MASTER OF INTERNATIONAL BUSINESS
As the oldest exclusively graduate school of international affairs in the United States, Fletcher is uniquely positioned to prepare students as leaders in international business with a high “contextual intelligence” quotient.

MIB—The Business Degree for the 21st Century

- Housed within the Institute for Business in the Global Context
- 21-month program
- Full time, on campus
- A highly qualified class of about 35 students each year
- Average student age: 27
- 43% Female, 57% Male

About The Fletcher School

- Located just outside Boston, Massachusetts
- 550 students from more than 80 countries
- Faculty-student ratio — 1:10
- 44% of classes under 20 students
- Approximately 170 courses offered each year
- More than 20 research centers
- Student specializations in 22 different topical and geographic areas

fletcher.tufts.edu/mib
Every day, the headlines remind us how profoundly the world is changing. New actors, new economies, new technologies, new political movements, new pressures, and new business models are emerging. Business is not only affected by cascading forces of change, it is also essential to solving problems and unlocking opportunities.

In such a world, a Fletcher pedigree is more critical than ever. The Fletcher School’s Master of International Business (MIB) degree is uniquely positioned to prepare you to step into positions of leadership and successfully cross borders of many kinds — of countries and disciplines. Our aim is to develop your “contextual intelligence”: understanding the interconnections between business, innovation, international economics, and issues of rights, security, and the law.

The foundation of this education combines concrete global business skills with a nuanced understanding of geopolitics, law, negotiations, and leadership. Our students deepen their knowledge in areas ranging from humanitarian issues to security to corporate finance, while expanding regional expertise.

We go beyond classic business and international affairs programs. Our graduates anticipate disruptive and subtle changes coming from many directions. They understand why the headline stories run from the Front Page onto the Business Page and back. Most of all, they are prepared to make tomorrow’s news — by making decisions that might just change the world.

I welcome you to learn more and to be in touch.

BHASKAR CHAKRAVORTI, PhD
Senior Associate Dean of International Business & Finance
Professor of Practice in International Business
Executive Director, Institute for Business in the Global Context
The MIB curriculum is crafted to ensure that students develop deep competency in international business practices and a nuanced understanding of the global context for business. Designed like a dual MBA-International Affairs master’s program, the MIB curriculum hones students’ contextual intelligence — the ability to recognize the impact of politics, law, culture, and society on the world of business.

### Core Skills & Contextual Intelligence:
The MIB Curriculum

<table>
<thead>
<tr>
<th>BUSINESS</th>
<th>INTERNATIONAL AFFAIRS</th>
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</table>
| - Corporate Finance  
- Strategic Management  
- Financial and Managerial Accounting  
- International Marketing  
- Statistical Methods for Business Decision-Making | - International Law  
- Managerial Economics  
- Global Macroeconomics  
- International Affairs electives in diplomacy, history, and politics  
- Regional Studies: Europe, Latin America, China, India, or the Middle East |

### Fields of Study

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<tr>
<th>CORE CURRICULUM</th>
<th>INTERNATIONAL AFFAIRS</th>
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| Students choose one of the following:  
- International Finance & Banking  
- Marketing  
- Strategic Management & International Consultancy  
- Public & NGO Management | Students choose from a list of 18 fields, e.g.:  
- Development Economics  
- Humanitarian Studies  
- International Business & Economic Law  
- International Environment & Resource Policy  
- International Negotiation & Conflict Resolution  
- International Organizations  
- International Security Studies  
- International Trade & Commercial Policies |

### Integrated Capstone Project

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<tr>
<th>Additional Fletcher Elective Courses</th>
<th>Graduate Courses at Tufts and Harvard Universities</th>
<th>International Exchanges</th>
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*Image depicting flags from various countries.*
The MIB core ensures that students receive an integrated education in international business and international affairs. Selecting the most essential elements from dual MBA-International Affairs degrees allows us to streamline the program and focus on the interconnections between the two areas of study.

Integrated Capstone Project
The capstone allows students to sharpen their analytical skills, partner with a professor, build deep knowledge in a niche area of expertise, and create a bridge to the job search. Topics have included:
- Bio-fuel investment opportunities
- FDI in Africa’s pharmaceutical industry
- Indian private equity
- Emerging markets-based stock exchanges
- Liberalization of telecoms in Africa

Fields of Study
MIB students choose two specializations, or fields of study — one in international affairs and one in international business. Each field requires three classes and allows for ample choice to build depth of knowledge. For a complete list of fields, see fletcher.tufts.edu/fields.

Other Opportunities
Beyond the MIB degree requirements, students have ample opportunity to customize their curriculum through free elective courses at Fletcher, cross-registration options at the Tufts and Harvard graduate schools (e.g., HBS, HKS), and international exchange programs.

To satisfy the requirements of the MIB degree, students must:

- Complete 18 courses, including the core curriculum
- Fulfill two Fields of Study
- Demonstrate proficiency in a second language
- Complete the Professional Development Program
- Complete an MIB capstone project

NATHALIA ARRUDA ’14 | Brazil | Development Economics, Strategic Management & International Consultancy

BEFORE FLETCHER
Schlumberger, Senior Field Engineer – New Orleans, Louisiana
Invista, Process Engineer – São Paulo, Brazil
BA, Chemical Engineering, Universidade Estadual de Campinas, UNICAMP

FLETCHER INTERNSHIP
CB&I, Energy Infrastructure – Houston, TX

LANGUAGES
Portuguese, Spanish, English

When I researched master’s programs, I was interested in both business and international affairs. I wanted something with a practical approach, but I could not decide which program would be the best fit; each was missing something. When I learned about the MIB program, it was love at first sight! The idea of a business degree with a contextual approach to the world is what differentiates the MIB. The mix of cultures and professional backgrounds in the classroom is key to students’ career success.
Fletcher MIB graduates demonstrate that there is no “typical” professional path in the area of international business. Our students’ interests span sectors, industries, and geographies, and their careers range from general strategy consulting to niche political risk consulting, from traditional corporate finance to specialized microfinance.

OFFICE OF CAREER SERVICES

Fletcher’s approach to career services is one of customized support and focused training. The Office of Career Services (OCS) partners with students to assess their career interests, build a professional network, and hone job search skills. The required ten-week Professional Development Program gives all students a strong foundation, and from there, students take advantage of OCS training and outreach opportunities, including:

- One-on-one coaching sessions
- Mock interviews
- Individual resume review
- Employer outreach
- Career information trips to Washington, DC and New York
- Sector-specific career training
- Employer information sessions
- Summer internship funding
- On-campus interviews and resume collection
- Custom on-line career portal and database

ALUMNI NETWORK

With more than 7,500 alumni in over 160 countries, the Fletcher network is a key advantage in securing unique jobs across sectors and the globe. The Fletcher alumni community is famously interconnected, and students will have access to graduates as mentors and advisors. Fletcher alumni have held notable positions including:

- Chairmen of Citicorp/Citibank, Shell India, and Xerox Corporation
- CEOs of Lotus, JPMorgan China, National Bank of Canada, CB&I, and KB Kookmin Bank
- Vice Chairmen of Oliver Wyman, Goldman Sachs, and Deutsche Bank
- President of Exxon Corporation
- Managing director of Middle East Division, Lazard
- Founder of Caffè Nero
- Producer for CBS’s 60 Minutes
- Special Advisor to the Secretary General of the United Nations
- Heads of state and senior ministers of multiple countries

QASIM HASNAIN ’14 | Pakistan | International Trade and Commercial Policies, International Finance and Banking

BEFORE FLETCHER

Customer Team Manager, Procter & Gamble – Lahore, Pakistan
BSc, Finance, Lahore University of Management and Sciences

SUMMER INTERNSHIP

CLS, Risk Management Intern – New York

LANGUAGES

Urdu, Hindi, English

I’d heard a number of people mention the strength of the Fletcher alumni network, but I didn’t believe it until I experienced it myself. Fletcher alumni will always go above and beyond — literally bend over backward — for current students. They go out of their way to help, advise, and guide current students to achieve their personal goals. Fletcher has one of the most connected and accessible alumni networks by far, and you can only experience it once you are a part of the School.
Analysts need to consider economic, social, and political risk factors in their attempts to determine value for sovereign debt investments. My Fletcher education has given me the capacity and, more importantly, the interest to analyze these factors. For example, the law Field of Study has helped me understand bond covenants, while my capstone offered a great deal of familiarity with sovereign debt restructuring in emerging markets.
WHERE CAN THE MIB TAKE YOU?

“I liaise with coffee suppliers around the world to ensure their stories are shared and their coffees are traceable. By sharing information about our supply chain, we help producers sell their coffee faster and at a price that more accurately reflects the quality. In Fletcher-speak, we help shorten the cash conversion cycle and capture full value, which is significant for any business, but especially for farmers.”

Hayden Kwast ’10
eCommerce Manager,
Olam Specialty Coffee
New York, NY

“The mission of my work is to stimulate demand for savings and investment products in Turkey where the savings rate is very low. Many of our customers are opening their first investment account, so when a lead becomes a customer, I like to think I helped spark a decision that will impact someone’s savings over the course of a lifetime.”

Liam Hardy ’12
Assistant Supervisor,
Finans Asset Management
Istanbul, Turkey

“I provide German corporate clients with solutions for their foreign exchange hedging strategies. Thanks to Fletcher, I obtained the essential knowledge to understand the rapidly changing financial markets and, in particular, the FX market, which is the world’s largest with a trading volume of about $5 trillion a day.”

Franziska Schmid ’10
FX Sales,
Banco Santander S.A.
London, UK

“As a strategy consultant, I help manage the process of decision making for my clients. My work is extremely global: one client wanted a strategy for entering the African market. We researched the economic development, political risk, and business centers for each country in the region and examined the industry development in Asia and Eastern Europe to understand the likely development trajectory.”

Nick Bruch ’12
Associate,
Huron Consulting Group
Boston, MA

“I support the launch of a new lung cancer drug in emerging markets. This drug belongs to a new generation of medicines that act against a specific set of genetic mutations. My work has the potential to greatly improve the quality of life and chances of survival amongst a subset of patients, while also delivering a more cost-effective solution.”

Tatiana Popa ’10
Senior Manager, Emerging Markets Business Unit, Pfizer Inc.
New York, NY

“I focus on advancing an international voluntary emissions trading market standard in China’s emerging carbon market. This requires an accurate understanding of international environmental and energy policy, as well as a good sense of finance, investment, and project management.”

Zhuli Hess ’10
China Director,
Verified Carbon Standard
Beijing, China
"I am working, in a small way, towards creating a **sustainable financial infrastructure that serves low income populations**. I underwrite debt and equity investments in microfinance and low income financial institutions. I must analyze financial and operational strengths and weaknesses but also the overall economic, political, and regulatory environment of the countries in which these institutions operate."

**Abishkar Shrestha ’11**
Investment Associate, Microvest
Bethesda, MD (Washington, DC Metro Area)

"My team is responsible for **shaping the company’s strategy for emerging countries** that are in the midst of transforming their education, infrastructure, and healthcare sectors. One needs to understand the political, economic, and cultural contexts to participate meaningfully in these changes. That is where my Fletcher background – with the right mix of economics, international affairs and business – is useful."

**Shailiesh Chitnis ’10**
Office of Strategy and Planning, Cisco Systems
Bangalore, India

"I work to reduce student drop-out rates, improve high schools’ institutional capacity, and support governments in **Improving public policy in education**. My work allows me to put into practice the business foundations I learned at Fletcher and at the same time requires me to understand the social, political, and economic contexts that influence policy and shape behavior."

**Andres Valenciano ’12**
Executive Director, Fundación Acción Joven
San Jose, Costa Rica

"The projects that I manage are part of **Thailand’s roadmap to renewable energy** and energy security. By 2020, the country hopes to consume 25% of energy from renewable sources. My team and I conduct feasibility studies for new investments and manage profitability for ethanol and biomass power plant projects."

**Poomsanti Wairith ‘10**
Business Development Manager, Impress Ethanol Co., Ltd.
Bangkok, Thailand

"I am managing a bushmeat alternatives program, which helps communities dependent on **unsustainable bushmeat hunting**. Our goal is to move them towards more sustainable incomes and provide a protein source for their families, as we also work to conserve endangered species. As the head of country operations, I have a role in all aspects of the project, from project planning to value chain analysis."

**Amalia Frank ’11**
Project Manager, Zoological Society of London
Bata, Equatorial Guinea

"On behalf of the Government of Rwanda, I lead negotiations on the commercial terms of strategically important public-private partnerships and concessions. One project is **East Africa’s first grid-level solar plant**, which will lower the country’s cost of electricity and catalyze growth in the manufacturing sector."

**Imad Ahmed ’11**
International Finance Expert, Rwanda Development Board
Kigali, Rwanda

To learn more about the work of MIB alumni, please visit fletcher.tufts.edu/frommydesk
Through hands-on, real-world experiences and research, students can tailor the Fletcher MIB to their unique professional and academic goals.

**INTERNATIONAL EXCHANGES**

MIB students can spend one semester in a global exchange program, forging true fluency in a key business context and culture.

**Programs include:**
- China Europe International Business School, Shanghai, PRC
- HEC School of Management, Paris, France
- Higher School of Economics, Moscow, Russia
- Indian School of Business, Hyderabad, India
- IE Business School, Madrid, Spain

**CONFERENCES AND SPEAKERS**

Each year, Fletcher welcomes hundreds of speakers to campus who come from a wide range of career paths and regions.

**Recent on-campus speakers include:**
- Executives from McKinsey, Deutsche Bank, BP, the World Bank, DuPont, Biogen Idec, the European Investment Bank, and Goldman Sachs
- Diplomats from Brazil, Thailand, Korea, and the EU
- Experts on topics ranging from the Russian energy sector to country management in frontier markets

**Recent Fletcher conferences include:**
- Opportunity in Crisis: Geopolitical, Economic, Resources, Imagination Crises
- Extreme Inclusion: Development, Dignity, and Financial Services
- Africa’s Turn?: The Promise and Reality of the Global Economy’s “Final Frontier”
- Managing Political Risk
- Powering Global Energy Security

**VIOLET MIDZI ’13 | Zimbabwe | International Information & Communication Marketing**

At Fletcher, I learned that it is absolutely possible to have a career where you can be ambitious and driven, but also be passionate about social justice and helping those in need. Fletcher is a community of people who want to leave a lasting positive legacy on society, and that was a great experience. My current job enables me to leverage my Pre-Fletcher private sector background, and at the same time work on a social justice issue that I am passionate about: equal access and quality education for children from low-income communities.
STUDENT CLUBS

Student clubs are an integral part of life at Fletcher. They publish journals, host speakers and conferences, connect with world experts, and organize trips to key cities of interest.

A sampling of student clubs:
• China Club
• Environment and Sustainability Initiative
• International Business Club
• Latin America Group
• Political Risk Forum
• Microfinance and Development Venture Capital Network
• Net Impact Socially Responsible Business Club
• Energy Consortium
• Social Business Club

JORDAN FABYANSKE ’10 | United States | International Business & Economic Law
Strategic Management & International Consultancy

AFTER FLETCHER
Dalberg Global Development Advisors, Project Leader – Washington, DC

BEFORE FLETCHER
Office of the Secretary of Defense, Action Officer – Washington, DC
Booz Allen Hamilton, Consultant – Washington, DC
BS, Mathematics, MIT

LANGUAGES
Arabic, German, English

The MIB program prepares graduates for truly innovative work; in my case, channeling market forces to drive economic growth, improve social equity, and address global challenges. The impact of our work at Dalberg ranges from direct and “on the ground” to indirect and “catalytic,” and focuses on social impact while recognizing that a sustainable business model is essential for success. We strive to recommend solutions that will maximize impact in the long-term, which often requires a market-based approach.
Fletcher places high value on student involvement, and our faculty-led research centers are no exception. They give students access to internships, consulting engagements, conferences, and research stipends. Recent projects have allowed students to interview corporate country managers in emerging markets, visit Haiti to research microfinance institutions, organize a conference in Kenya on mobile banking, and attend UN climate change negotiations. A sample of centers includes:

**THE INSTITUTE FOR BUSINESS IN THE GLOBAL CONTEXT (IBGC)**

IBGC partners with multinational corporations, rising national enterprises, and consulting and financial institutions to study issues they face in complex international environments. IBGC researches and cultivates contextual intelligence, the ability of organizations to analyze the impacts of external risk and opportunities on internal growth.

- Education program for central bankers from emerging markets on financial inclusion policy and banking for the poor
- Long-term research initiative and event series focused on sovereign wealth management and its impact on global capital markets
- Scenario development and executive education around global mega-trends and uncertainties and their impact on business
- Mapping of the evolution of global online commerce by analyzing the long term macro trends of growth and change
- A multi-country study asking why some countries rely so much more on cash for payments than others, and what drives consumer behavior toward cash for retail payments

**HITACHI CENTER FOR TECHNOLOGY AND INTERNATIONAL AFFAIRS**

The Hitachi Center focuses on global technology change and management, international finance, and international economic integration. Center events bring together scholars and policy-makers to facilitate a global exchange of ideas.

- Research project on the global competition for talent to understand employee goals, company strategies, and national agendas
- A speaker series on risk management strategies for Asian corporations
- Annual summer internship program with the Hitachi Research Institute in Tokyo

**CENTER FOR INTERNATIONAL ENVIRONMENT AND RESOURCE POLICY (CIERP)**

CIERP analyzes critical global environmental problems through an interdisciplinary approach, identifying the underlying scientific, social, economic, and technological dimensions of these issues. CIERP seeks effective, sustainable solutions by drawing on fields that include international law, diplomacy, and mutual-gains negotiations.

- Monthly colloquia on energy and climate policy research
- Research and publications on renewable energy and climate change
- Sponsored internships on issues ranging from fisheries policy to water treaties to climate-friendly agriculture
At Fletcher, we aim to connect students with opportunities to put their passion into practice in a supportive setting. This “lab” environment allows students to sample a range of locations and careers, from consulting to entrepreneurship.

**FIELD STUDIES IN CONSULTING**

This hands-on course matches students with real-life clients to provide valuable consulting experience. Students develop international market entry solutions, support strategic international decisions, and experience the complexities of managing clients. In recent years, student consultants have travelled to countries as diverse as Brazil, Colombia, China, Kazakhstan, Turkey, Tanzania, and Mexico.

**Recent consulting engagements include:**
- Hitachi: Helped the company understand infrastructure opportunities in frontier markets, identify key players, and recommend partnering strategies
- Habitat for Humanity: Adapted the well-established partnership housing model to accommodate the fast-growing need for urban dwellings in major cities worldwide
- MasterCard Worldwide: Developed a strategy to foster strong business relationships with governments in emerging markets with a specific focus on providing procurement related payment services
- MetLife: Created a strategy for implementation of next-generation mobile technologies and applications to promote rapid global expansion
- Pfizer: Created a comprehensive strategic plan to guide inclusion of one of the company’s products in China’s national public-health program

**BUSINESS PLAN COMPETITIONS**

Fletcher entrepreneurs are able to take advantage of business plan competitions hosted at Tufts to test their innovations with industry experts and compete for funding. Including the many other competitions in the Boston area, these events give students the opportunity to use the dynamic Fletcher environment and resources to launch their businesses before graduation. MIB graduates have seen success with wide-ranging entrepreneurial ventures, from coffee supply chain technology to semi-custom clothing to mobile applications for the poor.

- Fletcher D-Prize Poverty Solution Venture Competition: This VC-style competition, open only to Fletcher students, supports student entrepreneurs to launch new poverty-fighting ventures in the developing world. Winners are awarded up to $20,000 to pilot ventures that distribute proven poverty solutions.
- $100K Business Plan Competition: Tufts Entrepreneurial Leadership Program sponsors an annual business plan competition that awards $100,000 in cash and in-kind services. The competition includes both classic venture and social entrepreneurship categories and has been profiled by *Forbes* as one of the 15 biggest university-sponsored competitions.

**BEFORE FLETCHER**

The World Bank, Junior Professional Associate – Washington, DC
Cambridge Associates, Senior Research Associate – Arlington, VA
BA, French Studies, Bryn Mawr College

**FLETCHER INTERNSHIP**

Tony Elumelu Foundation, Kigali, Rwanda

**LANGUAGES**

French, Lingala, English

I chose the MIB because I wanted a degree that would allow me not only to develop the core competencies in international business but also to explore the development potential of the private sector in emerging and frontier markets. I am interested in business operations of companies abroad and the unique ways that businesses have generated positive social returns for the communities in which they operate.
YOUR FUTURE AT FLETCHER

What do we look for in an MIB student? Professional accomplishments, academic excellence, global exposure, and intellectual curiosity. We seek students who, by virtue of their background, achievement, and experience, can contribute to the education of their peers and to the wide range of careers under the international business umbrella. These attributes come in many different packages, and this diversity is a hallmark of the Fletcher student body.

ADMISSION REQUIREMENTS

Academic Capacity: Competitive MIB candidates have a strong undergraduate record in a variety of disciplines, ranging from international relations and business, to engineering and sciences, to the humanities. While academic preparation from a variety of fields is acceptable, MIB applicants should demonstrate a capacity for quantitative and analytical coursework through their undergraduate record, a strong quantitative GMAT or GRE score, and/or work experience with demonstrable quantitative or analytical responsibilities.

Professional Experience: Most successful MIB applicants have at least two years of full-time work experience in the private sector or a job with exposure to solid business practice and principles. Work experience in corporate research and analysis, public or NGO management roles, or in the military are all also common career paths prior to enrolling at Fletcher.

International Orientation: There is no rigid requirement as to length or nature of international experience, but students should have a demonstrated interest in the international environment. Studying, living and/or working abroad are all considered positive experiences, but working in an environment where international issues are the focus is also highly relevant.

Language Preparation: All Fletcher students must demonstrate knowledge of a foreign language. English is considered the foreign language for students whose first language is not English. Native English speakers must pass written and oral proficiency exams prior to graduating. The admissions committee’s preference is that students achieve proficiency before enrolling.

ANDREAS ALBECK ’10 | United States & United Kingdom | International Business & Economic Law
Strategic Management & International Consultancy

AFTER FLETCHER
Control Risks, Senior Consultant – New York, NY

FLETCHER INTERNSHIP
Federal Reserve Bank, Financial Sector Policy & Analysis – New York, NY

BEFORE FLETCHER
Bear Sterns & Co, Global Credit Analyst – New York, NY
First Manhattan Consulting Group, Consultant – New York, NY
BA, International Relations, Dartmouth College

The issues that I confront on a daily basis are inherently global and, more often than not, revolve around the challenges of doing business in emerging and frontier markets. My role not only requires commercial acumen and a coherent business development strategy, but also a familiarity with what is occurring in the global macroeconomy, capital markets, and the geopolitical landscape — for which my Fletcher education and network prepared me well.
ADMISSIONS & SCHOLARSHIP AID

Application Deadlines
The MIB has two intakes, one for the fall semester and one for the spring semester. Application deadlines are:
• October 15: Spring semester
• November 15: Fall semester: Early notification; non-binding
• January 10: Fall semester: Regular deadline
• March 1: Fall semester: Final deadline with limited scholarship availability

Application Requirements
• Online application and fee
• Academic transcripts
• Three letters of recommendation
• Personal statement and essay
• Resume/CV
• GMAT or GRE test score reports
• TOEFL or IELTS for applicants whose native language is not English and who did not earn a university degree where English is the language of instruction
• Evaluative interview (optional)

Scholarship Aid
Scholarship awards are based on both merit and need, and decisions are made by the Committee on Admissions and Scholarships by April 1. Awards range from $5,000 to full tuition, and are generally renewable for the second year of study. All scholarships — including the Emerging Markets Enterprise Scholarship and Schmidheiny Global Business Scholarship — are available to both U.S. and international students.

The Map Your Future Program
College seniors and students in their final year of undergraduate study may apply to Fletcher’s Map Your Future (MYF) program. MYF guarantees admitted applicants a place in the MALD or MIB program after completing two to three years of professional experience in a Fletcher-approved position. This highly selective program is intended for those with excellent academic preparation, a clear professional focus, and a demonstrated track record of success. The program allows for professional development and career exploration while guaranteeing a position in a future class. Applications for the MYF program are reviewed on a rolling basis between December 20 and May 15. Please visit fletcher.tufts.edu/myf for more details.
Will competitive strategy or diplomacy be more effective in tapping into the Chinese market?

How will sovereign wealth funds affect global capital flows and balances of power?

Will access to clean water become a stronger driver of geopolitical tension than access to oil?

Is top-down aid or bottom-up entrepreneurship a better catalyst for economic growth?