a foundation in key theories and frameworks for understanding gender issues across disciplines. Drawing on key texts from the fields of anthropology, philosophy, post-colonial theory, women's and gender studies, feminist theory, international relations, development economics, environmental studies and beyond, students will explore the role of gender and gender relations across the spheres of social, cultural, political, economic and religious life. The course syllabus seeks to capture the diversity of identities and viewpoints that are reflected in theoretical conversations about gender. While many of these debates are commonly discussed with reference to

international studies, this course will also wade into the realm of the domestic, exploring how gender theories manifest in reproduction, labor, and peacetime relationships. Discussions will draw out intersectional themes and invite students to reflect on how to apply these theories and approaches to issues of race, social class, and other dimensions of identity and privilege.

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.

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.

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.

DHP P221: MEMORY POLITICS: TRUTH, JUSTICE, AND REDRESS

In this course we analyze the relationship between memory and social reconciliation, and the role that theories of truth, justice and redress play in this equation. We begin with WWII, or more precisely its aftermath and the emergence of a series of conventions and covenants establishing human rights as a set of international laws, institutions, and norms. We trace the expansion of, and challenges to, the regime of human rights and international law by focusing on case studies that allow us to analyze war crimes tribunals, truth commissions, the burgeoning field of transitional justice, and local level forms of assessing guilt and administering justice. Our case studies this year include Rwanda, South Africa, Colombia, Guatemala, and Peru.

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.

DHP P224: CULTURAL CAPITAL 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.

DHP P225M: DESIGN AND MONITORING OF PEACEBUILDING AND DEVELOPMENT PROGRAMMING

The course explores core components of the program cycle, beginning with peacebuilding theories that underpin program design and ending with the development of high-quality indicators for monitoring. The core concepts of design and monitoring will be applied primarily to international development and peacebuilding programming. This practical course is intended for students who wish to obtain a strong skill set in Design, Monitoring, and Evaluation (DME) and work in peacebuilding or international development. Enrollment limited to 70 students. One-half credit.

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 70 students. One-half credit.

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.

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.

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.

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.

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.

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.

DHP P245: CRISIS MANAGEMENT AND COMPLEX EMERGENCIES

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

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 atHQ 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.

DHP P248M: VARIETIES OF CORRUPTION

The goal of this course is to introduce students to the study of corruption in the global political economy. Corruption is a political phenomenon that affects both the quality of governing institutions and the functioning of economic markets. For this reason, scholars and policy practitioners place considerable attention on, first, conceptualizing and identifying the phenomenon and, then,

explaining its causes and consequences. Ultimately this research is aimed at formulating practical methods for reducing corruption's prevalence and harm. The course is organized into three main sections. The first part of the course introduces the topic of corruption and its relevance to international affairs, economic development and comparative politics. The second part of the course explores corruption through the lenses of four distinct theoretical frameworks: economic, rational-legal, institutional and cultural. Here students will be introduced briefly to the methodological toolkits of these varying approaches and critically assess their relative merits. The final component of the course consists of special issue areas in corruption.

DHP P249: INTERNATIONAL CYBER CONFLICT

One of the most consequential national security and economic challenges confronting policymakers today is cyber space and the threats that emanate from it. As a domain and instrument of competition and conflict, cyber space enables a range of global actors – including dissidents, terrorist organizations, and states with varying levels of offensive and defensive cyber capabilities – to assert influence, project power, and conduct activities in the increasingly ambiguous gray areas between war and peace. Designed as an introductory course for the national security generalist, this seminar will explore the role of power and conflict in cyber space; examine the various activities that occur in cyber space, including espionage, subversion, sabotage, and the potential for cyber warfare; explore the vulnerability of critical infrastructure and the role of the private sector; and discuss the policies, strategies, and governance structures of key actors that operate within the cyber domain. Underscoring topics throughout the course will be discussions on the role of risk and how policymakers assess threats and adapt to risk in the cyber domain. Prerequisite: Students are required to have completed P240.

DHP P250: ENVIRONMENTAL PROBLEM SOLVING

The foundation of this course is exposure to a portfolio of (primarily) quantitative analytical techniques for assessing environmental dimensions of economic activities, policies, and technologies. The goal is for students to become informed, capable environmental analysts and discerning consumers of environmental research and analysis. The course focuses on four applied environmental problems. Each case introduces an analytic skill and situates it in its political, regulatory and/or economic context. P250 requires completion or co-enrollment in either B205: Data Analysis and Statistical Methods or E213: Econometrics.

DHP P251: ENERGY, ENTREPRENEURSHIP, AND FINANCE

Driven by environmental factors, technology and market conditions, opportunities abound in areas related to conventional and new energy, which is represented by renewables and new technologies. This course examines the role that entrepreneurship, policy and financing taken together play in driving change that impacts traditional energy sources and results new energy opportunities. Energy entrepreneurship and financing together will support and create new infrastructure and require new energy paradigms on both the supply and demand side. The class will meld policy, strategy, finance and entrepreneurship in order to build a coherent framework for integrating conventional and new energy with a focus on both business and the environment. DHP P254 is recommended but not required.

DHP P252M: HEALTH, HUMAN SECURITY AND EMERGING PATHOGENS

With increasing globalization of trade, travel and terrorism, public and individual human health have become topics of global concern, involving sovereign nations, international organizations and the scientific community. Threats from emerging infectious diseases outbreaks exemplify this trend. In contrast to the traditional idea of national security, the field of human security focuses on the individual, rather than state, as the nexus of analysis and takes a multidisciplinary approach through which to analyze the challenges related to community, national and global response to emerging infectious diseases epidemics. This course will start by examining human security literature and practice as it applies to infectious diseases threats. It will examine factors leading to increasing frequency of outbreaks due to novel pathogens, such as climate change and environmental degradation, and the concept of One Health. It will then look at the intersection between scientific research and related ethical issues, disease surveillance and global biosecurity issues. Further, the course will examine the historical basis for International Health Regulations and other frameworks for modern global health governance as they apply to outbreaks. Lastly, the class will utilize case studies to examine how outbreak preparedness and response have been managed during recent epidemics such as SARS, H1N1, MERS, Ebola and Zika. This course is meant to foster interdisciplinary perspectives by bringing together practitioners from international law, human development, public health and clinical care.

DHP P253: SUSTAINABLE DEVELOPMENT DIPLOMACY

Sustainable development diplomacy course examines how to integrate economic, environmental and social equity goals in foreign policy-making. It discusses the emergence of sustainable development as a concept and international institutions and negotiation processes that facilitate its implementation. Focusing on climate, water and forest diplomacy, we address a range of themes including UN climate negotiations, climate finance, environmental refugees, public-private cooperation, and water governance. The course also analyzes China and BRICS-led approaches to sustainable development and their new banks. It offers insights from practice, trainings in mutual gains negotiations and complex UN multiparty negotiations. Students develop expertise in policy analysis and planning, strategic thinking and feedback management.

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.

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.

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.

DHP P259: SCIENCE DIPLOMACY: ENVIRONMENTAL SECURITY IN THE ARCTIC OCEAN

This course will address “science diplomacy” as an emerging interdisciplinary field with global relevance to promote cooperation and prevent conflict among nations. The Arctic Ocean will be used as a case- study where science-policy interactions are being used to balance national interests and common interests with regard to sustainable infrastructure development. More specifically, lessons of science diplomacy will be illustrated in the context of environmental security as an integrated approach for assessing and responding to the risks as well as the opportunities generated by an environmental state-change. Overall, objective of this course is to consider scientific contributions to sustainable, stable and peaceful development in our world with a long- term view toward balancing economic prosperity, environmental protection, social equity and public welfare – considering the urgencies of today and the needs of future generations.

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 polities with special, but not exclusive reference to the South Asian subcontinent. Organized along historical and thematic lines, the course focuses on the overlapping domains of culture and politics, thought and practice, to elucidate aspects of dialogue, tension, and confrontation between the worlds of Islam and the West.

DHP P261: DEMOCRATIZATION IN THE MIDDLE EAST: THEORY AND PRACTICE

How do countries build democratic regimes? What is democratization? What is democracy? These are the core questions explored in this course. Using literatures drawn from international relations and comparative politics, the course focuses on democratization in the Middle East, using intensive

case studies of Egypt, Israel, Palestine, Syria, and Turkey, in order to illustrate broader regional patterns. History and geopolitics are emphasized as prominent causal factors and constraints in the region's pathways of democratization. A short review of democracy and democratization literatures introduces the definitional differences (democratic, authoritarian, hybrid) and defining features in regime types, before we move to consider the importance of leadership and institutional factors in sustainable democratization. Invited guest speakers on select cases provide students with access to experts with on-the-ground experience and real-time data.

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.

DHP P264: GEOPOLITICS OF ENERGY IN EURASIA

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

DHP P266M: THE ISLAMIC WORLD: POLITICAL ECONOMY AND BUSINESS CONTEXT

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.

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.

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.

DHP P275: NORTH KOREAN STATE AND SOCIETY

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

DHP P280: EURASIA: GEOPOLITICS, RELIGION, AND SECURITY

This course explores the intersection of geography, religion, and security in the transregional, transcontinental space of Eurasia, a playing field where Western (mainly defined in terms of NATO and the EU) and Eastern (primarily understood in terms of Russia and its near abroad) are perceived to collide in a zero-sum game. We begin with an introduction to the rediscovery of the tradition of geopolitics as field in IR theory, and we explore the centrality of Eurasia to geopolitical arguments about global hegemony. The course considers the importance of key states and alliances especially, the Transatlantic Alliance, Russia, Turkey, Iran, and Saudi Arabia for control over Eurasia; the importance of technological change for mechanisms of control over land and maritime chokepoints; and the importance of material versus ideational factors in geopolitical contestation in Eurasia. We consider the salience of religion in shaping ideas about Europe versus Asia, as well as in historical and contemporary notions of security threats in Eurasia. The course uses critical case studies (religious, radical, and black market networks; Syria as a fragile state; and Ukraine as a border conflict), as well as guest speakers with expertise on geopolitics, religion, and security in Eurasia.

DHP P287M: POLITICAL ECONOMY AND BUSINESS OF THE EUROPEAN UNION

Has the European Union (EU) delivered on its promise of a fully integrated economic and political union? How has Europe grown from its modest beginning with the European Coal and Steel Community established in 1951 with only six countries to the European Union, which today encompasses 27 countries? Is the Euro crisis undermining the future of the European Union or will it usher the EU in a fiscal union, which by necessity requires a closer political union? How does this multi-faceted integrative process shape the European business environment? Through class

discussion and case studies managerial implications for firms operating in Europe are assessed at the provincial, national, and EU level. No prerequisite. Offered in English (01) and French (02) language sections. For MIB students, this course is one of the regional options. One-half credit.

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.

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.

DHP P296: DEMOCRACY AND 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.

DHP P297: ENGAGING HUMAN SECURITY

This course will enable students to gain a firm understanding of the central issues and debates in human security, and also obtain a deeper understanding of various aspects of the predicaments facing the people of Sudan and South Sudan, and those mandated to solve their problems. The course is inter-disciplinary and problem focused. It takes five central fields which human security has drawn from and influenced—human rights, humanitarian studies, feminist and gender studies, mediation and conflict resolution, and development—and uses foundational theories and applications in those fields to create a human security lens to better understand and address current problems in Sudan and South Sudan. Prerequisite: Two courses within the Human Security field of study.

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 interdisciplinary and involves readings in political science, international relations, and social anthropology, while also touching on economics, environmental studies, and history.

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. Experiential learning and application of academic experiences are standard components of a two-year master's level international affairs program. Requirements include successful completion of the Professional Development Program, mandatory attendance at two lectures, the internship and a presentation and Executive Summary at the conclusion of the internship. PhD students in the dissertation phase of their program will be eligible for up to 11 months of curricular practical training provided that they enroll in a .25 credit independent study under the supervision of their dissertation director. The course will be graded and based on a paper submitted by the student based on their internship experiences and the relationship to their PhD research. Students are eligible one time only during their degree program. Available only for F-1 visa holders. Please consult with the Registrar's Office for more information.

DIVISION OF ECONOMICS AND INTERNATIONAL BUSINESS (EIB)

EIB B200: FOUNDATIONS IN FINANCIAL ACCOUNTING AND CORPORATE FINANCE

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

EIB B205: DATA ANALYSIS AND STATISTICAL METHODS

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

EIB B206: DATA ANALYSIS AND STATISTICAL METHODS FOR BUSINESS

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

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.

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.

EIB B210: PUBIC SECTOR ACCOUNTING

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

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.

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.

EIB B223: INFORMAL AND UNDERGROUND FINANCE

This course 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 (drug trade, piracy, cybercrime, counterfeiting, human trafficking, terrorist financing, etc.) to prosper, creating governance and law enforcement challenges to governments and corporations alike.

EIB B224: 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.

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.

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.

EIB B229: GLOBAL INVESTMENT MANAGEMENT

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

EIB B231: INTERNATIONAL BUSINESS STRATEGY AND OPERATIONS

This course examines strategic decision making in multinational enterprises (MNEs). It provides a series of analytic frameworks that managers can use to assess the global environment and the options available to MNEs for competing globally. In particular, the course considers the internationalization process, tensions between global integration and local responsiveness, and their implications for organizational design and business strategy. A subset of the course considers the relevance of these concepts and tools to other multinational actors such as international NGOs. The course also provides an opportunity to consider the roles of political risk, the regulatory environment, and civil unrest as factors in strategic decision-making. The pedagogy is primarily case-based, drawing on examples of MNEs based both in the global North and in emerging markets.

EIB B233: PRACTICAL KNOWLEDGE

The course examines how we select, adapt and extend our stock of useful knowledge and practices. The knowledge ranges from individual tasks such as giving effective presentations, to organizational practices for recruiting, managing crises, process re-engineering and human centered design, and even to (drawing on Gene Sharp’s handbook) overthrowing dictatorships. Meta-techniques cover topics such as developing checklists (based on Atul Gawande’s work) and sharing organizational knowledge and codifying practices. Practical “hands-on” exercises complement the readings and discussions of specific and meta-techniques. The final paper, on a specific practice of the student’s

choice can be turned into a capstone project.

EIB B235: LEADING 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.

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

This course will prepare students with conceptual frameworks and practical tools for addressing several questions: How does innovation create, sustain or disrupt competitive advantage for international pure- profit and social enterprises, including those targeted at the bottom-of-the-pyramid? How does the international context create distinct situations where innovation influences competitive advantage? How does the rise of emerging markets change the opportunities for innovation and the strategic choice set? What are the challenges facing innovators and entrepreneurial enterprises? The course progresses in four phases. The first phase lays the foundations of innovation as a key strategic lever for disruptive entrants and for incumbents, as well as for those creating a new industry altogether. 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.

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 organization. Open to students who have completed B225 or B230 and/or B200 or with permission of the instructor. Class size will be limited by the number of projects confirmed by external sponsors with a maximum of eight projects, or forty students, being accepted. Input for the project grade will come primarily from the client; team self- evaluations will be reflected in individual final grades. Note: Students are limited to only one “field study” type of course during their career at The Fletcher School. This also includes courses taken outside of Fletcher that are considered field study courses.

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.

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. *Not offered AY 2016-2017.*

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.

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?

EIB B254: CROSS-SECTOR PARTNERSHIPS

This seminar offers an in-depth overview of cross-sector partnerships. The starting point is that finding solutions to today's complex social problems must incorporate the resources and expertise of governments, civil society and business. The seminar addresses collaborations between the public, non-profit and private sectors and highlights different forms of cross-sector partnerships such as multi-stakeholder initiatives, public private partnerships, cross-sector social initiatives, cause-related marketing, and event-sponsorship. The seminar analyses conditions for successful cross-sector partnerships as well as some limitations of such programs. The course also addresses how "multi-nationalization" of business can drive the emergence and configurations of cross-sector partnerships. Finally, the seminar emphasizes the growing importance of social impact assessment for cross-sector partnerships. The aim of this course is to arm students with the analytical skills and knowledge necessary to form, evaluate, and critique cross-sector partnerships and decisions about how to engage in such programs for governments, NGOs and corporations.

EIB B262: MARKETING RESEARCH AND ANALYSIS

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

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.

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

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

EIB B281M: MANAGING OPERATIONS AND SUPPLY CHAINS IN GLOBAL COMPANIES

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.

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.

EIB B291: LEADERSHIP: BUILDING TEAMS, ORGANIZATIONS, & SHAPING YOUR PATH

This course explores the fundamental aspects of managing and leading people including: managing one-on-one relationships; influencing team behavior; and motivating and aligning people behind a common vision. It also examines the challenges and tradeoffs in creating a meaningful personal leadership path, especially in the early stages of your career. The course pedagogy is case-method discussion, drawing primarily on cases from the private sector, supplemented with comparative material from the public sector and civil society. This course will provide you with a number of critical concepts and competencies that will be useful in both the short term and long term. It will help you to make the transition from an individual contributor to a manager and, over time, build a career of increasing responsibility as a leader.

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.

EIB E210M: QUANTITATIVE METHODS

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

EIB E211: MICROECONOMICS

The goal of this course is to equip students with the major analytical tools and concepts of microeconomics necessary in subsequent economics courses, in everyday life, and in the professional world. To this end, I put special emphasis on applications of economic theories to the fields of public policy, business cases, and pricing strategies. The topics include consumer theory, welfare economics, pricing, and game theory. Students are required to be concurrently enrolled in E210m, unless they have passed the Quantitative Reasoning equivalency exam.

EIB E212: MACROECONOMICS

Intermediate level course in macroeconomic theory and practice oriented toward industrial economy issues, with explicit, frequent reference to the global economic and financial turbulence of the last five years. Begins with rigorous coverage of national income accounting and definitions of the most important macroeconomic variables. Covers short-run Keynesian underemployment equilibria, money and financial assets, labor markets, inflation, economic growth and technological change,

monetary and fiscal policy, the origins of the financial crisis of 2007-2008. Includes interpretation of the most important macroeconomic indicators. Prerequisite: Comfort with basic economic principles at level of E201 or equivalent.

EIB E213: ECONOMETRICS

This course introduces students to the primary tools of quantitative data analysis employed in the study of economic, political 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).

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.

EIB E215: THE ECONOMICS OF PUBLIC POLICY

This course examines the Economics of the European Union and the Euro Area. It analyzes the current state of the European Union, its institutional set up, its main policies and problem areas, and its role in the global economy. It also traces the development of the European Union from its origins as the European Economic Community through today's European Union of 28 members, and the development of the Euro Area from the European Monetary System to the creation of the Euro and the crisis in the Euro Area. The course examines both the microeconomics and the macroeconomics of European integration and its impact on the rest of the world, including the USA. No prerequisites, although basic knowledge of microeconomics, macroeconomics and quantitative methods would be useful.

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.

EIB E218: APPLIED MICROECONOMETRICS

This course is designed for students who are interested in learning advanced econometric techniques to answer a broad array of academic empirical research questions. To this end, this course covers a set of theoretical and practical econometric techniques for conducting high-quality empirical research.

The curriculum is oriented toward applied practitioners by focusing on research design and methods for causal inference. The topics include several of the most commonly used estimation techniques (i.e., matching, fixed effects, difference-in-differences, instrumental variables, and regression discontinuity). Econometrics (at the level of E213) is a strict prerequisite and may not be taken concurrently.

EIB E220: INTERNATIONAL TRADE AND INVESTMENT

This course investigates why nations trade, what they trade, and the distribution of the gains from trade. Topics include trade and economic growth, technology, the product cycle, multinationals, international labor integration, tariffs, regional economic integration, dumping and international competitiveness of firms and nations. Special attention is given to analyzing the effects of various policy instruments. Open to students who have completed E211.

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.

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.

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.

EIB E241: DEVELOPMENT ECONOMICS: POLICY ANALYSIS

This course equips students for rigorous economic analysis of development problems and policies. The first half of the course develops tools for studying the decisions, markets and institutions that shape development outcomes. The second half develops an approach to policy

analysis that draws on those tools. Students apply the approach in the study of 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.

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.

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.

EIB E248: AGRICULTURE AND THE ENVIRONMENT

Agriculture is an essential, politically charged source of economic growth, the primary livelihood for billions of the world's poor, a disproportionate target for government spending, and an irreplaceable source of food and nutrition. It has come to occupy more than $\frac{1}{4}$ of the earth's surface, wholly transforming the very natural systems on which it relies including biodiversity, hydrologic cycles, nutrient flows, and climatic conditions. Meanwhile, demand for food is projected to double by 2050, posing substantial challenges and opportunities at the intersection of agriculture and the environment. The course is designed to enable students to become informed consumers of cutting edge research, policies and business practices for balancing agricultural production with environmental protection. Specific topics explored will include climate change impacts, adaptation, and mitigation, deforestation, changing demand for agricultural products, determinants of agricultural productivity, and political and economic dimensions of agricultural development. The course will entail lecture, discussion, student-led discussion, problem sets, and a group policy memo. Prerequisites are E211 and E213 or equivalent with consent of the instructor.

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.

EIB E251: THE ECONOMICS OF THE EUROPEAN UNION

This course examines the Economics of the European Union and the Euro Area. It analyzes the current state of the European Union, its institutional set up, its main policies and problem areas, and its role in the global economy. It also traces the development of the European Union from its origins as the European Economic Community through today's European Union of 28 members, and the development of the Euro Area from the European Monetary System to the creation of the Euro and the crisis in the Euro Area. The course examines both the microeconomics and the macroeconomics of European integration and its impact on the rest of the world, including the USA. No prerequisites, although basic knowledge of microeconomics, macroeconomics and quantitative methods would be useful.

EIB 300-399: INDEPENDENT STUDY

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

EIB 400: READING AND RESEARCH

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

FIELDS OF STUDY

INTERNATIONAL BUSINESS FIELDS OF STUDY FOR MIB STUDENTS

The following four fields of study are the International Business fields for the MIB degree. Students in the MIB program must complete one of these four International Business Fields of Study along with one International Affairs 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 (0.5 credit courses) must be matched up to make a full credit. Each field has one required course credit and two elective course credits. Through petition to the Committee on Student Academic Programs (CSAP), 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 offer the International Business Relations Field toward their plan of study.

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.

Total credits needed: 3.0

Required Course:

EIB B221 International Financial Management

Elective Group I - Select one course from the following list:

EIB B208 Financial Statement Analysis

EIB B209M Managerial Accounting (0.5 credit)

EIB B220 Global Financial Services

EIB B226 Large Investment and International Project Finance

EIB B229 Global Investment Management

Elective Group II - Select at least one course from the following list or from the Elective Group I list:

EIB E233M	Finance, Growth and Business Cycles (0.5 credit)
EIB B224	Global Private Equity
EIB B227	Islamic Banking and Finance

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.

Total credits needed: 3.0

Required Course:

EIB B262	Marketing Research and Analysis
----------	---------------------------------

Elective Courses:

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 B254	Cross-Sector Partnerships
EIB B263M	Marketing Management (0.5 credit)
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.

Total credits needed: 3.0

Required Course:

EIB B210	Public Sector Accounting
----------	--------------------------

Elective Courses:

ILO L221	Actors in Global Governance
DHP D216M	Social Networks in Organizations – Part One (0.5 credit)
DHP D217M	Social Networks in Organizations – Part Two (0.5 credit)
DHP P228M	Advanced Evaluation and Learning in International Organizations (0.5 credit)
EIB B209M	Managerial Accounting (0.5 credit)
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

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.

Total credits needed: 3.0

Required Course – Any of the courses below may be used as the required course:

EIB B212	Starting New Ventures
EIB B231	International Business Strategy and Operations
EIB B236	Innovation and Entrepreneurship in the Evolving Context of International Business

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

EIB B209M	Managerial Accounting (0.5 credit)
EIB B213	Managing the Growing Enterprise
EIB B235	Leading the Global Corporation
EIB B237	Field Studies in Global Consulting
EIB B281M	Managing Operations and Supply Chains in Global Companies (0.5 credit)

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 (0.5 credit)
DHP D217M	Social Networks in Organizations – Part Two (0.5 credit)
EIB B220	Global Financial Services

- EIB B270M Business Groups in Asia (0.5 credit)
 EIB B284 Petroleum in the Global Economy

INTERNATIONAL AFFAIRS FIELDS OF STUDY

DEVELOPMENT ECONOMICS

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

Total credits needed: 4.5. If one of the following applies, total credits needed is 4.0: 1) You pass the E210m Equivalency Exam OR 2) You offer E213 in place of E210m and E211. If you pass the E201 Equivalency Exam, you are still required to complete the field with 4.5 credits.

Core Requirements for the Field: (E201 and either Option A or Option B)

EIB E201 Introduction to Economic Theory

Option A:

EIB E210M Quantitative Methods (0.5 credit)

EIB E211 Microeconomics

or

Option B:

EIB E213 Econometrics

Field Specific Required Core Course – Select one full credit from the following list:

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 (0.5 credit)

EIB E246 Environmental Economics

EIB E247 Econometric Impact Evaluation for Development

EIB E250 Macroeconomic Problems of Middle Income Countries: Focus on Latin America

EIB E248 Agriculture and The Environment

EIB E262 The Economics of Global Health and Development

EIB B223 Informal and Underground Finance

GENDER ANALYSIS IN INTERNATIONAL STUDIES

The Gender Analysis in International Studies Field uses micro, meso and macro-level gendered theory and analyses to illuminate and engage directly with systems and institutions of political, military, social, economic, legal and cultural power. The field examines gender roles and relations as a form of power to organize authority, institutions, rights, responsibilities, access to resources and life options. While theories and analysis of the politics of femininity and masculinity are privileged, other key factors that influence and intersect with gender are also examined, including ethnicity, race, religion, class or caste, religion, sexual orientation and disability. The field is interdisciplinary in its formation, scholarly focus and practice. Completion of the field will enable students to carry out theoretically grounded, gender-informed research, analysis and design within their professional careers. To complete the field, a student may select from a variety of courses offerings. Courses in the Field will enable students to develop critical and comparative approaches that illuminate the gendered dimensions of a range of key issues within: Armed Conflict and War; Natural Disaster; Forced Migration; Security; Human Security; Humanitarian Action; Peace Operations; Peace Building; International Criminal Law; Development Economics; Non-violent Resistance.

Total credits needed: 4.0

Required Course:

DHP P214 Gender Theory and Praxis

Elective Courses:

DHP D230 Humanitarian Action in Complex Emergencies
 DHP D231 Gender and Human Security in Transitional States and Societies
 DHP D232 Gender, Culture & Conflict in Humanitarian Complex Emergencies
 DHP D239 Forced Migration
 DHP P221 Memory Politics: Truth, Justice and Redress
 DHP P222 Development Aid in Practice
 DHP P243 Internal Conflict and War
 DHP P297 Engaging Human Security
 ILO L213 International Criminal Justice
 ILO L224 Peace Operations
 DHP XXX* Independent Study

**A maximum of one independent study with an explicit focus on gender and one cross-registered course with an explicit focus on gender are allowed.*

HUMAN SECURITY/COMPARATIVE POLITICS

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

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 and at least one of the courses or two of the modules that are listed below as options for the Second Required Course for PhD Students. PhD Students are not required to take D232. MALD students who wish to offer any of the PhD course options for this field will be required to petition the Committee on Student Academic Programs (CSAP).

Total credits needed for MALD/MIB: 3.0

Total credits needed for PhD: 4.0

Required Course for MALD/MIB:

DHP D232 Gender, Culture and Conflict in Complex Humanitarian Emergencies

Required Course for PhD:

DHP P201 Comparative Politics

Second Required Course for PhD Students – Select one full credit from the following list:

DHP P243 Internal Conflicts and War

DHP P247 Civil-Military Relations

DHP P293 Democracy and State Reform in Latin America

DHP P294M Political Economy and Business Context of Latin America (0.5 credit)

DHP P296 Democracy and Authoritarianism in Comparative Perspective

DHP P298 Conflict in Africa

Elective Courses:

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 D233 Migration and Human Rights: Movement, Community, and Mobilization

DHP D236 Migration and Governance in the Global South

DHP P213 Religion and Politics

DHP P222 Development Aid in Practice

DHP P223M Political Violence (0.5 credit)

DHP P227M Advanced Development and Conflict Resolution (0.5 credit)

EIB E240 Development Economics: Macroeconomic Perspective

EIB E241 Development Economics: Policy Analysis

EIB E247 Econometric Impact Evaluation for Development

EIB B243 Market Approaches to Development

HUMANITARIAN STUDIES

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

Total credits needed: 3.0

Required Course - Any of the below courses may be used as the required course:

DHP D213 International Humanitarian Response
DHP D230 Humanitarian Action in Complex Emergencies

Elective Courses:

ILO L216 International Humanitarian Law
DHP D232 Gender, Culture and Conflict in Complex Humanitarian Emergencies
DHP D233 Migration and Human Rights: Movement, Community, and Mobilization
DHP D235 Introduction to Research Methods
DHP D237 Nutrition in Complex Emergencies: Policies, Practice and Decision- Making
DHP D239 Forced Migration

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.

Total credits needed: 3.0

Required Course:

ILO L230 International Business Transactions

Elective Courses:

ILO L203 International Law in International Relations
 ILO L232 International Investment Law
 ILO L233 International Financial and Fiscal Law
 ILO L234 International Intellectual Property Law and Policy
 ILO L236 Securities Regulation: An International Perspective (0.5 credit)
 ILO L237 Mergers and Acquisitions: An International Perspective
 ILO L239 Corporate Governance in International Business and Finance (0.5 credit)
 ILO L240 Legal and Institutional Aspects of International Trade
 ILO L250 Law and Development
 ILO L251 Comparative Legal Systems
 EIB B239 Corporate Governance in International Business and Finance (0.5 credit)

INTERNATIONAL BUSINESS RELATIONS

The IBR field is concerned broadly with the management of the business enterprise in a multinational context. As such it provides a core business curriculum in accounting, finance, strategic management, marketing, leadership and decision-making while nurturing a nuanced understanding of the global socio-political, socio-economic, and industry contexts. Towards that end it develops theoretical and applied/managerial analytical frameworks applicable to manufacturing, trading, service and financial firms operating at different stages of their internationalization process. 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.

Total credits needed: 4.0

Required Course:

EIB B200 Foundations in Financial Accounting and Corporate Finance

Second Required Course - Select one full credit from the following list:

EIB B208 Financial Statement Analysis
 EIB B212 Starting New Ventures
 EIB B213 Leading Transformational Growth
 EIB B221 International Financial Management
 EIB B231 International Business Strategy and Operations
 EIB B236 Innovation and Entrepreneurship in the Evolving Context of International Business

Elective Courses:

ILO L230 International Business Transactions

ILO L232	International Investment Law
ILO L233	International Financial and Fiscal Law
ILO L23	International Intellectual Property Law and Policy
ILO L236M	Securities Regulation: An International Perspective (0.5 credit)
ILO L237	Mergers and Acquisitions: An International Perspective
DHP D209M	Negotiating International Leadership (0.5 credit)
DHP D216M	Social Networks in Organizations – Part One (0.5 credit)
DHP D217M	Social Networks in Organizations – Part Two (0.5 credit)
DHP P203	Analytic Frameworks for Public Policy Decisions
DHP P287M	Political Economy of the European Union and its mercantile Environment
DHP P232	Communications Policy Analysis and Modeling
EIB B205	Data Analysis and Statistical Methods
EIB B206	Data Analysis and Statistical Methods for Business
EIB B207	Financial Statement Management
EIB B209M	Managerial Accounting (0.5 credit)
EIB B210	Public Sector Accounting
EIB B220	Global Financial Services
EIB B226	Large Investment and International Project Finance
EIB B227	Islamic Banking and Finance
EIB B229	Global Investment Management
EIB B233	Practical Knowledge
EIB B235	Leading the Global Corporation
EIB B237	Field Studies in Global Consulting
EIB B238M	Strategic Management (0.5 credit)
EIB B241	Financial Inclusion – A Method for Development
EIB B243	Market Approaches to Development
EIB B252	Corporate Social Responsibility
EIB B254	Cross-Sector Partnerships
EIB B262	Marketing Research and Analysis
EIB B263M	Marketing Management (0.5 credit)
EIB B270M	Business Groups in Asia (0.5 credit)
EIB B272M	The Political Economy and Business Environments of Greater China (0.5 credit)
EIB B280	The Global Food Business
EIB B 281M	Managing Operations in Global Companies
EIB B284	Petroleum in the Global Economy
EIB B291	Leadership: Building Teams, Organizations, and Shaping Your Path
EIB B295M	Negotiating International Leadership (0.5 credit)
EIB E213	Econometrics

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. Students are required to take P250: Environmental Problem Solving as the core course for the field. P250 requires completion or co-enrollment in either B205: Data Analysis and Statistical Methods or E213: Econometrics.

Total credits needed: 3.0

Required Course:

DHP P250 Environmental Problem Solving

Elective Courses:

ILO L223 International Environmental Law
 ILO L240 Legal and Institutional Aspects of International Trade
 DHP P253 Sustainable Development Diplomacy
 DHP P254 Climate Change and Clean Energy Policy
 DHP P255 International Energy Policy
 DHP P256 Innovation for Sustainable Prosperity
 DHP P257 Corporate Management of Environmental Issues
 DHP P264 Geopolitics of Energy in Eurasia
 EIB E218 Applied Microeconomics
 EIB E240 Development Economics: Macroeconomic Perspectives
 EIB E243 Agriculture and Rural Development in Developing Countries
 EIB E246 Environmental Economics
 EIB E248 Agriculture and Economics
 EIB E280 Economics and Management of Technology
 EIB B284 Petroleum in the Global Economy

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.

Total credits needed: 3.0

Required Course:

DHP P231 International Communication

Elective Courses:

DHP D204 U.S. Public Diplomacy

DHP D216M Social Networks in Organizations – Part One (0.5 credit)

DHP D217M Social Networks in Organizations – Part Two (0.5 credit)

DHP P232 Communications Policy Analysis and Modeling

DHP P234 The Arts of Communication

DHP P234 The Arts of Communication (0.5 credit)

DHP P249 International Cyber Conflict

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

EIB E210M Quantitative Methods (0.5 credit)

EIB E211 Microeconomics

EIB E213 Econometrics

INTERNATIONAL MONETARY THEORY AND POLICY

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

that provide a context for the use of economic models, and statistical methods that enable students to use the theories and analyses for their own work.

Total credits needed: 4.5. 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 at the end of the Fields of Study section of this publication for more detailed information.

Required Courses: (All courses listed below are required.)

EIB E201 Introduction to Economic Theory

EIB E212 Macroeconomics

EIB E213 Econometrics

EIB E233M Finance, Growth and Business Cycles (0.5 credit)

EIB E230 International Finance

Elective Courses:

EIB E214 International Economic Policy Analysis

EIB E250 Macroeconomic Problems of Middle Income Countries: Focus on Latin America

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.

Total credits needed: 3.0

Required Course:

DHP D223 Theories of Conflict and Conflict Resolution

Elective Courses:

ILO L224 Peace Operations

DHP D209M Negotiating International Leadership (0.5 credit)

DHP D220 Processes of International Negotiation

DHP D221 International Mediation

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 P227M Advanced Development and Conflict Resolution (0.5 credit)

DHP P253 Sustainable Development Diplomacy

EIB B295M Negotiating International Leadership (0.5 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.

Total credits needed: 3.0

Required Course:

ILO L220 International Organizations

Elective Courses:

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 L221 Actors in Global Governance
 ILO L223 International Environmental Law
 ILO L224 Peace Operations
 ILO L225M Global Health Law and Institutions (0.5 credit)
 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
 DHP P253 Sustainable Development Diplomacy

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.

Total credits needed: 3.0

Required Course – Any of the below courses may be used as the required course:

- DHP P216 Research and Writing in the Global Political Economy
- DHP P217 Global Political Economy
- DHP P219 Political Economy of Development

Second Required Course – Select one full credit from the following list or the above list:

- DHP P287M Political Economy and Business of the European Union (0.5 credit)
- DHP P294M Political Economy and Business Context of Latin America (0.5 credit)
- EIB E244M The Political Economy of Return, Growth, and Equity (0.5 credit)
- EIB E250 Macroeconomic Problems of Middle Income Countries: Focus on Latin America
- EIB B223 Informal and Underground Finance
- EIB B270M Business Groups in Asia (0.5 credit)
- EIB B272M The Political Economy and Business Environments of Greater China (0.5 credit)
- EIB B284 Petroleum in the Global Economy

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

- ILO L230 International Business Transactions
- ILO L239M Corporate Governance in International Business and Finance (0.5 credit)
- ILO L240 Legal and Institutional Aspects of International Trade
- ILO L250 Law and Development
- DHP P222 Development Aid in Practice
- EIB E220 International Trade and Investment
- EIB E221 Advanced International Trade and Investment
- EIB E230 International Finance
- EIB E243 Agriculture and Rural Development in Developing Countries
- EIB B226 Large Investment and International Project Finance
- EIB B231 International Business Strategy and Operations
- EIB B234 Strategic Management in Privatizing and Deregulating Industries
- EIB B239M Corporate Governance in International Business and Finance (0.5 credit)

INTERNATIONAL SECURITY STUDIES

The International Security Studies field consists of courses that examine the sources, conduct and termination of conflict; decision-making, strategy, and statecraft; crisis management; regional security; intelligence; and new and complex security issues that exist along the continuum between

war and peace. The field encompasses approaches that are both theoretical and practical, as well as historical and contemporary. Course offerings reflect enduring security challenges and opportunities, as well as those that are at the forefront of today's increasingly dynamic 21st Century international security environment, including ethnic, sectarian, and religious conflict; internal war and state failure; the management of humanitarian emergencies by alliances and international organizations; conflict and power in cyber space; the use of military force in peace operations; the role of women in national security; the proliferation of weapons of mass destruction; and the role of ethics in security policy. In support of its course offerings, the International Security Studies Program sponsors a senior level guest lecture series; a conference with one of the U.S. military services or commands; a colloquium series; and a crisis simulation exercise. MALD students taking International Security Studies are required to take P240 and at least two other courses. PhD candidates in the International Security Studies field must take P240 and at least three other course credits. A second required course for PhD students should be selected from a list that includes P241 and P245.

Total credits needed: 3.0

Required Course:

DHP P240 The Role of Force in International Politics

Elective Courses:

ILO L216 International Humanitarian Law
 ILO L224 Peace Operations
 ILO L262 Foreign Relations and National Security Law
 DHP D267 The Globalization of Central Asia and the Caucasus
 DHP P204 Women in National Security
 DHP P205 National Security Decision Making: Theory & Practice
 DHP H205 The Historian's Art and Current Affairs
 DHP P213 Religion and Politics
 DHP P223M Political Violence (0.5 credit)
 DHP P241 Policy and Strategy in the Origins, Conduct, and Termination of War
 DHP P242 Proliferation and Counterproliferation Issues
 DHP P243 Internal Conflicts and War
 DHP P244 Modern Terrorism and Counterterrorism
 DHP P245 Crisis Management and Complex Emergencies
 DHP P247 Civil-Military Relations
 DHP P249 International Cyber Conflict
 DHP P273 The Strategic Decisions of China's Rise
 EIB B223 Informal and Underground Finance

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. If you pass the E210M Equivalency Exam, which waives the course E210M, then you may complete the field with 4.0 credits. However, 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 at the end of the Fields of Study section of this publication for more detailed information.

Total credits needed: 4.5. If you pass the E210M Equivalency Exam, total credits needed are 4.0.

Required Courses: (All courses listed below are required)

EIB E201 Introduction to Economic Theory
 EIB E210M Quantitative Methods (0.5 credit)
 EIB E211 Microeconomics
 EIB E220 International Trade and Investment

Elective Courses:

ILO L240 Legal and Institutional Aspects of International Trade
 EIB E214 International Economic Policy Analysis
 EIB E221 Advanced International Trade and Investment

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.

Total credits needed: 3.0

Required Course:

ILO L250 Law and Development

Elective Courses:

ILO L214M Transitional Justice (0.5 credit)
 ILO L232 International Investment Law
 ILO L233 International Financial and Fiscal Law

- ILO L239 Corporate Governance in International Business and Finance (0.5 credit)
 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 B239 Corporate Governance in International Business and Finance (0.5 credit)

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

PACIFIC ASIA

The history of relations between the United States and the states of Northeast Asia has been the principal focus of the Pacific 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.

Required Course:

DHP D271 International Relations of The United States and East Asia: 1945 to the Present

Elective Courses:

- DHP D205 Global Maritime Affairs: International Trade, Security, Energy and Environmental Issues at Sea
 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

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 practical 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.

Total credits needed: 3.0

Total credits needed for PhD only: 4.0

Required Course:

DHP P200 International Relations: Theory and Practice

Elective Courses:

ILO L212 Nationalism, Self-Determination and Minority Rights

DHP H204 Classics of International Relations

DHP D210* The Art and Science of Statecraft

DHP P201 Comparative Politics

DHP P205* National Security Decision-Making: Theory & Practice

DHP P213 Religion and Politics

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

DHP P296 Democracy and Authoritarianism in Comparative Perspective

**One of these courses must be taken by PhD students to fulfill a second required course requirement.*

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.

Total credits needed: 3.0

Required Courses: (All courses listed below are required)

- ILO L200 The International Legal Order
 ILO L201 Public International Law

Elective Courses:

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

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.

Required Course - Any of the below courses may be used as the required course:

- DHP D260 Southwest Asia: History, Culture, and Politics
 DHP D263 The Arabs and their Neighbors

Elective Courses:

- DHP D204 U.S. Public Diplomacy
 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
 DHP P264 Geopolitics of Energy in Eurasia
 DHP P280 Eurasia: Geopolitics, Religion and Security

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.

Total credits needed: 3.0

Required Course - Any of the courses below may be used as the required course:

- DHP H200 The Foreign Relations of the United States to 1917
 DHP H201 The Foreign Relations of the United States Since 1917

Elective Courses:

- 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 H270 The United States and East Asia

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.
- 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.

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 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 H205	The Historian's Art and Current Affairs
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 L213	International Criminal Justice
ILO L220	International Organizations
ILO L223	International Environmental Law
ILO L232	International Investment Law
ILO L240	Legal and Institutional Aspects of International Trade
ILO L250	Law and Development

DIVISION OF ECONOMICS AND INTERNATIONAL BUSINESS (EIB)

Each MALD student is required to successfully complete the course, E201: Introduction to Economic Theory OR E211: Microeconomics, 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 E214	International Economic Policy Analysis
EIB E218+	Applied Microeconomics
EIB E220	International Trade and Investment
EIB E221	Advanced 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
EIB E248	Agriculture and the Environment
EIB E262	The Economics of Global Health and Development

QUANTITATIVE REASONING

Each MALD student who does not pass one of the Quantitative Reasoning Equivalency Exams (E210M or B205) 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 E218+ Applied Microeconomics
EIB B262 Marketing Research and Analysis

Important to Note:

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

+ E213 and E218 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.

CERTIFICATES

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

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

DIPLOMATIC STUDIES

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

HUMAN SECURITY

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

FACULTY BIOGRAPHIES

JENNY AKER is an Associate 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 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 fieldwork 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, Sudan and Tanzania, as well as Haiti and Guatemala. *On Leave Fall 2016.*

GEORGE ALOGOSKOUFIS is the Constantine Karamanlis Professor of Hellenic and Southeastern European Studies at The Fletcher School, Tufts University. He has been Professor of Economics at the Athens University of Economics and Business since 1990. He is also a Research Associate of the Hellenic Observatory at the London School of Economics and Political Science. From September 1996 till October 2009 he was a member of the Hellenic Parliament and from March 2004 till January 2009 he served as Greece's Minister of Economy and Finance. From 1984 to 1992 he served as Lecturer and Reader at the University of London (Birkbeck College). He is currently a Fellow of the European Economic Association. Alogoskoufis holds an MSc (1978) and a PhD (1981) in Economics from the London School of Economics. For his PhD thesis, supervised by George Akerlof, Steve Nickell and Chris Pissarides, he was awarded the Sayers Prize of the University of London for distinguished doctoral dissertations in monetary economics. He has published five books and over 40 papers in academic journals, such as the American Economic Review, the Journal of Political Economy, the Economic Journal, the European Economic Review, the Journal of Monetary Economics, the Journal of Money, Credit and Banking, Economica, Economic Policy and others. His research focuses on international macroeconomics, and more particularly on inflation and unemployment, economic growth, exchange rate regimes and monetary and fiscal policy. His book "The Drachma: From the Phoenix to the Euro", a monetary and economic history of Greece since the 19th century, was awarded the 2003 Prize of the Academy of Athens. In addition to his political and academic posts, he has served as a consultant to a number of international institutions, including the European Commission and the World Bank. He was also a Research Fellow at the Centre for Labour Economics of the London School of Economics and the London-based Centre for Economic Policy Research. During 1992-1993 he served as Chairman of the Council of Economic Advisors of Greece. Alogoskoufis was born in Athens in 1955. He is married with three children.

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 at 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.

DAVID ART is an Associate Professor in the Department of Political Science at Tufts University. His field is comparative politics, with a regional focus on Europe. His research interests include extremist political parties and movements, the politics of history and memory, and comparative historical analysis in the social sciences. He is the author of *Inside the Radical Right: The Development of Anti-Immigrant Parties in Western Europe* (Cambridge University Press, 2011) and *The Politics of the Nazi Past in Germany and Austria* (Cambridge University Press, 2006). His articles have appeared in *Comparative Politics*, *German Politics and Society*, *Party Politics*, and *West European Politics*. David is Co-Convenor of the European Consortium for Political Research's (ECPR) Standing Group on Extremism and Democracy. During the 2008-2009 academic year he was a Max Weber Postdoctoral Fellow at the European University Institute. David holds a PhD from Massachusetts Institute of Technology.

EILEEN BABBITT is Professor of Practice of International Conflict Management and Director of the Institute for Human Security at The Fletcher School. She is also a Faculty Associate of the Program on Negotiation at the Harvard Law School. Her research interests include identity-based conflicts, coexistence and trust-building in the aftermath of civil war, and the interface between human rights concerns and peacebuilding. Her practice as a facilitator and trainer has included work in the Middle East, the Balkans, and with the United Nations, U.S. government agencies, regional inter-governmental organizations, and international and local NGOs. Before joining Fletcher, Professor Babbitt was Director of Education and Training at the U.S. Institute of Peace in Washington, D.C. and Deputy Director of the Program on International Conflict Analysis and Resolution at the Weatherhead Center for International Affairs, Harvard University. Professor Babbitt's latest publications include: "The Pragmatics of Peace with Justice: The Challenge of Integrating Mediation and Human Rights." (2014) in Coleman, Deutsch, and Marcus (eds) *The Handbook of Conflict Resolution: Theory and Practice*, Third Edition; and "Mediation and the Prevention of Mass Atrocities." (2014) in Serrano and Weiss (eds). *The International Politics of Human Rights: Rallying to the R2P Cause?* Professor Babbitt holds a Master's Degree in Public Policy from the Kennedy School of Government at Harvard University, and a PhD from MIT.

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

PAUL BERKMAN is Professor of Practice in Science Diplomacy at the Fletcher School. He has been establishing connections between science, diplomacy and information technology to promote cooperation and prevent discord in our world over the past three decades. He has made hundreds of SCUBA dives under the sea ice around Antarctica, including during the winter darkness, and been involved in more than a dozen expeditions to both polar regions since 1981. He was a Visiting Professor at the University of California Los Angeles at the age of 24 and subsequently a National Science Foundation graduate fellow at the University of Rhode Island, where he received his M.S. and Ph.D. in oceanography in 1986 and 1988, respectively. He has received numerous awards internationally, including a Fulbright Distinguished Scholarship at the University of Cambridge, where he became Head of the Arctic Ocean Geopolitics Programme from 2008 to 2012. He convened the *Antarctic Treaty Summit* on the 50th anniversary of the *Antarctic Treaty*; the first formal dialogue between NATO and the Russian Federation regarding security in the Arctic Ocean; and numerous other high-level meetings. He coordinates international and interdisciplinary collaborations, including the *Arctic Options* and *Pan-Arctic Options* projects that will continue through 2020 with support from national agencies of the United States, Canada, France, Norway, Russian Federation and China. His articles appear in dozens of different publications, including *Science*, *Nature* and the *New York Times*. His books include: *Science Into Policy: Global Lessons From Antarctica* (Academic Press, 2002); *Science Diplomacy: Antarctica, Science and the Governance of International Spaces* (Smithsonian Institution 2010); and *Environmental Security in the Arctic Ocean* (Springer 2012). He also is the founder and owner of EvREsearch LTD with information-technology patents in more than a dozen countries. He is happily married with two daughters.

NAHID BHADELIA, MD, is an infectious diseases physician, assistant professor at the Boston University School of Medicine and the Director of Infection Control and Medical Response at National Emerging Infectious Diseases Laboratory at Boston University. Her specialization is in infection control issues related to emerging pathogens and highly communicable infectious diseases. She is the director of the medical response program for BU's biosafety level 4 laboratories at the National Emerging Infectious Diseases Laboratory, one of six such programs in the United States. She has previously worked on projects with United Nations International Strategy for Disaster

Reduction and the Global Fund to Fight AIDS, Tuberculosis and Malaria. She has served as a front line physician providing care to Ebola patients in Sierra Leone with World Health Organization. She is a Senior Policy and Technical Advisor to Partners in Health for their Ebola response program in Sierra Leone. She has also been an instructor for the US CDC/FEMA and Taiwan CDC's healthcare worker preparedness courses for the Ebola Response.

AMAR BHIDÉ is the Thomas Schmidheiny Professor of International Business, member of the Council on Foreign Relations, editor of *Capitalism and Society*, and a founding member of the Center on Capitalism and Society. He is the author of *A Call for Judgment: Sensible Finance for a Dynamic Economy* (Oxford, 2010), *The Venturesome Economy: How Innovation Sustains Prosperity in a More Connected World*, (Princeton, 2008), *The Origin and Evolution of New Businesses* (Oxford, 2000) and *Of Politics and Economics Reality* (Basic Books, 1984). In addition, he has written numerous articles in the *Harvard Business Review*, the *Wall Street Journal*, *The New York Times*, *BusinessWeek*, and *Forbes*. Bhidé was previously the Glaubinger Professor of Business at Columbia University and served on the faculties of Harvard Business School and the University of Chicago's Graduate School of Business. A former Senior Engagement Manager at McKinsey & Company and Proprietary Trader at E.F. Hutton, Bhidé served on the staff of the Brady Commission which investigated the stock market crash. Bhidé earned a DBA and MBA from Harvard School of Business with High Distinction and a B.Tech from the Indian Institute of Technology. *On Leave Spring 2017*.

STEVEN BLOCK is Academic Dean, Professor of International Economics, and Director of the Program on International Development. His research focuses on food and agricultural policy in developing countries, and on the political economy of policy reform. Much of his work concentrates on sub-Saharan Africa and his current research focuses on agricultural productivity there. He is co-author of a leading textbook on development economics. His other recent publications include: "The Political Economy of Agricultural Trade Interventions in Africa" and "Revisiting African Agriculture: Institutions and Productivity Growth" (both with Robert Bates), "Does Child Undernutrition Persist Despite Poverty Reduction in Developing Countries? Quantile Regression Results" (with Will Masters and Priya Bhagowalia), and "Up in Smoke: Tobacco Use, Expenditure on Food, and Child Malnutrition in Developing Countries" (with Patrick Webb). He teaches courses on development economics, agricultural policy, and political economy. Professor Block earned his MPP and PhD (in political economy) from Harvard University.

ERIN BOYD has over ten years of experience in emergency nutrition response covering policy, program management, monitoring and evaluation, coordination, and operational research. She has lived and worked in ten countries with NGOs, UNICEF and USAID. Erin provided technical guidance and staff management for nutrition surveillance projects and emergency nutrition interventions in Darfur and Ethiopia. She served as Nutrition Cluster Coordinator in Haiti following the 2010 earthquake and worked with UNICEF to scale-up the emergency nutrition response in Pakistan following the mega floods in 2010. Erin's expertise is in the management of acute malnutrition, with particular emphasis in improving the quality and coverage of CMAM and in the prevention of acute malnutrition through improved infant and young child feeding practices.

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

ZEYNEP BULUTGIL is an Assistant Professor of Comparative Politics at the Fletcher School, Tufts University. She received her Ph.D. from the University of Chicago in 2009 and was a postdoctoral researcher at the Woodrow Wilson School at Princeton University prior to joining the Fletcher School. Her research focuses on two areas. Her first project explores the conditions and processes that lead to (or prevent) ethnic cleansing. Her forthcoming book on this question is titled, *The Roots of Ethnic Cleansing in Europe* (forthcoming, Cambridge University Press). She also has a forthcoming article at the *Journal of Peace Research* on this topic. Her second and more recent project explores the conditions under which the legal structures of countries become divorced from religious actors and regulations. To explore this question, she has compiled a historical-cross-national dataset on institutional secularization since 19th century. Her work-in-progress uses this data-set along with historical case studies to analyze the conditions under which countries adopt secular legal systems

JOHN BURGESS, Professor of Practice and Executive Director of the LLM Program, teaches courses on international finance transactions, international securities regulation and cross-border mergers and acquisitions. Prior to his retirement in 2013, Burgess practiced law at Wilmer Cutler Pickering Hale and Dorr for 37 years, and during that time chaired the firm's corporate and international practice groups, as well as serving on its Management Committee. He has represented for profit, NGO, and university clients in a range of transactions throughout Western Europe, Asia, and the Middle East. He is listed in Best Lawyers in America and Massachusetts "Super Lawyers" in areas of international trade, finance, mergers and acquisitions, and securities law. A graduate of Yale University (B.A. in history) and Harvard Law School (JD), he is a member of the Council on Foreign Relations, a Fellow of Branford College at Yale University, an Overseer at WBUR-FM and former President of the Massachusetts Foundation for the Humanities. Burgess has lectured on international mergers and securities law at the University of Iowa, St. Gallen University and Peking University School of Transnational Law.

KATRINA BURGESS is Associate Professor of Political Economy. Before joining the Fletcher faculty, she taught at Syracuse (the Maxwell School), Brown, UCLA, and the Autonomous Technological Institute of Mexico (ITAM). She is author of *Parties and Unions in the New Global Economy*, which won the 2006 Outstanding Book Award for the best publication on labor issues granted by the Section on Labor Studies and Class Relations of the Latin American Studies Association, and co-editor with Abraham F. Lowenthal of *The California-Mexico Connection*. She has

also published numerous book chapters, as well as articles in *World Politics, Latin American Politics & Society, Studies in Comparative International Development, South European Politics and Society, Comparative Political Studies, Política y gobierno*, and *International Studies Review*. Her current project addresses the impact of migration and remittances on the quality of democracy in developing countries. Burgess received a B.A. in political science from Swarthmore College, an M.A. in international relations from the University of Southern California, and a PhD in politics from Princeton University. She has also served as Assistant Director of the U.S.-Mexico Project at the Overseas Development Council in Washington, D.C. and Associate Director of the California-Mexico Project at USC in Los Angeles. *On Leave Spring 2017.*

JOHN CERONE is Visiting Professor of International Law. Professor Cerone has a dual appointment at the University of Windsor Faculty of Law, where he holds the Paul Martin Senior Professorship in International Affairs and Law. During the 2014-15 academic year, he was the Fulbright Distinguished Chair in Human Rights & Humanitarian Law at the Raoul Wallenberg Institute and Visiting Chair in Public International Law at Lund University Faculty of Law. He was promoted to full professor and awarded tenure in 2009 at the New England School of Law, where he also served as Director of New England's Center for International Law. As a practicing international lawyer, Professor Cerone has worked for a number of international organizations, including the United Nations, the Organization for Security and Cooperation in Europe, the International Secretariat of Amnesty International, and the International Crisis Group, and has served as a legal adviser to various international criminal courts and tribunals. He also has extensive field experience in conflict and post-conflict environments, including Afghanistan, Kosovo, Sierra Leone, and East Timor. He is an elected member of the International Institute of Humanitarian Law (IIHL) and has been a member of the International Committee of the Red Cross (ICRC) Expert Group on the Law of Occupation. He also served as Special Adviser to the first U.S. delegation to the UN Human Rights Council. He has lectured on human rights law, the law of armed conflict, and international criminal law at the IIHL (Sanremo), the Inter-American Defense College, the Canadian Forces Staff College, the Swedish Defense University, NATO Headquarters, the Institut International des Droits de l'Homme, and in the ICRC Annual Course, and has been keynote speaker at the US Naval War College.

BHASKAR CHAKRAVORTI is Senior Associate Dean of International Business and Finance, Executive Director, Fletcher's Institute for Business in the Global Context/Council on Emerging Market Enterprises, and Professor of Practice in International Business. Bhaskar serves on the Executive Committee of Tufts Institute for Innovation and on the World Economic Forum's Global Agenda Council on Innovation. Prior to Fletcher, he was a Partner of McKinsey & Company, a Distinguished Scholar at MIT's Legatum Center for Development and Entrepreneurship and on the faculty of the Harvard Business School and the Harvard University Center for the Environment. He was a leader of McKinsey's Innovation and Global Forces practices and served on the Firm's Knowledge Services Committee. In a 20+ year career as consultant and educator, he has advised over 30 companies in the Fortune 500 and worked across multiple geographies: the Americas, EU, Asia, and Africa. At Harvard, he taught innovation and entrepreneurship. Bhaskar is the author of the book, *The Slow Pace of Fast Change: Bringing Innovations to Market in a Connected World*, numerous

articles in top-tier peer-reviewed academic journals, multiple books, and widely-read publications, e.g., *Harvard Business Review*, *The New York Times*, *WSJ*, *Financial Times*, *Washington Post*, *Foreign Affairs*, *CNN*, *Fortune*, *CNBC*, over a dozen HBS case studies, etc. Bhaskar's work is featured in multiple media, e.g., *New York Times*, *BusinessWeek*, *The Economist*, *TIME*, *Fortune*, *WSJ*, *BBC*, *NPR*, *New Yorker*, *Fast Company*, *CNN Money*, *Al Jazeera*, *MSNBC*, *CBS MarketWatch*, and has regular op-ed columns in *The Huffington Post*, *CNN*, *Forbes* and the *Indian Express*. Bhaskar's economics PhD is from the University of Rochester where he was a University Fellow. He is a graduate of the Delhi School of Economics and in economics with honors from Delhi's St. Stephen's College.

ANTONIA (TONI) CHAYES is Professor of Practice of International Politics and Law. Prior to her coming to The Fletcher School, she taught at Harvard's Kennedy School and Law School. She chaired the Project on International Institutions and Conflict Management at the Program on Negotiation at the Harvard Law School. Her interests encompass international law, and security studies and international conflict generally. Her government experience is extensive, having served as Assistant and later Under Secretary of the U.S. Air Force, where she was awarded the Distinguished Service Medal. She has served on several Federal Commissions, including the Vice President's White House Aviation Safety and Security Commission, and the Commission on Roles and Missions of the U.S. States Armed Forces. As Board member of United Technologies Corporation for 21 years, she chaired its Public Issues Review Committee, and served on its Executive Committee until retiring in 2002. She also practiced law in a Boston law firm, and served as mediator at JAMS/Endispute. She is a member of the Council on Foreign Relations; served as a consultant to the Office of Compliance, Adviser, Ombudsman of IFC and MIGA of the World Bank. She was elected to the Executive Council of the American Society of International Law in 2009. Her new book is "Borderless Wars: Civil Military Disorder and Legal Uncertainty" (Cambridge 2015). Recent articles include "Chapter 7 1/2: Is Jus Post Bellum Possible" 24 EJIL 291 (2013); "How American Treaty Behavior Threatens National Security" 33 International Security, 45 (2008). Her most cited book: Chayes and Chayes, *The New Sovereignty: Compliance with International Regulatory Agreement*.

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

AVERY COHN is an Assistant Professor of Environment and Resource Policy at The Fletcher School and the Director of CIERP's Program in Agriculture, Forests, and Biodiversity. A quantitative social scientist, Avery studies the links between people and earth systems. For the past decade, his work has been dedicated to balancing agricultural development with environmental protection in Brazil. His current research investigates: incentives for the adoption of sustainable agricultural technologies, the impacts of climate on tropical agriculture, policies to prevent deforestation, and climate change adaptation policies for Sub-Saharan Africa. He holds a Ph.D. in Environmental Science, Policy, and Management from the University of California, Berkeley; a Master's of Environmental Science from the Yale School of Forestry & Environmental Studies; and a B.S. from the University of California, Davis. *On Leave Spring 2017.*

BRIDGET CONLEY-ZILKIC is Research Director of World Peace Foundation, where she currently leads research on the How Mass Atrocities End project. She is also an Assistant Research Professor at The Fletcher School, Tufts University. Professor Conley-Zilkic has published multiple essays on mass atrocity prevention and response, and on the potential for museums to engage human rights issues. Before joining the WPF, she served as research director for the U.S. Holocaust Memorial Museum's Committee on Conscience, where she helped establish the Museum's program on contemporary genocide. Over her ten years at the Museum, she led many of the Museum's signature projects on genocide, including case study and issue analysis, educational programs, exhibitions, and its podcast series, *Voices on Genocide Prevention*, which she hosted from 2008-2011. She received a Ph.D. in Comparative Literature from Binghamton University in 2001.

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

DANIEL DREZNER is Professor of International Politics, a nonresident senior fellow at the Brookings Institution, and a contributing editor at the *Washington Post*. Prior to Fletcher, he taught at the University of Chicago and the University of Colorado at Boulder. He has previously held positions with Civic Education Project, the RAND Corporation and the U.S. Department of the Treasury, and received fellowships from the German Marshall Fund of the United States, Council on Foreign Relations, and Harvard University. Drezner has written five books, including *All Politics is*

Global and Theories of International Politics and Zombies, and edited two others, including *Avoiding Trivia*. He has published articles in numerous scholarly journals as well as in the *New York Times*, *Wall Street Journal*, *Politico*, and *Foreign Affairs*, and has been a contributing editor for *Foreign Policy* and *The National Interest*. He received his B.A. in political economy from Williams College and an M.A. in economics and PhD in political science from Stanford University. His blog for *Foreign Policy* magazine was named by *Time* as one of the 25 best blogs of 2012, and he currently writes the “Spoiler Alerts” blog for the *Washington Post*. His latest book, *The System Worked: How the World Stopped Another Great Depression*, was published by Oxford University Press in June 2014.

ALNOOR EBRAHIM joined the Fletcher faculty in 2016, after several years on the faculty of Harvard Business School and, prior to that, Virginia Tech. His research examines the challenges of performance measurement, accountability, and governance in organizations with a social purpose. He is presently working on a book, *Measuring Social Change*. Professor Ebrahim recently served on a working group established by the G8 to create global guidelines on impact measurement, and on an advisory board of the Global Impact Investing Network. He has also worked with the NGO Leaders Forum, a gathering of CEOs of the largest humanitarian development organizations based in the US. His previous research on accountability mechanisms within the World Bank led to a Congressional Testimony on improving the Bank's information disclosure policy. Alnoor is author of the award-winning book, *NGOs and Organizational Change: Discourse, Reporting, and Learning* and is co-editor of *Global Accountabilities: Participation, Pluralism, and Public Ethics* (both with Cambridge University Press). He holds a bachelor's degree from MIT in civil and environmental engineering, and a PhD from Stanford University where he studied environmental planning and management.

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

LEILA FAWAZ is the Issam M. Fares Professor of Lebanese and Eastern Mediterranean Studies at Tufts University. Her research interests span modern Middle East history, specializing in Lebanon, Greater Syria, and the end of the Ottoman Empire. Among her publications are *A Land of Aching Hearts: The Middle East in the Great War* (Harvard University Press, 2014); *Modernity and Culture* (with

C. A. Bayly, Columbia University Press, 2002); *An Occasion for War* (University of California Press, 1994); and *Merchants and Migrants in Nineteenth Century Beirut* (Harvard University Press, 1983). In 2012, Professor Fawaz was awarded the title of Chevalier in the French National Order of the Legion of Honor. She also served as the founding director of the Fares Center for Eastern Mediterranean Studies at Tufts University and as president of Harvard University's Board of Overseers. Fawaz is a member of the Council on Foreign Relations as well as a member of the Comité Scientifique of the Maison Méditerranéenne des Sciences de l'Homme at the Université d'Aix-Marseille. She is currently researching the changing nature of collective memory and the evolving legacy of World War I in Lebanon and Syria. Fawaz received her PhD in History from Harvard University.

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

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

JAMES FRY is Visiting Associate Professor of International Law at Fletcher and Associate Professor of Law at the University of Hong Kong. Professor Fry served as a member of the teaching faculty of the Graduate Institute of International and Development Studies in Geneva before joining the University of Hong Kong in 2008. Before that, Professor Fry worked with the U.S. Department of State's Office of the Legal Adviser, the International Litigation and Arbitration Group of the law firm Skadden, Arps, Slate, Meagher & Flom LLP in New York and the Chief Judge of the New York Court of Appeals. Professor Fry has provided legal counsel and expertise to various international organizations throughout the world, including the International Committee for the Red Cross, the International Organization for Migration, the Organization for the Prohibition of Chemical Weapons,

the United Nations Conference on Trade and Development, the World Meteorological Organization and the World Trade Organization, and he has represented the New York City Bar Association in the United Nations Commission on International Trade Law. He also has worked on a variety of international cases under ICSID, UNCITRAL and ICC rules, and he has advised a number of governments on matters relating to international law. Recent publications include *Legal Resolution of Nuclear Non-Proliferation Disputes* (Cambridge University Press, 2013) and many pieces in such prestigious journals as the *American Journal of International Law*, the *Leiden Journal of International Law*, and the *Michigan Journal of International Law*, as well as three forthcoming books. He is a member of such organizations as the International Institute for Strategic Studies, the Chartered Institute of Arbitrators and the Asia Society, and he plays an active role in the Hong Kong Law Society's Constitutional Affairs and Human Rights Committee and the International Law Association's Committee on Nuclear Weapons, Non-Proliferation and Contemporary International Law.

KELLY SIMS GALLAGHER is Professor of Energy and Environmental Policy. She directs the Center for International Environment and Resource Policy's (CIERP) at Fletcher. She is also Senior Research Associate at the Harvard Kennedy School's Belfer Center for Science and International Affairs, where she previously directed the Energy Technology Innovation Policy (ETIP) research group. Broadly, she focuses on energy and climate policy in both the United States and China. She is particularly interested in the role of policy in spurring the development and deployment of cleaner and more efficient energy technologies, domestically, and internationally. A Truman Scholar, she has a MALD and PhD in international affairs from The Fletcher School at Tufts University, and an A.B. from Occidental College. She speaks Spanish and basic Mandarin Chinese. She is the author of *China Shifts Gears: Automakers, Oil, Pollution, and Development* (MIT Press, 2006), editor of *Acting in Time on Energy Policy*, *No Great Wall: The Global Diffusion of Clean Energy Technologies* (MIT Press, 2014) and numerous academic articles and policy reports. In 2014-2015, Professor Gallagher is on leave to serve as Senior Policy Advisor in the White House Office of Science and Technology Policy.

CAROLYN GIDEON is Assistant Professor of International Communication and Technology Policy. She is also Director of the Hitachi Center for Technology and International Affairs. Gideon's research focus is policy, access, and industry structure issues of information and communication technology. She has been a Fellow at the Belfer Center for Science and International Affairs and at the Center for Business and Government at Harvard Kennedy School, and a research affiliate with the MIT Program on Internet and Telecoms Convergence. Past experience includes Asst. Vice President of Parker/Hunter Incorporated, Manager of Manville Personal Injury Settlement Trust, and Consultant with Strategic Planning Associates (now Mercer Management Consulting). She is a member of the International Telecommunication Society, International Communications Association, Society for Benefit Cost Analysis, and President-Elect of the Transportation and Public Utility Group of the American Economic Association. *On Leave Fall 2016*.

MICHAEL GLENNON is Professor of International Law. During the fall, 2015 semester Professor Glennon is on leave as the William & Patricia Kleh Visiting Professor of Law at Boston University Law School. Prior to going into teaching, he was Legal Counsel to the Senate Foreign Relations

Committee (1977-1980). He has since been a Fulbright Distinguished Professor of International and Constitutional Law, Vytautas Magnus University School of Law, Kaunas, Lithuania (1998); a Fellow at the Woodrow Wilson International Center for Scholars in Washington D.C. (2001-2002); Thomas Hawkins Johnson Visiting Scholar at the United States Military Academy, West Point (2005); Director of Studies at the Hague Academy of International Law (2006); and professeur invité at the University of Paris II (Panthéon-Assas) from 2006 to 2012. Professor Glennon has served as a consultant to various congressional committees, the U.S. State Department, and the International Atomic Energy Agency. He is a member of the American Law Institute, the Council on Foreign Relations, and the Board of Editors of the American Journal of International Law. Professor Glennon is the author of numerous articles on constitutional and international law as well as several books. He has testified before the International Court of Justice and congressional committees. A frequent commentator on public affairs, he has spoken widely within the United States and abroad and appeared on Nightline, the Today Show, NPR's All Things Considered and other national news programs. His op-ed pieces have appeared in The New York Times, Washington Post, Los Angeles Times, International Herald-Tribune, Financial Times, and Frankfurt Allgemeine Zeitung. His most recent book is *National Security and Double Government*, published in 2014 by the Oxford University Press.

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

ANDREW HESS is Professor of Diplomacy and Director of the Southwest-Central Asia and Islamic Civilization Programs. He has a B.S. in engineering from the University of Michigan, an MBA from Kent State University, an M.A. from the University of Pittsburgh, and an A.M. and PhD in Middle Eastern History from Harvard University. He teaches courses on the modern history and politics of the South Caucasus, Central Asia, and Southwest Asia. He has a long record of developing and running, with student assistance, diplomatic and ministerial training programs for numerous Gulf and Central Asian states. His book, *The Forgotten Frontier*, was translated into Arabic and Turkish editions and the English language version was republished in 2010. In 2008, The Fletcher Forum

featured his article on Central Eurasia and the Geopolitics of Gas. Hess has been an officer in the United States Marine Corps, a steel mill foreman, the Assistant Director of the Center for Arabic Studies at the American University in Cairo, taught Middle Eastern history at Temple University, was appointed to a visiting research position at the Institute for Advanced Studies in Princeton, held a management post in Saudi Arabia with the Arabian American Oil Company (ARAMCO), and has served as the Academic Dean of The Fletcher School.

Professor Hess is renowned for his travels in Central Eurasia where he acquired an interest in oriental carpets and the use of Turkish re-curved bow.

NANCY HITE is Assistant Professor of Political Economy. She received her PhD in Political Science at Yale University in 2012. On a Fulbright Scholarship, she earned an LL.M in Law and Economics at the University of Hamburg, Germany. She also holds a B.A. in Economics (with distinction) from the University of Texas, Austin. Her research and teaching interests lie at the intersection of comparative political economy and international relations. She focuses mostly on comparative politics in developing and transitional countries and is keenly interested in the relationship between informal markets, access to state institutions, clientelism, and political psychology. Her book manuscript, *Economic Modernization and the Disruption of Patronage Politics: Experimental Evidence from the Philippines*, employs qualitative, field experimental, and quantitative research methodology to investigate how marginalized people respond to economic development.

THOMAS HOUT is Adjunct Senior Lecturer in Strategic Management. He spent 30 years as a strategy consultant at the Boston Consulting Group in Boston, London, Tokyo, and Hong Kong. He is author of two books: *Competing Against Time* (a business best-seller) and *Japanese Industrial Policy*. He has authored seven *Harvard Business Review* articles and over a dozen op-ed pieces to *Asian Wall Street Journal* and *New York Times*. He has for twelve years taught winter quarter at University of Hong Kong. His principal homes are Martha's Vineyard and Hong Kong.

KAREN JACOBSEN is Associate Professor of Research at The Fletcher School and directs the Refugees and Forced Migration Program at the Feinstein International Center. She has taught and conducted research in the field of forced migration for twenty years, and consults on this topic to public and private organizations. Of particular interest in her research is the ways in which refugees and other displaced people pursue livelihoods and regain their dignity and financial independence, and her book addresses this issue. From 2000-2005, she directed the Alchemy Project, which explored the use of microfinance as a way to support the livelihoods of people in refugee camps and other displacement settings. Her current research continues this line of investigation, with a focus on urban refugees and on remittance patterns to conflict zones. She received her B.A. in Politics and English Literature from the University of Witwatersrand in Johannesburg, and her PhD in Political Science from MIT. She lives in Brookline with her son and dog.

LAURENT JACQUE is the Walter B. Wriston Professor of International Finance and Banking. From 2004-2007, he was the Academic Dean of The Fletcher School and engineered the successful launch of the Master of International Business Program.

Since 1990 he has also held a secondary appointment at the HEC School of Management (France). He

is the author of four books, *Management and Control of Foreign Exchange Risk*, *Management of Foreign Exchange Risk: Theory and Praxis*, *Global Derivative Debacles: from Theory to Malpractice* (also available in French, Chinese, Korean and Russian), and the newly released *International Corporate Finance: Value Creation with Currency Derivatives in Global Capital Markets* (John Wiley, 2014) as well as more than 25 refereed articles on Risk Management, Insurance, and International Finance. He served as an advisor to Wharton Econometrics Forecasting Associates and as a director of Water Technologies Inc. A recipient of four teaching awards at Wharton, Carlson, and HEC, Jacque received the James L. Paddock award in 1996 and the CEMS-HEC award in 2008. He has taught in a number of Executive Development Programs and consulted for several multinational corporations and banks, as well as the IFC (World Bank). A native of France, Jacque graduated from HEC (Paris), taught at the University of Tunis before receiving the M.A., MBA, and PhD degrees from the Wharton School at the University of Pennsylvania where he taught for eleven years. He is currently involved in research in the area of International Financial Risk, Capital Markets, and Global Strategic Management for Financial Institutions.

AYESHA JALAL is the Mary Richardson Professor of History at Tufts University. After majoring in history and political science from Wellesley College, she obtained her doctorate in history from the University of Cambridge. Jalal has been Fellow of Trinity College, Cambridge (1980-1984); Leverhulme Fellow at the Centre of South Asian Studies, Cambridge (1984-1987); Fellow of the Woodrow Wilson Center for International Scholars in Washington D.C. (1985-1986); and Academy Scholar at the Harvard Academy for International and Area Studies (1988-1990). From 1998-2003 she was a MacArthur Fellow. Her publications include *The Sole Spokesman: Jinnah, the Muslim League and the Demand for Pakistan*; *The State of Martial Rule: the Origins of Pakistan's Political Economy of Defence*; and *Democracy and Authoritarianism in South Asia: a Comparative and Historical Perspective*. Jalal has co-authored *Modern South Asia: History, Culture and Political Economy* with Sugata Bose. Her study of Muslim identity in the subcontinent is entitled *Self and Sovereignty: the Muslim Individual and the Community of Islam in South Asia since c.1850*. She has also authored *Partisans of Allah: Jihad in South Asia* and *The Pity of Partition: Manto's Life. Times and Work across the India-Pakistan Divide*. Her most recent book is *The Struggle for Pakistan: a Muslim Homeland and Global Politics*. *On Leave Spring 2017*.

IAN JOHNSTONE is Professor of International Law at the Fletcher School of Law and Diplomacy, where he has been a faculty member since the year 2000. From 2013 to 2015, he was also the Academic Dean. Prior to joining Fletcher in the year 2000, he served in the United Nations' Executive Office of the Secretary-General. His most recent books include *The Oxford Handbook on International Organizations* (co-editor, forthcoming 2016); *Law and Practice of the United Nations*, 2nd edition (co-author, 2016); and *The Power of Deliberation: International Law, Politics and Organizations* (2011). Selected articles and book chapters include "The UN Security Council and International Law" in Einsiedel, Malone and Ugarte eds, *The United Nations Security Council in the 21st Century* (2016); "When the Security Council is Divided: Imprecise Authorizations, Implied Mandates and the Unreasonable Veto" in Weller ed, *Oxford Handbook of the Use of Force* (2015); "Law-making by International Organizations: Perspectives from International Law/International Relations Theory", in Dunoff and Pollack eds *Interdisciplinary Perspectives on International Law and International Relations: The State of the*

Art (2013); and “Legislation and adjudication in the UN Security Council: bringing down the deliberative deficit,” *American Journal of International Law* (2008). From 2005-2007, he was the lead author and founding editor of the Annual Review of Global Peace Operations. He is currently on the editorial boards of *Global Governance* journal and *International Organizations Law Review*. Johnstone, recipient of the James L. Paddock Teaching Award in 2005, teaches courses in international organizations and peace operations. He continues to serve as a regular consultant to the United Nations, and is a Non-Resident Senior Fellow at the Center on International Cooperation, New York University. A citizen of Canada, he holds an LL.M degree from Columbia University and JD and B.A. degrees from the University of Toronto.

BARBARA KATES-GARNICK is Professor of Practice at The Fletcher School. Most recently she served as the Undersecretary of Energy for the Commonwealth of Massachusetts where she was responsible for guiding energy policy. She also served as the Co-chair of Massachusetts’ Global Warming Solutions Act Implementation Advisory Committee that oversees the implementation of the Commonwealth’s Global Warming Solutions Act. She has had an extensive career in energy, environment, and clean technology that has spanned the private and public sectors and included the creation of a clean technology incubator at New York University Polytechnic School of Engineering where she also taught courses on energy policy. She served as corporate officer at a major U.S. utility, a consultant on strategic energy initiatives, and as a public utility regulator. At Fletcher, in addition to teaching, she will serve as the interim director of the Energy, Climate and Innovation Program at the Center for International Environment and Resource Policy where she will pursue her interests in energy innovation, clean energy technology, and energy policy. Kates-Garnick holds a PhD from The Fletcher School.

SULMAAN KHAN is Assistant Professor of International History and Chinese Foreign Relations at the Fletcher School, where he also directed the Water and Oceans Program at the Center for International Environment and Resource Policy. His book, *Muslim, Trader, Nomad, Spy: China’s Cold War and the People of the Tibetan Borderlands*, was published in March, 2015 by the University of North Carolina Press. He has published articles in *Cold War History* and *Diplomatic History*; his research has been supported by the Cold War International History Project at the Wilson Center. He has also written for *The Economist*, *The American Interest*, *Prospect*, *e360*, and *Yale Global*, on topics ranging from Burmese Muslims in China to dolphin migration through the Bosphorus. He is a 2015-2016 Council on Foreign Relations International Affairs Fellow in Japan, sponsored by Hitachi, Ltd.

MICHAEL KLEIN is the William L. Clayton Professor of International Economics Affairs at the Fletcher School, Tufts University. He is also a Research Associate of the National Bureau of Economic Research and a non-Resident Senior Fellow of the Brookings Institution. He served as Chief Economist in the Office of International Affairs at the United States Treasury from June 2010 to December 2011. He has been a visiting scholar at the International Monetary Fund, the Bank of England, the Board of Governors of the Federal Reserve, and the Federal Reserve Banks of New York, Boston, and San Francisco.

JETTE STEEN KNUDSEN is Shelby Cullom Davis Chair in International Business focusing on sustainability. Her research centers on the interface between government regulation and business actions. She is currently studying the ability of governments in economically advanced industrialized nations to promote social change through regulation of social practices of home country multinationals in developing countries. She is writing a book titled *Visible Hands: Government Regulation of Corporate Social Responsibility in Global Business* (forthcoming with Cambridge University Press). She is also studying the role of labor organization in Bangladesh and its influence on working conditions in the Ready Made Garment sector. She has published in journals such as *Business and Politics*, *Comparative Political Studies*, *Journal of Business Ethics*, *Policy and Politics*, *Political Studies* and *Regulation and Governance*. From 2003-2007 Knudsen headed a government-sponsored think tank, The Copenhagen Centre for CSR. She then served as project leader of a CSR task force for the CEO at Maersk, a shipping, oil and retail conglomerate. Knudsen graduated from MIT in 2001 with a PhD in Political Science. *On Leave Fall 2016*.

CARSTEN KOWALCZYK is Associate Professor of International Economics. He is Honorary Professor at Aarhus University. He has taught at Harvard University, Dartmouth College, and Pennsylvania State University. He has consulted for the WTO, the World Bank, and Microsoft. He is on the Midwest International Economics Group Scientific Board, and he is the Book Review Editor for the Review of International Economics. He has been a Visiting Fellow at City University of Hong Kong, and a Faculty Research Fellow at the NBER. He received the James L. Paddock Award for Excellence in Teaching in 1995, and Awards for Outstanding Instruction from the Global Master of Arts Classes of 2002 and 2013. He is editor of *Economic Integration and International Trade* and *The Theory of Trade Policy Reform*, and author of numerous articles in professional journals, including in the *American Economic Review*, *Economic Theory*, *Economica*, *International Economic Review*, *Journal of International Economics*, and *Review of International Economics*. He holds a Cand. Polit. (Economics) from the University of Copenhagen, and an M.A. and PhD (Economics) from the University of Rochester. *On Leave Academic Year 2016- 2017*.

LAWRENCE KROHN, Professor of Practice of International Economics, specializes in Latin America and the global macro economy. In 2008, he returned to academia after a 25-year career in financial services, during which he served initially as international and U.S. economist, later (from 1992) as chief economist for Latin America at several banks (some of blessed memory), including Lehman Brothers, UBS, DLJ, ING, and Standard Bank. During those years, he wrote regularly on Latin America, made frequent research trips to the region, and visited portfolio managers around the globe. Larry graduated from Penn's Wharton School, served two years in the U.S. Peace Corps (Tunisia) and earned his PhD in economics at Columbia University, where he specialized in mathematical and international economics. He taught economics at Oberlin College and the University of Quebec (Montreal) before embarking on his financial services career. In 2012, Larry received the James L. Paddock Teaching Award. He is currently writing on macroeconomic problems that have constrained Latin economic growth and stability, with emphasis on the misguided policies underlying the disappointing performance of the last several decades. He remains passionate not only about economics, but also about dogs, music of all sorts, movies, foreign travel, and foreign languages. He continues to commute weekly from New York.

SUNG-YOON LEE, Kim Koo-Korea Foundation Professor of Korean Studies, and Assistant Professor, teaches courses on Korea and U.S.-East Asia relations. He is a former Research Fellow with the National Asia Research Program, a joint initiative by the National Bureau of Asia Research and the Woodrow Wilson International Center for Scholars, and Associate in Research at the Korea Institute, Harvard University. In 2005, he launched at Harvard's Korea Institute a new seminar series, the "Kim Koo Forum on U.S.-Korea Relations." He has taught courses on Korean political history at Bowdoin College (2000), Sogang University (2007), and Seoul National University (2012, 2013). Recent publications include "North Korean Exceptionalism and South Korean Conventionalism: Prospects for a Reverse Formulation?" *Asia Policy* 15, "The Pyongyang Playbook," *Foreign Affairs*, "Engaging North Korea: The Clouded Legacy of South Korea's Sunshine Policy," *AEI Asian Outlook*, and "Life After Kim: Preparing for a Post-Kim Jong Il Korea," *Foreign Policy*. His essays have been published in the *Los Angeles Times*, *New York Times*, *Wall Street Journal*, *Washington Post*, *Asia Times*, *The Weekly Standard*, *Christian Science Monitor*, *Far Eastern Economic Review*, and *Imprimus*. A frequent commentator on Korean affairs, Lee has appeared on BBC, NPR, PBS, PRI, CNN, ABC, NBC, CBC, NECN, Al Jazeera, among others, and has testified as an expert witness at the U.S. House of Representatives Committee on Foreign Affairs hearing on North Korea policy.

RICARDO LÓPEZ specializes in international trade, economic development, productivity analysis and Latin America. His research focuses on firms' behavior in international markets and the role of international trade as a source of economic growth. His research has been published in leading economics journals and presented in numerous conferences and seminars. Before joining IBS, he was a faculty member at the economics department of Indiana University, Bloomington for seven years. Previously, he had served as an economic adviser to the Ministry of Economy of Chile for four years. He holds a BA in economics from the University of Chile and a PhD in economics from the University of California, Los Angeles.

MICHELE MALVESTI, Professor of Practice in The Fletcher School's International Security Studies Program. Dr. Malvesti has served two presidential administrations at the White House. From August 2002 to October 2007, Dr. Malvesti served in the Office of Combating Terrorism on the National Security Council (NSC) staff, including as the Senior Director for Combating Terrorism Strategy. She subsequently returned to the White House in 2009 in order to co-chair the Presidential Study Review that reformed the White House organization for homeland security and counterterrorism on behalf of the Obama Administration. Prior to her policy work at the White House, Dr. Malvesti served as a professional in the Intelligence Community, including with the Defense Intelligence Agency (DIA) and at the Joint Special Operations Command (JSOC). Dr. Malvesti also currently serves on the Director's Advisory Board for the National Counterterrorism Center (NCTC); the Board of Directors for the Special Operations Warrior Foundation; and the Board of Advisors for the Center on Sanctions and Illicit Finance. She also is a Senior Advisor to the Financial Integrity Network, and she serves as Chairwoman of the Advisory Committee to root9B, a cyber-security services firm. Dr. Malvesti taught at Yale University's Jackson Institute for Global Affairs, since 2012. She received her B.A. from the University of North Carolina at Chapel Hill. She received both a Doctor of Philosophy and a Master of Arts in Law and Diplomacy (MALD) from The

Fletcher School.

MIHIR MANKAD is a Lecturer in Communications at The Fletcher School, Tufts University. His career spans a diverse array of fields, including media, management consulting, and nonprofit leadership. Most recently, Mihir served as a national television anchor with top channels in India such as NDTV Business, Zee Sports, and the public broadcaster Doordarshan. In addition to hosting prime-time news bulletins, he was involved in anchoring three of the most viewed television events in Indian history, including the 2008 Olympics, 2010 Delhi Commonwealth Games, and the 2011 Cricket World Cup. Mihir's pre-television career includes management stints at McKinsey, Bain, and The Clinton Foundation, where he was in charge of the country operations of the health access initiative. Mihir holds a Bachelor's degree in Economics and Psychology from Stanford University, where he was on the national championship tennis team, an MBA from the Kellogg School of Management, and a mid-career MPA as a Mason Fellow from the Harvard Kennedy School of Government

DANIEL MAXWELL is Professor and Research Director at the Feinstein International Center and Director of the MAHA Program at the Friedman School of Nutrition Science and Policy at Tufts University. He leads a program of research on livelihoods and food insecurity in complex emergencies, humanitarian action, and agency effectiveness. He also teaches on humanitarian action, complex emergencies, and international humanitarian response. Before joining the faculty at Tufts, he was the Deputy Regional Director for CARE International in Eastern and Central Africa, and prior to that, the Regional Program Coordinator and Regional Food Security and Livelihoods Advisor in the same office. He has also worked at the International Food Policy Research Institute, the Land Tenure Center and Mennonite Central Committee. He holds a MS from Cornell (1986) and a PhD from the University of Wisconsin (1995). In 2005, a book co-authored with Chris Barrett, *Food Aid after Fifty Years: Recasting its Role*, won critical acclaim and sparked critical debate within the humanitarian and food aid sectors. He just recently published another book entitled, *Shaping the Humanitarian World*, co-authored with Peter Walker.

DYAN MAZURANA, PhD, is a Research Director at the Feinstein International Center, an Associate Research Professor at The Fletcher School, and a Senior Fellow at the World Peace Foundation. Her areas of focus include women's and children's rights during armed conflict and post conflict, serious crimes and violations committed during armed conflict and their effects on victims and civilian populations, armed opposition groups, and remedy and reparation. She works with a number of governments, UN agencies and NGOs on these areas. Mazurana has published over 80 scholarly and policy books and articles. Her latest book is *A View from Below: Conducting Research in Conflict Zones*, edited with Karen Jacobsen, and Lacey Gale (Cambridge University Press, 2013). Other recent books include *Life and Security in Rural Afghanistan* (Rowman & Littlefield, 2008) with Nematollah Nojumi and Elizabeth Stites; *Gender, Conflict, and Peacekeeping* (Rowman & Littlefield, 2005) with Angela Raven-Roberts and Jane Parpart. Mazurana has carried out research in Afghanistan, the Balkans, several countries in sub-Saharan Africa, and Nepal.

ROBERT NAKOSTEEN is a Visiting Professor of Statistics. He is also a Professor of Economics and

Statistics at the Isenberg School of Management at the University of Massachusetts in Amherst. His research focuses on the econometrics of labor markets, especially the measurement of labor market outcomes following a major life decision (such as moving, marriage, or divorce). He has published in a variety of academic journals, including *Economic Inquiry*, the *Journal of Regional Science*, the *Journal of Population Economics*, and the *Journal of Human Resources*, among others. He is a frequent Visiting Researcher at the University of Umeå in Sweden, where he works with the extensive socio-economic and demographic data bases available there. His other research track is the area of national and state economic performance. He is the Executive Editor of *MassBenchmarks*, a quarterly review of economic news and commentary focused on the Massachusetts state economy. In addition to statistics, he teaches micro- and macroeconomics, and business forecasting.

MIHAELA PAPA specializes in analyzing and advising on complex negotiations and policymaking in the fields of sustainable development and global governance. She is a lecturer in these fields at Fletcher and at Brandeis University. Her research has been focused on environmental regulation and rising powers (the BRICS), which she has examined during her fellowship at Harvard Law School and her ongoing engagement at Fudan University, Shanghai. She has published in many journals, including *Global Environmental Politics*, *Global Environmental Change*, *Climate Policy* and *Chinese Journal of International Politics*. Prof. Papa often serves as a policy advisor and project evaluator (e.g., for U.S. Government and the European Commission) and develops negotiation trainings (e.g., for Harvard Kennedy School). She previously worked at the International Institute for Sustainable Development (consultant) and the Croatian Foreign Ministry (multilateral affairs officer). She has a PhD in International Relations from the Fletcher School, Tufts University.

ROBERT PFALTZGRAFF, JR. is the Shelby Cullom Davis Professor of International Security Studies at The Fletcher School and President, Institute for Foreign Policy Analysis. He has advised government officials and others on military strategy, defense modernization, alliance relations, proliferation and counterproliferation, terrorism, homeland security, and national security policy. He has lectured widely at government, industry, and academic forums in the United States and overseas. Between 2006-2009 he served on the International Security Advisory Board (ISAB), U.S. Department of State. Pfaltzgraff has authored and contributed to numerous books, reports, and monographs; some of his most recent publications include: *Anticipating a Nuclear Iran: Challenges for U.S. Security* (co-author); *Missile Defense, the Space Relationship, and the Twenty-First Century, Report of the Independent Working Group on Missile Defense* (co-author); *Space and U.S. Security: A Net Assessment*; "Counterproliferation Challenges," *Taking on Tehran: Strategies for Confronting the Islamic Republic*; "The Future of the Nuclear Non-Proliferation Treaty," *The Fletcher Forum of World Affairs*; "Space: The Next Frontier," *Journal of International Security Affairs*; and *Contending Theories of International Relations*, fifth edition (co-author). Pfaltzgraff holds a PhD in Political Science, an M.A., in International Relations, and an M.B.A. in International Business from the University of Pennsylvania.

ELIZABETH PRODRMOU is Visiting Associate Professor of Conflict Resolution, teaching in the Program in International Negotiation and Conflict Resolution. She is Co-Chair of the Eastern Mediterranean and Europe Study Group at Harvard University's Center for European Studies. Before coming to Fletcher, Prodr mou served a diplomatic appointment as Vice Chair and

Commissioner on the U.S. Commission on International Religious Freedom (2004-2012); since 2011, she is a member of the U.S. Secretary of State's Religion & Foreign Policy Working Group: Subgroup on International Religious Freedom, Democracy, and Security in the Middle East and North Africa. Her research interests focus on the intersection of religion, democracy, and security, with particular expertise on religion and regime type and religion and geopolitics in the Near East and Southeastern Europe. Published widely in scholarly and policy journals and media, she has been involved in advisory work for international and non-governmental organizations on international religious freedom. Her current research focuses on migration, religion, and security in Europe and Eurasia, as well as on response strategies of religious institutions to state repression. She holds a Ph.D. and an S. M. in Political Science from MIT. She holds a B.A. in History and IR from Tufts University, an M.A.L.D. from The Fletcher School. Prodromou was awarded a Distinguished Service Award by the Tufts University Alumni Association in 2008.

ANN RAPPAPORT, Lecturer in Urban Environmental Policy and Planning, Tufts University, earned a B.A. in environmental studies and Asian studies from Wellesley College, an M.S. in civil engineering from MIT, and a PhD in environmental engineering from Tufts University. She has helped develop and implement the hazardous waste regulatory program in Massachusetts, and maintains an active interest in the dynamic relationship between environmental laws and regulations and innovations in environmental technology and corporate management of environmental issues. She is the author of *Development and Transfer of Pollution Prevention Technology* and co-author of *Corporate Responses to Environmental Challenges: Initiatives by Multinational Management*. Her current research interests include enterprise-level decision-making with respect to the environment, institutional responses to climate change, voluntary initiatives related to companies and the environment, and contemporary issues in corporate social responsibility.

DANIEL RICHARDS is Professor of Economics at Tufts University. He has also taught at Queen's University and the Sloan School of Management, and served as consultant to the Federal Trade Commission. Current scholarship focuses on imperfect competition. Recent publications include "Advertising, Spillovers and Market Concentration," *American Journal of Agricultural Economics* (2008) and "Entrepreneurial First Movers, Brand-Name Fast Seconds, and the Evolution of Market Structure," *The B.E. Journal of Economic Analysis & Policy* (2008), both with Lynne Pepall and George Norman. He is also a co-author of *Industrial Organization: Contemporary Theory and Practice*, now in its fourth edition.

NADIM ROUHANA is Professor of International Negotiation and Conflict Studies and Director of the International Negotiation and Conflict Resolution Program. His current research includes work on the dynamics of protracted social conflict and power asymmetry, collective identity and democratic citizenship in multiethnic states, the questions of reconciliation and multicultural citizenship, transitional justice, and international negotiations. His research and writing is focused on the Arab-Israeli conflict and on Israeli and Palestinian societies. His publications include *Palestinian Citizens in an Ethnic Jewish State: Identities in Conflict* (Yale University Press, 1997) and numerous academic articles. He is currently completing a book on a new paradigm in conflict resolution. Prior to joining The Fletcher School he was the Henry Hart Rice Professor of conflict

analysis and resolution at George Mason University. He was a co-founder of the Program on International Conflict Analysis and Resolution at Harvard's Weatherhead Center for International Affairs where he co-chaired the Center's seminar on international Conflict Analysis and Resolution from 1992-2001. He is also the Founding Director of "Mada al-Carmel – The Arab Center for Applied Social Research" in Haifa. The center focuses on issues of identity, citizenship and democracy, and the future relationship between Palestinians and Israelis.

JESWALD SALACUSE, Henry J. Braker Professor of Law, served as The Fletcher School Dean for nine years and was previously Dean of the Southern Methodist University Law School. His teaching and research interests include international negotiation, law and development, and international investment law. With a J.D. from Harvard University, Salacuse has been a lecturer in law at Ahmadu Bello University, Nigeria, a Wall Street lawyer, professor and research director at the National School of Administration, Congo, the Ford Foundation's Middle East advisor on law and development based in Lebanon, and later the Foundation's representative in Sudan. He has been a visiting professor at Harvard Law School, in the United Kingdom, France, and Spain, and has held the Fulbright Distinguished Chair in Comparative Law in Italy. Salacuse has served as the Chairman of the Institute of Transnational Arbitration, Chairman of the Board of the Council for International Exchange of Scholars, and the founding President of the Association of Professional Schools of International Affairs (APSIA). A consultant to multinational companies, government agencies, international organizations, universities, foundations and foreign governments, he is a member of the Council on Foreign Relations, the American Law Institute, and the executive committee and faculty of the Program on Negotiation at Harvard Law School. He is also chairman of the India Fund and Asia Tigers Fund, and president and member of international arbitration tribunals of the World Bank's International Centre for Settlement of Investment Disputes. His recent books include *The Three Laws of International Investment* (Oxford University Press, 2013), *Negotiating Life* (Palgrave Macmillan), *The Law of Investment Treaties* (Oxford University Press, 2010), *Seven Secrets for Negotiating with Government* (2008), *Leading Leaders* (2006), and *The Global Negotiator* (2003). *On Leave Academic Year 2016- 2017.*

JULIE SCHAFFNER is Visiting Associate Professor of Development Economics and the author of *Development Economics: Theory, Empirical Research, and Policy Analysis* (Wiley, 2014). Her research relates to labor markets and poverty dynamics in developing countries, and to program evaluation. Her teaching emphasizes the skills required for rigorous, evidence-based work in poverty reduction and development. She received the Fletcher School's James L. Paddock Teaching Award in 2008. Before coming to the Fletcher School, she served as Assistant Professor in the Department of Economics, and Deputy Director of the Center for Research on Economic Development and Policy Reform, at Stanford University. She received her Ph.D. in Economics from Yale University.

CHEYANNE SCHARBATKE-CHURCH, a Lecturer in Human Security, is the founder of Besa; a boutique firm specialized in evaluation, performance measurement systems, learning processes, program design, strategic planning and assessments for social change organizations. Besa takes its name from the Kosovar Albanian tradition, where 'besa' means a commitment or pledge; it represents our commitment to the highest quality work in order to contribute to catalyzing strategic

change. Our clients include the UN Peacebuilding Fund, the U.S. State Department, CARE, and the Canadian Government. Cheyanne also teaches classes on evaluation and corruption at The Fletcher School. She has held positions with the SFCG, CDA, and INCORE. She is a published author, wife to Dirk, and mom to Aubrey and Wren.

KLAUS SCHARIOTH is Professor of Practice at The Fletcher School and Dean of the Mercator College for International Affairs in Germany. He was a member of the German Foreign Service for more than 35 years (1976-2011). He served from 2006-2011 as German Ambassador to the U.S. and from 2002-2006 as State Secretary of the German Foreign Office. Before that he was, inter alia, Political Director and Director-General of the Political Department, Director of the North America and Security Policy Directorate, Head of the Office of the German Foreign Minister, Director of the Private Office of the NATO Secretary General, as well as Vice Chairman of the UN Legal and Charter Committees. He also served in Ecuador, the International Law Division, and the Policy Planning Staff of the Foreign Office. He holds a German Law Degree, a PhD, MALD, and MA from The Fletcher School, as well as honorary doctoral degrees from The College of Idaho, Chatham University and Old Dominion University. He is also a senior non-resident Fellow of the Transatlantic Academy in Washington D.C., a member of the board of Humanity in Action, a member of the International Advisory Council of the Istanbul Policy Center, and a member of the European Council on Foreign Relations.

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

JOHN SHATTUCK, an international affairs and human rights expert, diplomat and university leader, is the President Emeritus of Central European University, a U.S. and European global graduate institution of social sciences, humanities, law, business and public policy in Budapest, Hungary. During his seven years at CEU from 2009 to 2016, Shattuck internationalized the university, enhanced its academic reputation, strengthened its faculty and administration, expanded its campus, increased fundraising, built a new public policy school and revitalized the business school. Before coming to CEU in August 2009, Shattuck was Chief Executive Officer of the John F. Kennedy Library Foundation, and Senior Fellow at Tisch College, Tufts University, where he taught human rights and international relations. He served from 1993 to 1998 as US Assistant Secretary of State for Democracy, Human Rights and Labor, and Ambassador to the Czech Republic from 1998 to 2001. He helped negotiate the Dayton peace agreement that ended the war in Bosnia, and was instrumental in the establishment of the International Criminal Tribunals for the Former Yugoslavia and Rwanda. From 1984 to 1993 Shattuck was Vice-President for Government, Community and

Public Affairs at Harvard University, and taught civil rights law at the Harvard Law School. Shattuck's career began at the American Civil Liberties Union, where he was Washington Director and national staff counsel. A graduate of Yale Law School, where he was an editor of the Yale Law Journal, Shattuck received his MA from Clare College, Cambridge University, and BA from Yale College, magna cum laude and Phi Beta Kappa. He is a Fellow of the American Academy of Arts and Sciences and a member of the Council on Foreign Relations. His many publications include *Freedom on Fire*, a study of the international response to genocide and crimes against humanity, *Rights of Privacy*, and many articles on higher education, international relations, human rights and civil liberties.

RICHARD SHULTZ is Professor of International Politics and Director of the International Security Studies Program. He has held three chairs: Olin Distinguished Professor of National Security, U.S. Military Academy; Secretary of the Navy Senior Research Fellow, Naval War College; and Brigadier General Oppenheimer Chair of War-fighting Strategy, U.S. Marine Corps. Since the mid-1980s, he has served as a security consultant to various U.S. government agencies concerned with national security. He will publish this academic year a new book on the U.S. Marine Corps' 2004-2008 counterinsurgency campaign in Iraq titled, *The Marines Take Anbar: The Four-Year Fight to Defeat al Qaeda in Iraq*. He has recently initiated a new research project with Dr. Querine Hanlon of United States Institute of Peace that will focus on designing a new U.S. approach to Security Sector Reform that draws on existing theory and international practice, as well as U.S. experience, to identify flexible tools for addressing dysfunctional security sectors in fragile states. His most recent book is *Insurgents, Terrorists, and Militias: The Warriors of Contemporary Combat* (Columbia University Press, 2006; 2009 Paperback). Recent articles include "A QDR for all Seasons," *Joint Forces Quarterly* (September 2010) and "The Sources of Instability in the Twenty-First Century Weak States, Armed Groups, and Irregular Conflict," *Strategic Studies Quarterly* (Summer 2011). *On Leave Spring 2017*.

EDWARD SCHUMACHER-MATOS has had a unique career as an academic and a journalist. He is just ending a stint as ombudsman at NPR after having been an op ed columnist for *The Washington Post*, an editor at *The Wall Street Journal*, and a foreign correspondent for *The New York Times*. Earlier, he was part of a team to win a Pulitzer Prize at *The Philadelphia Inquirer*. He has written extensively from Latin America, North Africa, East Asia and Spain. He also founded and was CEO of the *Rumbo* chain of four Spanish-language daily newspapers in Texas. Professor Schumacher-Matos began his journalism career at the *Quincy Patriot Ledger* while a student at Fletcher. As an academic, meanwhile, Professor Schumacher-Matos has been the Robert F. Kennedy Visiting Professor at Harvard University's Kennedy School and the James Madison Visiting Professor at Columbia Journalism School. He is currently a fellow at the Woodrow Wilson Center for International Scholars, where he focuses on the economic impact of mass migration. He also is a fellow at the Migration Policy Institute in Washington and the Global Migration Center at the Graduate Institute for International and Development Studies in Geneva. He has been a Fulbright Fellow in Japan and a Bi-National Commission Fellow in Spain. He continues to teach at Columbia.

BERNARD SIMONIN is Professor of Marketing and International Business. He holds a PhD in International Business from the University of Michigan, an MBA from Kent State University, and a

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

JAMES STAVRIDIS, Dean, is the 12th leader of The Fletcher School since its founding in 1933. A former Admiral in the U.S. Navy, he led the NATO Alliance in global operations from 2009 to 2013 as Supreme Allied Commander. He also served as Commander of U.S. Southern Command, with responsibility for all military operations in Latin America from 2006-2009. His book *The Accidental Admiral* describing his tenure in these jobs was published on October 1, 2014. A Fletcher PhD, he won the Gullion prize as outstanding student and has published five books and over a hundred articles. His focus is on innovation, strategic communication and planning, and creating security through international, interagency, and public/private partnerships in this turbulent 21st century.

ELIZABETH STITES, Ph.D., is a Research Director for Conflict and Livelihoods at the Feinstein International Center and an Assistant Research Professor at the Fletcher School of Law and Diplomacy at Tufts University. Her work focuses on the effects of conflict and violence on civilian livelihoods. She is particularly interested in the transformation of livelihood strategies based on gender and age and on the intersection between livelihoods, violence and protection at the individual, household and community level. On the policy level she examines the effects of humanitarian, development and military policies on livelihoods, security, and gender roles. Her fieldwork aims to improve the effectiveness of international and national policies through evidenced-based research reflecting the lived experiences of local communities. She has worked in multiple countries in sub-Saharan Africa, in Afghanistan, Bosnia, and Nepal and on the Syria crisis. She is currently leading research in Uganda and Nepal as well as a project to improve the quality and dissemination of evidence in humanitarian practice.

SHINSUKE TANAKA is Assistant Professor of Economics. His research interests are in the fields of health economics and environmental economics, with a focus in developing countries. Broadly, he is interested in the interactions between environmental issues, human capital development, and economic activities, and how the interactions relate to economic development in low-income countries. His current work investigates the effect of environmental regulations in China on air pollution, infant mortality, and industrial activities; the impact of abolishing user fees from

healthcare on child health status in South Africa and its long-term effect on fertility and schooling; and the effect of environmental factors on cardiovascular diseases in the United States. He has a PhD in Economics from Boston University, a M.A. in international and development economics from Yale University, and a B.A. in liberal arts from Soka University of America.

KIMBERLY THEIDON, Henry J. Leir Professor of International Humanitarian Studies, is a writer and medical anthropologist focusing on Latin America. Prior to coming to The Fletcher School, Dr. Theidon served as the J. Loeb Associate Professor of Social Sciences at Harvard University. She spent 2014-15 as a Fellow at the Woodrow Wilson International Center for Scholars in Washington, DC. Her research interests include political violence, transitional justice, reconciliation, and the politics of post-war reparations. She has authored numerous articles, commissioned reports, and two books. *Entre Prójimos: El conflicto armado interno y la política de la reconciliación en el Perú* which was awarded the Latin American Studies Association 2006 Premio Iberoamericano Book Award Honorable Mention for outstanding book in the social sciences published in Spanish or Portuguese. *Entre Prójimos* served as the primary inspiration for the film *La Teta Asustada* (The Milk of Sorrow), Claudia Llosa's award-winning movie about sexual violence, memory and the complicated issue of reconciliation in ethnically-divided Peru. Dr. Theidon's second book, *Intimate Enemies: Violence and Reconciliation in Peru* was awarded the 2013 Honorable Mention from the Washington Office on Latin America-Duke University Libraries Book Award for Human Rights in Latin America, and the 2013 Honorable Mention for the Eileen Basker Prize from the Society for Medical Anthropology for research on gender and health.

RICHARD THOMAN, Professor of Practice of International Business, is the managing partner of Corporate Perspectives, a New York corporate strategy advisory and investing firm. He also teaches at Columbia University, and is a visiting professor and leader in Residence at CEIBS, the leading Chinese business school. Thoman is one of the few individuals to have been a "top five" executive for four "Fortune 75" U.S. corporations in three different industries. He was president and chief executive officer of the Xerox Corporation. Prior to joining Xerox, Thoman was a senior vice president and chief financial officer of IBM and served as IBM's number two executive. Prior to joining IBM, Thoman was president and chief executive officer of Nabisco International, and chairman and chief executive officer of American Express Travel Related Services (the current American Express Corporation). Thoman serves on a number of business and educational boards. He is a past member of the Business Council and Business Roundtable, as well as a regular management member or past board member of IBM, American Express RJR Nabisco, Xerox, Fuji Xerox, Daimler Chrysler, Union Bancaire 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.

JOEL 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 communications technology in the formation of resistance networks in Serbia in the 1990s. As part of his doctoral research, 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 commercial enterprises, institutions and civil society in emerging markets. 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. Uhlmann holds graduate degrees in business and international relations, respectively from the Rotman School, University of Toronto, and the Maxwell School, Syracuse University. He received his PhD from The Fletcher School. Prior to undertaking his doctoral studies, Uhlmann worked for more than 25 years at the Canadian Imperial Bank of Commerce, primarily in Vancouver and Toronto. He has substantial international risk management expertise, particularly in the areas of country risk and international banking systems. His dissertation, "See How They Run: Linkages Between National Elections and the Behavior of International Banking Flows in Developing Countries," deals with how banking funds

flow into and out of emerging market countries around national election dates. His research interests include international finance, economics and political business cycles, especially as these areas relate to multinational financial services, country risk management, and international relations. He also has a special interest in International Project/Infrastructure Finance. Uhlmann has also been active with the Tavitian Scholars Program at Fletcher since 2003, a program that works to advance government professionals in Armenia. He currently teaches International Finance, Operations of Financial Institutions, Large Investments and International Project Finance, and Corporate Financial Strategy – the MSF capstone course, at Bentley University, Waltham, MA. He is also Adjunct Assistant Professor at the Bharti Institute, Indian School of Business, Mohali, India where he teaches a course on Public Finance. 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 WEISS is Professor of International Accounting. His research focuses on three themes. The first is the reorganization of financially distressed firms. He is a recognized expert on U.S. corporate bankruptcy and has testified before the U.S. Congress on bankruptcy reform. The

second is how managers gather and use information for decision making. The third is the transition from country specific accounting standards (Local GAAP) to one set of global standards (IFRS). He has over forty publications, has been cited over 1,000 times and won the All Star Paper award from the *Journal of Financial Economics*. He is the co-author of *Corporate Bankruptcy: Economic and Legal Perspectives* (1996). Professor Weiss earned his B.Sc., a Diploma in public accounting and MBA from McGill University and his D.B.A. from Harvard Business School. Prior teaching appointments include Georgetown University, The University of Lausanne, HEC, MIT- Sloan School of Management and INSEAD.

ROCKFORD WEITZ, PhD, is Entrepreneur Coach and Director of the Maritime Studies Program at the Fletcher School at Tufts University. He also serves as President of the Institute for Global Maritime Studies Inc., a 501(c)(3) non-profit that seeks practical solutions to global maritime challenges. In 2014, he served as founding Executive Director at FinTech Sandbox Inc. From 2008 to 2013, he served as founding CEO at CargoMetrics, leading the effort to build a VC-backed financial technology business that started in his Cambridge apartment. He has taught courses in Jurisprudence, Maritime Security, and Global Maritime Affairs at the Fletcher School, and published op-eds in *The New York Times*, *The Christian Science Monitor*, and *The Straits Times* (Singapore), among others. Rockford earned a J.D. from Harvard Law School, M.A. and Ph.D. degrees from the Fletcher School, and a B.A. in International Relations: Political Economy from the College of William and Mary. He is a fellow in the U.S.-Japan Leadership Program, a member of the Fletcher School's Development Committee, and a term member of the Council on Foreign Relations.

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).

KIMBERLY 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.

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

G. 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

ARPAD VON LAZAR

PhD (University of North Carolina), Professor Emeritus of International Politics

This Bulletin is for informational purposes only and does not constitute a contract between the University and any applicant, student, or other party. The University reserves its right to make changes, without notice, in any course offering, requirements, policies, regulations, dates, and financial or other information contained in this or other Bulletins.