The Fletcher School

2015-2016 COURSE BULLETIN
This Bulletin contains descriptions for courses offered at The Fletcher School for the 2015-2016 academic year only; however, they are typical of the courses offered every year. Biographies are also provided for our faculty, both those who have full-time appointments and those with part-time appointments. These associated faculty are appointed each year to add additional breadth and depth to our curricular offerings. In addition to the courses offered at Fletcher, students are eligible to cross-register in other graduate schools/departments of Tufts University and Harvard. It should be noted that students may be denied admission to another school’s course due to restrictions in class size or other school policy. Enrolled students should contact the Registrar of The Fletcher School for policies and procedures. Course requirements for our fields of study are detailed on pages 14-19. The Fletcher School reserves the right to change, at any time, any of the information provided in this Bulletin, including adding and dropping courses. Changes will be announced and posted by the Registrar of The Fletcher School at the beginning of each semester.

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COURSE DESCRIPTIONS

DIVISION OF INTERNATIONAL LAW AND ORGANIZATIONS

ILO L200: THE INTERNATIONAL LEGAL ORDER
This introductory seminar explores the structural aspects of the international legal system, including the jurisprudence of international law and differing cultural and political perspectives; the history of the international legal system; customary international law; treaty law; statehood and recognition; the United Nations and international organizations; and the relationship of the international legal system to domestic legal systems, using the United States as a primary example. Fall semester. Bart Smim Duijzentkunst

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 immunity. Time permitting, we may also cover selected issues in arms control, international environmental law, and international economic law. We will also explore how these subfields relate to domestic law, focusing on the U.S. legal system as the primary example. Open to students who have completed L200 or equivalent. Spring semester. Michael J. Glennon

ILO L203: INTERNATIONAL LAW IN INTERPERSONAL RELATIONS
Structured as a workshop for the presentation of scholarly work, this seminar will examine the reasons why states and institutions turn to international law, and the impact of international law on international conflict and cooperation. After three introductory sessions in which we develop a base of understanding of the nature, causes and effects of international law, the subsequent eight meetings will focus on presentations by guest scholars of their current work in various areas of international law. Students will engage with the scholars' presentations, both in writing and in discussion, and will prepare their own research papers for discussion during the last two meetings of the seminar. Students should have a basic background in international law prior to taking this seminar. Not offered 2015-2016. Nancy F. Hite, Joel P. Trachtman

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

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

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

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

ILO L213: INTERNATIONAL CRIMINAL JUSTICE
Demands for accountability for mass atrocities have triggered the development of international criminal justice, which has become a significant phenomenon in international relations. This course reviews mandates and operations of contemporary international and hybrid courts, including the International Criminal Court, the UN tribunals for Rwanda and the former Yugoslavia, and the special courts, such as the ones in Cambodia or Lebanon. It considers how they confront impunity for war crimes, crimes against humanity and genocide, by trying individual leaders, including heads of state. It analyzes the tension between public international law and international criminal justice, and how the latter is challenged for being selective. It is recommended that students have completed L216. Spring semester. John Cerone

ILO L214: TRANSITIONAL JUSTICE
This seminar considers the range of processes and mechanisms available to ensure accountability for large-scale human rights violations and achieve reconciliation, including criminal justice, truth and reconciliation commissions, and mechanisms which incorporate local courts, such as gacaca in Rwanda. It reviews some of the philosophical, moral and political considerations informing the challenge of reconciliation in these contexts. One-half credit. Taught Remotely Fall Semester. Cecile Apert

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 role of private military and security companies; humanitarian action during armed conflict; the use of child soldiers; rape as a weapon of war; other war crimes. Fall semester. John Cerone

ILO L220: INTERNATIONAL ORGANIZATIONS
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 courts, such as gacaca in Rwanda. It reviews some of the philosophical, moral and political considerations informing the challenge of reconciliation in these contexts. One-half credit. Taught Remotely Fall Semester. Cécile Apert

ILO L221: INTERNATIONAL CIVIL AND COMMERCIAL LAW
This course provides a critical overview of the development of global health law and the institutions that manage it, within the context of international legal order in international law, as well as the structures and features of global governance. The course will focus on issues such as the role of international law and governance in the field of health, such as the role of WHO and other international institutions; the complex interactions of public health concerns with international regimes such as those regulating international trade and investments, human rights, international security, and environmental protection; and what the prospects are for further future developments. One-half credit. Not offered 2015-2016. Instructor to be announced.

ILO L222: INTERNATIONAL BUSINESS TRANSACTIONS
This course provides an introduction to the complex structures and categories of conflict, as well as the roles of various actors in international business transactions, including conflicts of law and choice of forum, force majeure, and treaty issues; and the selection of the optimal business format for international operations, including branch, subsidiary, joint venture, technology license and the idea of the franchisor; international commercial law, including sales contracts and commercial documents; international contracts and dispute resolution issues, including investment law, and choice of forum, force majeure, and treaty issues; and the United States Foreign Corrupt Practices Act. Fall semester. Joel P. Trachtman

ILO L223: INTERNATIONAL ENVIRONMENTAL LAW
This seminar examines the laws, policies, and legal institutions influencing cross-border investments, with special emphasis on emerging markets and developing nations. It studies the nature of international investment and multinational investors, the international legal framework for international investment with particular emphasis on rapidly evolving treaty law, such as bilateral investment treaties (BITs), NAFTA and the Energy Charter Treaty, as well as arbitration and judicial decisions applying them. It also considers national regulatory frameworks for foreign investment, the contractual and legal mechanisms for structuring, financing, and protecting international investments, and methods for settling investment disputes. Spring semester.

ILO L225M: GLOBAL HEALTH LAW AND INSTITUTIONS
This seminar provides a critical overview of the development of global health law and the institutions that manage it, within the context of international legal order in international law, as well as the structures and features of global governance. The course will focus on issues such as the role of international law and governance in the field of health, such as the role of WHO and other international institutions; the complex interactions of public health concerns with international regimes such as those regulating international trade and investments, human rights, international security, and environmental protection; and what the prospects are for further future developments. One-half credit. Not offered 2015-2016. Instructor to be announced.

ILO L231: ACTORS
This seminar examines in greater depth a limited number of contemporary issues of interest in the field of international human rights law. While specific topics vary, those addressed in recent years have included emancipatory justice; non-discrimination; democracy; economic and social rights; business and human rights; and humanitarian intervention. The seminar requires each student to complete an independent research paper that analyzes a human rights issue in depth, the topic to be determined in consultation with the instructor. Open to students who have completed L210 or equivalent. Spring semester. Hurst Hannum

ILO L232: INTERNATIONAL ENVIRONMENTAL LAW
This course addresses the nature, content, and structure of international environmental law. The course commences with an introduction to international environmental problems, together with basic principles of international law and environmental regulation. Specific topics include global warming, stratospheric ozone depletion, and exports of hazardous substances. Other topics may include marine pollution, transboundary pollution, trade and environment, and development and environment. The course evaluates the role of international and non-governmental organizations; the interrelationship between international legal process and domestic law; and the negotiation, conclusion, and implementation of international environmental agreements. Fall semester. David A. Wirth

ILO L234: 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 ones. The class will consider cases that cover the range of space, scale and nature of the situation, and the option that is best, or being selective. Spring semester. Ian Johnstone

ILO L235M: GLOBAL HEALTH LAW AND INSTITUTIONS
This seminar provides an introduction to the complex structures and categories of conflict, as well as the roles of various actors in international business transactions, including conflicts of law and choice of forum, force majeure, and treaty issues; and the selection of the optimal business format for international operations, including branch, subsidiary, joint venture, technology license and the idea of the franchisor; international commercial law, including sales contracts and commercial documents; international contracts and dispute resolution issues, including investment law, and choice of forum, force majeure, and treaty issues; and the United States Foreign Corrupt Practices Act. Fall semester. Joel P. Trachtman
ILO L223: INTERNATIONAL FINANCIAL AND FISCAL LAW
This course is intended to introduce students to the legal and regulatory frameworks of international finance. It covers selected domestic and international aspects of (i) corporate law relating to finance, (ii) bank lending and securities financing and market regulation and (iii) insolvency law. It also addresses the impact of international law on the structure and issues in domestic law, with coverage of emerging market debt, swaps and other derivatives, privatizations, and securitization. The course will be examined from the standpoint of domestic law of the United States and other selected jurisdictions, as well as from the standpoint of international law and practice. Spring semester. Joel P. Trachtman

ILO L234: INTERNATIONAL INTELLECTUAL PROPERTY LAW AND POLICY
This course will provide an introduction to basic principles of intellectual property law concepts, specifically patents, trademarks, and copyrights. We will examine key transactional concepts, where intangible property is infringed and various defenses are available to an accused infringer. We will also consider how licensing plays a role in intellectual property business development and disputes. From there, we will examine the impact of various international conventions and regimes on intellectual property rights. Particular attention will be paid to the protection of intellectual property rights in selected legal regimes. Students will be required to frame rights of intellectual property owners in commercial transactions. The rapid development and widespread adoption of digital technologies and the Internet pose serious challenges to long accepted doctrines of copyright and trademark law, and these will also be addressed. Not offered 2015-2016. Tara Clancy; Thomas F. Holt, Jr.

ILO L236: SECURITIES REGULATION: AN INTERNATIONAL PERSPECTIVE
This course will review the evolution of securities regulation regimes in North American and European jurisdictions. We will evaluate differing models relating to the regulation of debt and equity securities, issues of securities disclosure and enforcement, and the regulation of investment banking and 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. One-half credit. Spring semester. John A. Burgess

ILO L237: Mergers and Acquisitions: An International Perspective
This seminar reviews the structuring, negotiation, and implementation of mergers and acquisition transactions, taking into account applicable issues of international law, and national practice. The seminar will examine alternative forms of transaction structure and the underlying tax and legal considerations, including: the importance of tax, competition, and antitrust law, and legal reform, accountability for past abuses, fighting corruption, democratic policing, and local custom. These are strategies to address issues of merger and acquisition law, international process and judicial review, and through legal reform, and international criminal and civil procedure. Not offered 2015-2016. Instructor to be announced.

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 investments, intellectual property, constitutionalism, corruption, judicial reform, enterprise organization, and the rule of law. Fall semester. Jeswald W. Salacuse

ILO L251: COMPARATIVE LEGAL SYSTEMS
This course covers the two principal legal traditions in the world—the common law and the civil law traditions with an emphasis on the British and the European Union law as well. It is intended for diplomats, international civil servants, business executives, and lawyers. Students will study the historical evolution of the traditions in comparative perspective with emphasis on France and Germany in the civil law and on the United States and the United Kingdom in the common law. The methodology entails study of the underlying legal philosophies of these traditions, the sources of law, judicial process and judicial review, and through legal reform, and establishment of constitutional law, contracts, and criminal and civil procedures. Not offered 2015-2016. Instructor to be announced.

ILO L252: RULE OF LAW IN POST-CONFLICT SOCIETIES
This course studies methodologies used by international actors in promoting the rule of law post conflict. It focuses on eight aspects: constitutional development, code reform, legal drafting, judicial reform, accountability for past abuses, fighting corruption, democratic policing, and local custom. These are strategies to address issues of corruption, democratic policing, and local custom. These are strategies to address issues of merger and acquisition law, international process and judicial review, and through legal reform, and international criminal and civil procedure. Not offered 2015-2016. Instructor to be announced.

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 attractions power, federalism, the role of the courts, and current national security issues. Open to students who have completed DHP D204 or its equivalent, or at the discretion of the professor. Enrollment limited to 18 students. Not offered 2015-2016. Michael J. Glennon

ILO 300-399: INDEPENDENT STUDY
Directed reading and research for credit, providing an opportunity for qualified students to pursue the study of particular topics within the discipline of International Law and Organizations under the personal guidance of a member of faculty. The course may be assigned for credit after the topic is selected by consent of the professor and petition.

ILO 400: READING AND RESEARCH
Noncredit directed reading and research in preparation for the 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 D202: DIPLOMACY: HISTORY, THEORY, AND PRACTICE
Diplomacy is one of the very constitutive "orders" of the international system, a ministry of civilization itself. This course examines its history 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 nuisance 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. Fall semester. Alan K. Henrikson

DHP D204: UNITED STATES PUBLIC DIPLOMACY
This seminar will be a study in depth of the theory and practice of United States public diplomacy. By means of lectures, readings, class discussion, and research papers, students will explore issues of current relevance, including: public diplomacy’s challenges in dealing with foreign criticism of the United States; terrorism and radicalism in the international political and management issues including the role of the Pentagon; the role of the private sector; creative uses of modern information and communications technologies. Special attention will be given to understanding the challenges facing public diplomacy professionals doing their jobs at embassies abroad. Not offered 2015-2016. Instructor to be announced.

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. Spring Semester. Rockford Weitz

DHP D209: NEGOTIATING INTERNATIONAL LEADERSHIP
This module explores the nature of leadership in the international context. Drawing upon academic literature and case studies of influential leaders, the class introduces the various models of leadership and the diverse functions of a leader across a range of international environmental & industrialized countries. The basic goals of the course are three fold: 1) to enable students to understand the nature of leadership across different sectors in different international settings; 2) to give students the tools to analyze various leadership situations and problems; and 3) to help students develop leadership skills in light of their own leadership ideas and ambitions. A key premise of this class is that leadership is an exercise in negotiation, a task of influencing other persons to act in desired ways for the benefit of an organization or group. The act of leadership on the global stage – in multilateral organizations, multinational corporations, international non-profits, and diplomatic posts – is particularly complex, and transcends an appreciation of different concepts and cultures of leadership. A key aim of this module, then, is to understand how leaders exercise influence inside and outside their organizations, particularly within the international environment. The course has no required prerequisites, although a basic understanding of the negotiation theory and practice is recommended. Cross-listed as EIB 295m. One-half credit. Spring Semester. Jeswald W. Salacuse and Robert D. Wilkinson
DHP D210: THE ART AND SCIENCE OF STATECRAFT

It is easy to develop explanations for foreign policy decision-making; it is quite another thing to act as the policy maker. While there are numerous available tools to influence that an international actor can use to influence other actors in the world? When are these tools likely to work? The goal of this course is to offer an introduction into the world of policymaking and statecraft. Topics include using coercion and inducement; the role of expertise in the domestic politics of another country; the nature of public and private diplomacy; and the study of notable policy successes and failures from the past. Fall semester.
Daniel Drezner

DHP D211: POLITICS OF STATECRAFT

Foreign policy is not immune from public debate, political gridlock, or fights. Building on The Art and Science of Statecraft, this course examines the political environment in which foreign policy is crafted and implemented. Topics include public opinion, interest groups, bureaucrats, think tanks, and experts in the formulation of policy. Case studies of notable successes and failures of the policy process will be discussed. There will also be frequent class exercises in the various arts associated with understanding the political environment. Open to students who have completed D210. Spring semester. Daniel Drezner

DHP D213: INTERNATIONAL HUMANITARIAN RESPONSE

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

DHP D216M: SOCIAL NETWORKS IN ORGANIZATIONS – PART ONE

The 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 dynamics at play and serve as the basis for the writing of a networked’ class. The final deliverables will include blog postings and a debate on the importance and future of both stable and unstable communication technologies. One-half credit. Fall semester.
Christopher R. Tunnard

DHP D217M: SOCIAL NETWORKS IN ORGANIZATIONS – PART TWO

This course, run jointly with Harvard and MIT, 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 M.A. or M.S. capstone project or doctoral dissertation. Initial sessions will introduce the major concepts and techniques of designing and completing a social network analysis and of using social network data. One-half credit. Fall semester.
Christopher R. Tunnard

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 the role of language, framing of arguments, 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.

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 role of mediation in the international arena; the special characteristics of negotiation in the international setting; negotiation dynamics; the roles of culture, power, and institutions; and the strategy and tactics of international negotiation. Special problems of multilateral negotiation, and the follow-up and implementation of negotiated agreements are also examined. Fall semester, four sections with a maximum of 30 students each. Fall semester—Eileen Babbitt, Diana Chigas, Nadim N. Rouhana, and Robert Maxwell

DHP D221: INTERNATIONAL MEDIATION

Mediation is one of many international intervention approaches to conflict resolution. It is practiced by individuals, international and transnational organizations, small and large states, and non-state actors. This seminar focuses on how mediators in the international arena carry their third-party role in international and inter-state conflicts. The session will cover: gaining entry; developing a strategy; gaining and using leverage; and managing complexity. The seminar relies on detailed, extensive case study analysis to understand how international mediators operate in real-time, complex environments. Open to students who have completed D220 or equivalent. Spring semester. Eileen F. Babbitt

DHP D223: THEORIES OF CONFLICT AND CONFLICT RESOLUTION

This course offers an overview of theories of conflict and approaches to conflict resolution. It surveys theories of conflict that originate in various disciplines including sociology, political science, international relations, social psychology, and law. It presents multiple levels of analysis to explain both inter-state and intra-state conflicts. It also reviews approaches that seek to settle and to transform the relationships of disputing parties. The 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 concepts. Open to students who have completed D221. Fall and Spring semester. Nadim N. Rouhana; Fall and Spring semester. Eileen Babbitt

DHP D224: NEGOTIATION AND MEDIATION IN THE ISRAELI-PALESTINIAN CONFLICT: PAST LESSONS AND FUTURE OPPORTUNITIES

This course integrates negotiation and conflict resolution theory, international negotiation and mediation, power, and areas within the Israeli-Palestinian conflict. Students will serve as active participants in their own learning by examining their ideas with people who have participated in negotiations or mediation in various rounds of the Israeli-Palestinian conflict or senior scholars who have studied this conflict. The first half of the course will explore the Israeli and Palestinian narratives and will review the conflict’s historical developments since 1948. It will also review briefly main concepts and theories of negotiation, mediation, and conflict resolution. The second half of the course will be heavy on high-ranking guest speakers from the U.S., Israel, and the Palestinian territories in an effort to give students formal and informal opportunities to interact with professionals who have had first-hand experience negotiating or mediating in this conflict. Spring semester. Nadim N. Rouhana

DHP D225: CONFLICT RESOLUTION PRACTICE

This seminar focuses on three crucial aspects of conflict resolution practice: conducting a conflict assessment; facilitating discussions and consensus building processes in the context of intergroup conflict; and developing effective, dialogue between contending identity groups. The seminar will emphasize the applied aspects of these processes and will use demonstrations, films, exercises, and guest lecturers. It will culminate with organizing and conducting a problem-solving workshop under the leadership of the instructor. Open to students who have completed D224. Enrollment limited to 25 students. Not offered 2014-2015. Eileen F. Babbitt

DHP D230: HUMANITARIAN ACTION IN COMPLEX EMERGENCIES

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

DHP 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. It explores how conflict and violence have transformed gender roles and practices, and the manipulation of gender roles to fuel war and violence; gender and livelihoods in the context of crises; masculinities in conflict; sexual and gender-based violations; women’s rights in international humanitarian and human rights law during armed conflict; peacekeeping operations; peacebuilding; and reconstruction. Case studies are drawn from recent and current armed conflicts worldwide. This course is cross-listed with the Friedman School of Nutrition Science and Policy. Fall semester. Dyan Mazurana; Elizabeth Stites

DHP D233: MIGRATION AND HUMAN RIGHTS: MOVEMENT, COMMUNITY, CONFLICT

This course explores the complex relationships among nationality, citizenship, migration, and human rights. The questions and concerns are the degree to which rights are inherent in human identity and the primary factors that define, promote, protect, or violate the rights of people. In considering these concerns, the course explores the nature of social and political community, ethics, and political rationality. The teaching begins with an historical review of the emergence of ideas of universal rights and the universalisation of the nation-state. It then discusses international and regional mechanisms outlining the rights of international migrants and the presumed importance of law, documentation and nationality in claiming practical rights and protections. The course concludes with an examination of human rights practice in cities and towns in the U.S., Africa, and elsewhere. The final section looks at strategies for claiming, enforcing, or restricting rights heavily relied on by professionals and the implications for a broader understanding of rights. Not offered 2015-2016. Instructor to be announced.
DHP D235: INTRODUCTION TO RESEARCH METHODS
This course is intended for students who are new to research, and is designed to teach you how to design, conduct and write 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 methods, the choice of methods relates to the research question, and the art of data collection and field work. Course objectives are to: (1) understand the role of methodological sound and theoretically relevant field research; (2) skills in conducting field work; (3) critical awareness of the ethical and professional norms of field research; (4) ability to evaluate the scientific merits of published materials; and (5) understanding of how research relates to the practice of practitioners. Spring semester. Karen Jacobsen

DHP D236: MIGRATION AND GOVERNANCE IN THE GLOBAL SOUTH
Nowhere are the impacts of human mobility more visible than in the global south, where movements of people in search of profit, protection, and passage continue to shape political, economic, and social configurations. In an era of globalization and urbanization, such mobility can be simultaneously destabilizing and empowering; challenging socio-economic and political structures in ways resulting in both marginalization and opportunities. This course is designed as an ongoing exploration covering migration dynamics and how we understand and who controls spaces and the people occupying or moving through them. Not offered 2015-16. Instructor to be announced.

DHP D239: FORCED MIGRATION
The course is an exploration of how forced displacement is dealt with, including 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, asylum, and refugee policies in different national contexts. The course will explore a range of critical issues including current contingency and displacement, discrimination, trafficking, and new approaches to humanitarian assistance and protection. The course focuses on on-site observation but adopts a wider perspective so as to address all kinds of global mobility. Spring semester. Karen Jacobsen

DHP D260: SOUTHWEST ASIA: HISTORY, CULTURE, AND POLITICS
This course is a survey of Southwest Asian institutional history and the geo-political world of World War I to 2015. The course is designed for professional students. It examines the complexity of the region, with a focus on the impact of modern technical developments. Students will learn about the history of the region, the influence of European andTurko-Muslim cultures on contemporary events, the role of the Israeli-Palestinian conflict, the post-WWII Globalization, the regional impact of explosive social change in the Digital age, Fundamentalism, and chaotic conditions at the turn of the 21st century. Spring semester. Andrew C. Hess

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

DHP D264: GEOGRAPHY OF ENERGY IN EURASIA: PARADIGM CHANGE EVERYWHERE
This course, taught by Daniel W. Drezner, employs a comparative approach to examine the geopolitical implications of energy production and consumption. This course is based on a comparative analysis of energy policies in major world regions and their impact on regional and global politics. It covers the geopolitics of energy in Eurasia, with a focus on the role of energy in shaping the political and economic landscape of the region. The course aims to provide students with an understanding of the geopolitical implications of energy policies and their impact on major world regions.

DHP D265: THE GLOBALIZATION OF POLITICS AND CULTURE FOR IRAN, ARAFNA AND PAKISTAN
This course explores the consequences of accelerated technological change in the geopolitically important region of Southwest Asia that includes the modern states and societies of Iran, Afghanistan, and Pakistan. Each of these states protest their current position. For Iran, the outside world is pushing to place Iran in a region where it does not over by 2015. This is drawn from and relates to the broader field of scholarship and theory. The seminar examines U.S. foreign policy—non—entanglement, the Monroe Doctrine, the Open Door, and Dollar Diplomacy—and the relationships of these policies to U.S. involvement in the region. The course examines American policy and foreign relations. instructors. Spring semester. Sung-Yoon Lee

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 this course, the first deals with the political instability that took place in Central Asia after the collapse of the Soviet Union. That event brought on a period of political weakness that is not over by 2015. The increased threats to the production of oil and gas from a region of the world that contained about seventy percent of the world’s 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 a near third of humanity in need of major imports of oil and natural gas. The geopolitical impact of modern security in Eurasia because two very large states had to secure their sources of fuel rapidly. The existence of sources of supply were located in high risk areas of the Middle East and Central Eurasia. There then 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. 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 inequity. A special effort to understand this region’s problems of transition from pre-modernity to the modern will be a consequence of attention on the difficulties of building new institutions in ways resulting in radical new contexts. This effort will include a more detailed approach to the political linkages between the three states and especially to the modern state competition between Pakistan and India.

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DHP D283M: U.S.—EAST ASIAN RELATIONS SINCE 1917—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. This course also covers Southeast Asia. Focus on fundamental concepts and realities of international 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 between the U.S. and East Asian states—the dynamics of wars, ideologies, political, economic, and cultural issues. Spring semester. Sung-Yoon Lee

DHP D283M: U.S.—EUROPEAN RELATIONS SINCE THE FALL OF THE BERLIN WALL
The seminar examines U.S. European relations since a peacefull 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, Bosnica and Kosovo, the enlargement of NATO, NATO, Russia, 9/11 and the threat of violent extremism, Afghanistan, Iraq and nuclear non-proliferation and disarmament, among others. The emphasis is on practical skills. Students will practice with the help of political leaders and giving very short oral presentations. One-half credit, spring semester. Klaus Scharioth

DHP D290: THE FOREIGN RELATIONS OF THE UNITED STATES TO 1917
The foreign relations of America from the Revolution to the First World War. The transformation of the former colony into a “world power,” noting the internal dynamics of the period, the role of new technologies, as well as its external causes. The evolution of major U.S. foreign policies—non-entanglement, the Monroe Doctrine, the Open Door, and Dollar Diplomacy—and the relationships of these policies to U.S. involvement in the region. The course examines American policy and foreign relations. instructors. Fall semester. Alan K. Henrikson

DHP D291: THE FOREIGN RELATIONS OF THE UNITED STATES SINCE 1917
The history of U.S. foreign relations from the First World War to the present day. Woodrow Wilson and the Versailles Treaty, American responses to the Bolshevik Revolution, European fascism, and Japanese imperialism. The presidency of Franklin D. Roosevelt, the neutrality—or the U.S. involvement in the Second World War and major wartime conferences. The postwar “revolutions” in American foreign policy—the Truman Doctrine, the Marshall Plan, and NATO. The conduct of the Cold War and the management of crises in the Caribbean and other regions. The Vietnam War. “Detente,” the Carter Doctrine, the Gulf War, and “New World Order,” „9/11 and the Global War on Terror, the Arab Spring, worldwide financial instability, and the question of America’s future global engagement. Spring semester. Alan K. Henrikson

DHP D292: 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 metaphor, analyzing major themes such as the impact of changing technologies and modes of warfare, evolving patterns of trade, and differing cultural perceptions. The format will be lecture, with some discussion. Fall semester. Geoffrey Gresh

DHP D294: CLASSICS OF INTERNATIONAL RELATIONS
Most graduate courses in international relations focus on “cutting edge” research. Without a working knowledge of Thucydides, Kissinger, and Hallstein, graduate students and policymakers are unable to place new theoretical propositions into a historical context. This course survey the history of the period through an examination of books and essays through a close reading of 10-15 classic works in the field. Among the questions that will be addressed: how has IR theory developed? How closely do theories international relations mirror the era in which they were written? In what ways are these ideas trivialized or misstated in the current era? Not offered 2015-2016. Daniel W. Drezner
DHP H205: THE HISTORIAN’S ART AND CURRENT ISSUES
Through case studies, this course aims to give students the historical powers they need as they go out into the world: detachment, distance, and relentless skepticism. The course examines the origins of World War I and the analogies the war provoked, particularly 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, the temptation to World War II, and the disastrous Scylla expedition embarked on by an ancillary, an accessory, and an ancillary, an accessory, an ancillary, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an accessory, an 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DHP P224: CULTURE, HUMAN VALUES AND DEVELOPMENT
The influence of cultural values, beliefs, and attitudes on the evolution of policy and development has been studied by scholars, politicians, and development experts. It is much more common for the experts to cite geographic constraints, institutional failures, bad policies, or weak institutions. But by avoiding values and culture, they often ignore an explanation why some societies or ethno-religious groups do better than others with respect to democratic governance, social justice, and economic development. They also ignore the possibility that progress can be accelerated by: (1) analyzing cultural strengths and weaknesses, and (2) addressing cultural change as a purposeful policy to apply through families, schools, churches, media, leadership, and the law. Fall semester. Miguel E. Bascur

DHP P225M: DESIGN AND MONITORING OF PEACEBUILDING AND DEVELOPMENT PROGRAMMING
The peacebuilding and development 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 the international development field. Enrollment limited to 35 students. One-half credit. August Pre-Session. Cheyanne Scharbatke-Church

DHP P228M: EVALUATION OF PEACEBUILDING AND DEVELOPMENT FOR PRACTITIONERS AND DONORS
The course provides an in-depth, practical preparation for those seeking careers in peacebuilding programming 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: P228m is a prerequisite for P229m. Enrollment limited to 35 students. One-half credit. Winter Pre-Session. Cheyanne Scharbatke-Church

DHP P229M: ADVANCED DEVELOPMENT AND CONFLICT RESOLUTION
This seminar is an in-depth and cutting-edge discussion of what development and conflict resolution practitioners currently do together on the ground in conflict situations on all continents. It deals with methodologies (conflict analysis, program development, etc.), issue areas (reconciliation, security sector reform, democratization, and integration), and context (political economy of peacebuilding, relations with the military). Open to students who have completed D223, P222 or with permission of the instructor. One-half credit. Spring Semester. Diana Chigas

DHP P228M: ADVANCED EVALUATION AND LEARNING IN INTERNATIONAL ORGANIZATIONS
This advanced module is key for students who wish to develop the language, critical thinking, and evaluation 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 evaluation designs, and the ability to design and carry out production-quality evaluative research. Enrollment limited to 35 students. One-half credit. Spring Semester. Cheyanne Scharbatke-Church

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

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

DHP P232: COMMUNICATIONS POLICY ANALYSIS AND PRACTICE
Students will learn the important political and economic characteristics of communication policy and markets, and will practice using basic analytic tools through case studies and examples from different countries to enhance their understanding of communication policy issues. Students will study the general background and trends in communication policy in different parts of the world. This is followed by in-depth exploration of several issues of telecommunications policy, media policy, and policy issues of the Internet and new media technologies. Open to students who have completed either E201 or E211 or the equivalent. Not offered 2015-2016. Carolyn F. Gideon

DHP P234: THE ARTS OF COMMUNICATION
Today's leaders must have the ability not only to communicate clearly and persuasively, but also to analyze thoughtfully but also to communicate clearly and persuasively. This full semester course is intended to turn you into 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 deep dive into the world of public speaking relative to the module course, and include sessions on debating, ceremonial speeches, as well as more formal occasions, 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 deep dive into the world of public speaking relative to the module course, and include sessions on debating, ceremonial speeches, as well as more formal occasions, 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. The other half will consist of speech delivery sessions in which students will hone their skills in public speaking. Enrollment limited to 30 students. Fall semester. Spring semester. Mriv Mankad

DHP P234M: THE ARTS OF COMMUNICATION
Today’s leaders must have the ability not only to analyze thoughtfully but also to communicate clearly and persuasively. This course is intended to turn you into 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. The other half will consist of speech delivery sessions in which students will hone their skills in public speaking. Enrollment limited to 30 students. One-half credit. Fall semester. Mriv Mankad

DHP P240: THE ROLE OF FORCE
This course examines the nature of terrorism; the spectrum of terrorist motivations, strategies, and tactics; and the role of force in preventing terrorism. This course includes a major weekend crisis simulation exercise, as well as the perspective of actual participants in recent crises and utilization of theoretical literature, as well as the perspective of actual participants in recent crises and utilization of theoretical literature. The 21st century proliferation setting; alternative approaches to threat reduction; international negotiations and agreements including the Non-Proliferation Treaty; the International Atomic Energy Agency, the Missile Technology Control Regime, the Chemical Weapons Convention, the Open Skies Treaty, the Biological Weapons Convention, and the Comprehensive Test Ban Treaty; approaches to nonproliferation and counterproliferation; issues of homeland security; and the effects of terrorism, mass destruction of mass destruction; cyber war; technology transfer; the nuclear fuel cycle; the fissile material problem; cooperative security; verification; on-site inspection; missile defense; negotiating strategies, styles, objectives, asymmetries, and techniques. Not offered 2015-2016. Robert L. Platzergraff, Jr.

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

DHP P244: MODERN TERRORISM AND COUNTERTERRORISM
This course examines the nature of terrorism; the spectrum of terrorist motivations, strategies, and tactics; and the role of force in preventing terrorism. This course is intended to turn you into 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. The other half will consist of speech delivery sessions in which students will hone their skills in public speaking. Enrollment limited to 30 students. One-half credit. Fall semester. Spring semester. Mriv Mankad

DHP P240: THE ROLE OF FORCE IN INTERNATIONAL POLITICS
This core International Security Studies course presents an examination of how force as an instrument of statecraft. Topics covered include: 1) military power and the role of force in contemporary world politics; 2) the nuclear war and the moral/ethical constraints on armed violence; 3) instruments and purposes of coercion force; military power and strategic non-violence; 4) national security policy formation and process; 5) the modes and strategies of military power (nuclear, conventional, internal conflict); 6) the structure of the post-Cold War and post-9/11 international security environment. Fall semester. Richard H. Shultz
DHP P247: CIVIL-MILITARY RELATIONS
Although recent conflicts 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 actions replaced peacekeeping, peace building and state building have been pursued simultaneously. Cyber attacks and targeted killing outside war zones are common. This seminar will analyze how international interveners, both civil and military, deal with such complex environments. The seminar will include themes, such as lack of coordination and planning; negotiation at HQ and in the field; non-governmental agencies, NGOs, and the military. We will examine cases and themes, as well as theory. Prior to taking this course, students should have taken a course in security studies, negotiation, or international law. Fall semester. Antonia Chayes

DHP 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 taking a look at how one problem articulates in its political, regulatory, and/or economic context. Students will be evaluated on course participation (30%), project, and a final project (40%). For the final project, student teams will develop policy briefs on an environmental problem of their choice. Open to students who have completed E210, passed the E210 Quantitative Reasoning Equivalency Exam, or are concurrently enrolled in E210. Fall semester. Kelly Sims Gallagher

DHP P252: SUSTAINABLE DEVELOPMENT DIPLOMACY
Sustainable development diplomacy course examines how to integrate environmental and social equity goals in foreign policy-making. It discusses the emergence of sustainable development as a concept and international institutional and negotiation processes that facilitate its implementation. Focusing on climate, water, and forest diplomacy, we address a range of themes including UN climate negotiations, environmental refugees, liability for climate impacts, disputes over access to and use of water, and public-private cooperation in environmental governance. The course also analyzes China and BRICS-led approaches to development and their new banks as well as offers insights from contemporary development diplomacy practice. We conduct a set of skill-building exercises on mutual gains negotiations and a simulation of UN multiparty negotiations. Students develop expertise in policy analysis and planning, strategic thinking and feedback management. Fall semester. Mihaela Papa, Patrick Verkooijen

DHP P254: CLIMATE CHANGE AND CLEAN ENERGY POLICY
This course examines how governments respond to the challenges posed by the complex problem of global climate change and how clean energy policies can help countries achieve multiple goals. The latest science, technological developments, economic assessments of costs and opportunities, the role of the media, domestic and international politics, and innovation are all discussed. Policy instruments for climate mitigation, adaptation, and a clean energy economy are introduced and thoroughly analyzed in a comparative way across most of the major-energy consuming countries. In addition to learning about mutual gains negotiations and a simulation of UN multiparty negotiations, students develop expertise in policy analysis and planning, strategic thinking and feedback management. Fall semester. Kelly Sims Gallagher

DHP P255: INTERNATIONAL ENERGY POLICY
Energy affects every dimension of human society and it is crucial for economic prosperity. Energy is at the heart of economic development strategies, national security challenges, and intractable environmental problems. This course maps how challenges and opportunities differ among countries, exploring basic differences between industrialized and developing countries. The course introduces and strengthens multidisciplinary policy analysis skills. Fall semester. Kelly Sims Gallagher

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 and 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. This major focus is policy 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. Spring semester. Kelly Sims Gallagher

DHP P257: CORPORATE MANAGEMENT OF ENVIRONMENTAL ISSUES
Explore 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, resource program development, product responsibility, corporate environmental policies, legal interactions and business ethics, accident response, response to laws and regulations, corporate social responsibility, international issues, and foreign operations. This course is cross listed (UEP 265) with the School of Arts and Sciences - Department of Urban and Environmental Policy and Planning. Fall semester. Ann Rappaport

DHP P258: APPLIED RESEARCH FOR SUSTAINABLE DEVELOPMENT
This course primarily consists of experiential learning through applied group research projects for students. Students will work in teams of three to five to conduct two projects for leading development organizations in teams of two to five. In 2015, the clients were the Overseas Development Institute, the World Bank, and the Dutch Ministry of Economic Affairs. At the beginning of the term, lectures will be conducted on the process conducting rigorous yet applied research. We will discuss the development of testable hypotheses, the acquisition of appropriate data for hypothesis testing, the art of policy analysis, techniques for effective team research, and writing policy memos that are both technically sound and persuasive. Open to students who have completed at least one of the following courses: DHP P250; EIB B284; DHP P257; DHP P254; DHP P255; EIB E243; EIB E247; EIB E213 and/or EIB E246. Students interested in learning about these topics may have not taken one of the pre-requisite courses MUST seek permission of the instructor. Spring semester. Avery Cohn

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. In this course, students will be expected to consider scientific contributions to sustainable, stable and peaceful development in our world with a long-term view toward environmental, economic, geopolitical, environmental protection, social equity and public welfare – considering the urgency of today and the needs of future generations. Spring semester. Paul Arthur Berkman

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 contemporary analysis. By 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, tolerance, and confrontation between worlds of Islam and the West. Fall semester. Ayesha Jalal

DHP P261: DEMOCRATIZATION IN THE MIDDLE EAST: THEORY AND PRACTICE
This course focuses on one of the central policymaking challenges in international relations: understanding how countries define and try to build democratic regimes. The course explores democratization in the Middle East by unpacking representative cases from the region to illustrate broader regional patterns. History and geopolitics are emphasized as critical factors in the region’s democratization experience. A review of theories of democracy and democratization literatures is designed to help specify definitional differences for regime types (democratic, authoritarian, transitional) and the patterns of democracy and authoritarianism. Students will look at the role of history, culture, and institutions in shaping democracy in the Middle East. For MIB students, this course also counts for half credit. Fall semester. Elizabeth H. Prodrumu

DHP P262: CONTEMPORARY SOUTH ASIA
Organized along both historical and thematic lines, the course surveys politics, economy, and society in late colonial and early postcolonial India and offers a comparative historical analysis of state structures and political processes in post-colonial South Asia, Pakistan, and Bangladesh. Among the themes considered are the reasons for the partition of 1947, the nature of the colonial legacy, the origins of democracy and military authoritarianism, history of development, the shifting balance between central and regional power, the ongoing clash between so-called secular and religiously informed ideologies, and the impact on interstate relations in the subcontinent. Spring semester. Ayesha Jalal

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

DHP 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 situations. From a geopolitical standpoint, the course will focus primarily on Middle Eastern and Persian Gulf countries, although it will also include cases from Malaysia and Pakistan. For MIB students, this course is one of the regional course options. One-half credit. Spring semester. Ibrahim Warde
DHP P272: CHINA’S FRONTIERS

This seminar examines the significance of China’s frontiers for Chinese foreign policy, Asian security, and international politics. The course will focus on the way political and economic activity influences China’s territorial claims and sovereignty, and on the role of China in the surrounding international system. The course will explore China’s relations with its neighbors, including Japan, Russia, and the United States, as well as its role in regional and global affairs. The seminar will also consider the impact of China’s frontiers on Chinese domestic politics and society, including the role of ethnicity and nationalism in shaping China’s foreign policy. Spring semester. Kevin Lim

DHP P273: THE STRATEGIC DIMENSIONS OF CHINA’S RISE

This course is built around two key questions: how will China rise? Where will this rise take China? To address these two deceptively simple questions, the 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 means by which ends are achieved. The course will focus primarily on the “high” dimensions of China’s national security strategy, which encompasses such matters as geography, resources, economic size, and military power. Fall semester. Toshi Yoshinari

DHP P274: THE POLITICS OF THE KOREAN PENINSULA: FOREIGN AND INTER-KOREAN RELATIONS

This course will explore the politics of the Korean Peninsula, including the division of Korea in 1945, the Korean War, and the establishment of two separate Koreas, Cold War politics, and the Korean War, economic development and political freedom, to inter-Korean relations. Fall semester. Sung Yoon Lee

DHP P275: NORTH KOREAN STATE AND SOCIETY

North Korea is the world’s last major hermit state and the only country to be divided by a physical border. The Korean peninsula was divided in 1945, and South Korea has developed into one of the largest trading nations in the world with a vibrant democratic political system. The division of Korea has descended into a perpetually aid-dependent state that maintains domestic control through the delusion of the ruling family and operates above the average police prisoner concentration camps. What does the future hold for North Korea? Emphasis on the Kim family continuum, strategies of leadership, human rights, nuclear policies, and the implications of regime preservation or collapse. Not offered 2015-16. Sung Yoon Lee

DHP P280: EURASIA: GEOGRAPHICS, RELIGION, AND SECURITY

This course explores the intersection of geography, religion, and security in the transregional, transnational 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) interests are perceived to collide in a zero-sum game. We analyze Eurasia as a region of contestation for access to and control over natural resources considered valuable for economic and military superiority, and as differentiated geographic spaces defined by religion and theology, ideology, and cultural religious and/or civilizational terms. The course examines the salience of religion and geopolitics in shaping two axes relevant to security: first, in terms of religion-state relations and constructions of nationalism with foreign policy implications; and second, in terms of religious radicalism as a driver for non-traditional security threats whose transnational features threaten statesmanship and conventional military responses. Spring semester. Elizabeth Predromou

DHP P283: EUROPEANIZATION AND THE DOMESTIC IMPACT OF EUROPEAN INTEGRATION

Addressing the EU’s strengths, as well as its weaknesses and limitations, this course focuses on the domestic impact of EU membership on selected EU member states. The effect of the EU on domestic institutions, processes, political culture, and policies, is examined from the perspective of the European dimension. The course will focus primarily on the role of the European Union in shaping national and regional political systems, and on the extent to which EU legislation is uniformly implemented across member states. Spring semester. Kostas A. Lavdas

DHP P284: THE EU AS AN INTERNATIONAL ACTOR

The course will examine the role of the European Union in the international system. Topics include the EU’s role in promoting peace and stability, as well as its role in shaping international law and norms. Spring semester. Kostas A. Lavdas

DHP P286: STRATEGIC RIVALRY OR STRATEGIC RESPONSIBILITY: THE UNITED STATES AND RUSSIA IN THE EURO-ATLANTIC AND ASIA-PACIFIC REGIONS

This seminar will cover the major challenges facing the US and Russia in the 21st century: the rise of China, the decline of the US, and the need for strategic adaptation. The course will explore the implications of these trends for US-Russia relations, as well as the role of Europe in mediating these tensions. Spring semester. Robert Legvold

DHP P287M: POLITICAL ECONOMY AND BUSINESS OF THE EUROPEAN UNION

Has the European Union (EU) delivered on its promise of a fully integrated economic and political union? How has Europe evolved 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 into a new political union which by necessity requires a closer political union? How does this multi-faceted integrative process shape the EU as a political union? This course will begin with the classic reading on authoritarianism and then move on to consider the impact of political and economic policies on the EU. Fall semester. Laurent Jaque

DHP P290: MIGRATION AND TRANSNATIONALISM IN LATIN AMERICA

This seminar examines the social, economic, and political dimensions of international migration, migrant remittances, and transnationalism for development and politics in Latin America. Latin America has historically been a net recipient of international migration and remittances on economic development and politics in sending countries, primarily in Latin America but with some comparative data from other developing countries. Fall semester. Katrina Burgess

DHP P291: DEMOCRACY AND STATE REFORM IN LATIN AMERICA

This seminar examines the processes of democratization and market reform that have interacted to reshape the state and society in Latin America. The first part of the course provides an introduction to the history of these processes in ten Latin American countries: Brazil, Mexico, Argentina, Chile, Peru, Venezuela, Colombia, El Salvador, Bolivia, and Ecuador. The second part of the course addresses the region’s ongoing struggles to deepen democracy in the areas of participation, citizenship, public security, accountability, decentralization, social policy, and civil rights. Spring semester. Kathrina Burgess

DHP P294M: POLITICAL ECONOMY AND BUSINESS CONTEXT OF LATIN AMERICA

Examination of the economic and business environment of Latin America and the policies that shape it. Consists of interrelated institutional and structural topics such as financial systems, labor markets, social security regimes, inequality and poverty, foreign direct investment, regional economic integration, privatization, infrastructure, industrial policy, and fiscal federalism, with the controversial role of the state at issue throughout. Analysis often relies on notions of welfare economics, expanded consilience at the outset. Prior command of microeconomics very helpful, but not required. For MIB students, this course is one of three core options. Complements macro-oriented E250. One-half credit. Not offered 2015-16. Lawrence Krohn

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 “compliant authoritarian,” “compliant authoritarian,” or “partially democratic.” Specific topics include authoritarian institutions, elections in non-democracies, political violence, and the role of the economy of authoritarian states. Finally, since it is impossible to study important aspects of the vast literature on democratization, we will also consider several prominent figures in this tradition. Prior coursework in democratization is helpful, but it is not a prerequisite for this course. Fall semester. David Art

DHP P297: ENGAGING HUMAN SECURITY: SUDAN AND SOUTH SUDAN

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 policies 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. Pre-requisite: Two courses in the Human Security field of study. Enrollment limited to 24 students; application process. Not offered 2014-15. Alex de Waal and Dyam Hamar

DHP P298: CONFLICT IN AFRICA

This course will engage students on how to get a deeper understanding of the nature of contemporary violent conflict in Africa. Students will be expected to master the key theoretical approaches to violence in Africa, and to become familiar with a number of important case studies. The focus is on the origins and nature of violence, rather than policy responses and solutions. The course is inter-disciplinary and involves readings in political science, international relations, and social anthropology, while also touching on economics, environmental studies, and history. Fall semester. Alex de Waal

DHP 300-399: INDEPENDENT STUDY

Directed reading and research, providing an opportunity for qualified students to pursue the study of particular problems within the discipline of Diplomacy, History, and Political Science 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 abroad or 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 in the United States. Experiential learning and application of academic experience, both technical and non-technical 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 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 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 with the basic tools of econometric research and for critical reading of empirical research papers. The course covers ordinary least squares, probit, fixed effects, two-stage limited least squares regression methods, and the problems of omitted variables, measurement error, multicollinearity, heteroskedasticity, endogeneity, and endogenous structural variables. The course is intended to be foundational for all econometric analysis, and include familiarity with (1) basic probability and statistics (00590), (2) a working knowledge of functions and derivatives (E210m or an introductory calculus course). Fall semester and Spring semester. Julie Schaffner

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

EIB E217M: MANAGERIAL ECONOMICS
This course is a brief introduction to management issues presented from the perspective of economics. The focus is on how economic reasoning can be applied to both simulate and analyze the behavior of an economic entity. 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. Fall semester. Daniel Richards

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, the 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. Spring semester. Shinische Tanaka

EIB E220: INTERNATIONAL TRADE AND INVESTMENT
This seminar investigates why nations trade, what they trade, and the distribution of the gains from trade. Topics include trade and economic growth, technology, the protection cycle, multinationals, international labor integration, tariffs, regional economic integration, dumping and international competitiveness of firms in different nations. Special attention is given to analyzing the effects of various policy instruments. Open to students who have completed E211. Spring semester. Carsten Kowalczuk

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

EIB E230: INTERNATIONAL FINANCE
This course examines how factors such as capital 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. The course is designed to enable students to read and employ to study current events, as well as historical experiences. 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. The course will be offered in fall 2008. Students who completed E201 or equivalent. E210m is suggested, and may be taken concurrently, but is not required. Fall semester. Michael W. Klein

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

EIB E240: DEVELOPMENT ECONOMICS: MACROECONOMIC PERSPECTIVES
This course provides an introduction to several central themes in development economics. The organizing framework is pro-poor economic growth. By combining economic modeling with 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 case studies will provide a background in economics at the introductory level. Open to students who have completed E201 or equivalent. Spring semester. Steven A. Block

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 equivalent. Fall semester. Julie Schaffner

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

EIB E243: AGRICULTURE AND RURAL DEVELOPMENT IN DEVELOPING COUNTRIES
This seminar examines a range of issues relating to agriculture and rural development in developing countries. Within a broad analytical framework that emphasizes the interactions between production, consumption, and marketing of food in developing countries, this course will include: famine, the role of agriculture in poverty alleviation, global political economy perspectives, food price policy analysis, and agriculture’s contribution to economic growth. Open to students who have completed E201 or its equivalent. Not offered 2015-2016. Steven A. Block
EIB E244M: POLITICAL ECONOMY OF DEVELOPMENT, LATIN AMERICA
This course 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. It examines macroeconomic policies and their responsibility for middle-income nations’ many crises. Perspective decidedly economic, but also adopts a sociopolitical view 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 concepts and familiarity with the Latin region helpful, but not required. Fall semester. Lawrence Krohn

EIB E252: THE ECONOMICS OF GLOBAL HEALTH AND DEVELOPMENT
This course examines economic aspects of public health issues and policies. As such, the course is structured into three parts. Part I illustrates an overview of current status of global health and examines the role of health and economic development. Part II investigates constraints in determining health policies, and investments into health, including externalities, credit/liquidity constraint, pricing, education, and gender bias and intra-household resource allocation. Part III covers issues related to supply of health: health care delivery, quality of health care, and roles of political economy. Whereas applications to modern health issues include HIV/AIDS, malaria, air pollution, water pollution, worms, anemia, and early childhood health, this course emphasizes statistical tools and research designs used in empirical developmental economics. Open to students who have completed E201. E213 is strongly recommended. Not offered 2015-2016. Shinsuke Tanaka

EIB E280: ECONOMICS AND MANAGEMENT OF HEALTHCARE
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 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 business forms (if future) financial statements. Then, we look at certain accounting choices and their impact on financial statements and analysis. We will study the nature of bankruptcy and how creditors assess this possible end game. Not offered 2015-2016. Lawrence A. Weiss

EIB E290M: MANAGERIAL ACCOUNTING
Management accounting goes beyond the traditional accounting model to integrate dispersed information into a form that is relevant to decision making: forecasting, planning, budgeting, decision making, and control activities of the organization. This course has two major objectives: (1) to develop an understanding of the traditional methods of collating and preparing this information, and (2) to develop an understanding of its usefulness in facilitating the decision-making process within organizations. We will cover the basic vocabulary, concepts, procedures and mechanics of managerial accounting, the design of management accounting systems for different operations, and the role of management accounting information in firm operations. One-half credit. Not offered 2015-2016. Lawrence A. Weiss

EIB E280: POLITICAL ECONOMY OF DEVELOPMENT, LATIN AMERICA
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. Fall semester. Lawrence A. Weiss

EIB E212: STARTING NEW VENTURES
The course seeks to prepare students to start businesses in which they have a significant equity interest. It focuses on the necessary knowledge, skills, and attitudes in two areas: how to analyze opportunities quickly and cheaply; and how to secure resources (money, customers, and people) in the early stages of an enterprise. The primarily case based course also has several guest experts and (in lieu of in-class lectures) extensive pre-class readings. Fall semester. Amar Bhidé

EIB E213: LEADING TRANSFORMATIONAL GROWTH
The course examines the transformation of fledgling ventures into resilient, high-impact enterprises. The challenges include setting ambitious goals, making strategic choices about organizational structures, control systems, norms, product lines, geographic expansion and so on, and effectively implementing these strategies. Although ideal for deal making with young firms (and thus naturally complement the Starting New Ventures Course) the readings and class discussions could touch on any number of organizational development and design, incentives, culture etc. that arise in many settings, including the non-profit sector. Similar in style to the course Bhidé and case discussions also seek to cultivate a holistic pragmatism that characterizes the effective leadership of mature as well as emerging organizations. The final paper can be turned into a capstone project. Not offered 2015-2016. Amar Bhidé
EIB B220: GLOBAL FINANCIAL SERVICES
This is the second part of a two-semester course on the 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 liability management, interest rate risk management, and capital market development. Discussion of international commercial banking will focus on international trade financing, syndicate lending, project finance, and international securitization. Open to students who have completed B200 or B221 or equivalent. Spring semester. Laurent L. Jacque

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

EIB B223: INFORMAL AND UNDERGROUND FINANCE
This 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. Spring semester. Ibrahim Warde

EIB B224M: GLOBAL PRIVATE EQUITY FROM MONEY IN TO MONEY OUT
This course provides a comprehensive examination of the role of private equity in global finance. It is intended to equip students with an analytical framework for analyzing the industry and its key participants and to develop practical skills to support possible investment careers. The course is experienced as a “real-time” mini-venture capital project involving two 15-20 team-based projects that will engaged students directly in critical decisions of the private equity industry. Content includes 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 aims to induce discipline rigor in financial and investment analysis with globally applied practices. One-half credit. Spring semester. Jonathan Brookfield

EIB B225M: CORPORATE FINANCE AND BANKING: A COMPARATIVE ASIAN PERSPECTIVE
This course explores major themes in corporate finance and banking in Asia drawing on the diverse experiences of regional actors. Systemic issues dominate the first half of the course, specifically the legacy of bank-centric finance, trends in financial deregulation and internationalization, and crisis. The balance of the course will examine financial solutions that are being used in Asia to deal with the challenges of the firm-level on issues such as corporate ownership, performance, and governance, and capital structure management, accounting for public and private debt and equity and balance sheet management through the use of derivatives and asset backed securities. Open to students who completed B200. One-half credit. Not offered 2015-2016. Patrick J. Schena

EIB B226: LARGE SCALE INTERNATIONAL PROJECT FINANCE
A case study approach to employing the latest techniques for structuring transactions, including risk mitigation for private equity investors. This course stresses decision-making and prioritization of tasks, policy formulation, the selection of world-class partners and the identification of the key personal and organizational skills necessary to ensure timely completion of construction, budget adherence and efficient start-up. Large investments in new projects require a diverse range of geographic regions, industries, and projects, which can exist in any data set. Chris Uhlmann

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

EIB B229: GLOBAL INVESTMENT MANAGEMENT
This course will be a capstone to the course sequence on investment management. The course will focus on developing an understanding of personal asset classes, including foreign exchange, global equities, global fixed income securities, investment vehicles, and derivatives. On this foundation, subsequent classes will be introduced and developing portfolio skills in the areas of risk management, investment performance and attribution, and finally portfolio construction. Open to students who have completed B200 and B221 or a strong finance background. Fall semester. Patrick J. Schena

EIB B231: INTERNATIONAL BUSINESS STRATEGY AND OPERATIONS
This course surveys issues related to the internationalization of firms and the strategic management of multinational enterprises. The aim of the course is to expose students to a variety of theoretical perspectives and practical approaches related to international business. In particular, this course considers the internationalization process, organizational structures and foreign investment and global strategy. It also explores questions related to globalization and the cross-border flow of people, goods, ideas, and capital, in the context of issues related to political risk, country analysis, comparative economic organization, and emerging markets. Not offered 2015-2016. Jonathan Brookfield

EIB B233: USEFUL KNOWLEDGE AND PRACTICES
The course examines how we, in the business world, 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. Subsequent courses will develop the skills associated with these topics such as developing checklists (based on Atul Gawande’s work) and sharing organizational and codifying practical exercises complement the readings and discussions of specific and meta-techniques. The final paper, on a specific practice of the field to be turned into a capstone project. Spring semester. Akbar Bhinde

EIB B234: STRATEGIC MANAGEMENT IN PRIVATIZING AND DEREGULATING INDUSTRIES
This seminar will be related to privatization, considering both theoretical perspectives and practical. It also explores current privatization issues shaping and structuring the boundary between public and private sector activity in a comparative and interdisciplinary manner. The seminar examines the role of policy issues related to privatization and deregulation, looks at different national experiences, and explores the impact of privatization from an industry perspective. Students should come away from the seminar with a deep appreciation of the challenges confronting executives and policymakers dealing with changes to public sector-private sector in a variety of different settings. Not offered 2015-2016. Instructor to be announced.

EIB B235: MANAGING THE GLOBAL CORPORATION
The course will analyze the major elements required to direct the global corporation from an overall management perspective. Hence, while the course will touch the key elements in financial management such as marketing, manufacturing, and other areas, the emphasis will be on international management decisions and issues, rather than on the detailed technical aspects of each separate area. The course will also focus on management change and its related issues. It will draw on readings, case, and the experience of the Professor. Fall semester. G. Richard Thoman

EIB B236: STRATEGY AND INNOVATION IN THE EVOLVING CONTEXT OF INTERNATIONAL BUSINESS
This course will prepare students with conceptual frameworks and practical approaches to addressing several questions: What constitutes, sustains or disrupts competitive advantage for international pure-play vs. social enterprises? How does the international context create distinct sources of competitive advantage? How do new market spaces, then how does the rise of emerging markets change the opportunities for innovation and its influence on the organization? What are 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 and 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. This course is one of the "field study" courses. Fall grade will primarily come from the client; team self-evaluations will be reflected in individual final grades. Note: Students are limited to one “field study” type of course during their career at The Fletcher School. This also includes courses taken outside of Fletcher that are considered field study courses. Spring semester. Christopher T. Tunnard

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

EIB B239M: CORPORATE GOVERNANCE IN INTERNATIONAL BUSINESS AND FINANCE
This module explores some of the unique legal issues affecting corporate governance and management in different national, cultural, and social settings. Students will examine the nature of the corporation, management roles and board responsibilities, as well as corporate culture, corporate social responsibility, and capital market development. The course will focus on the management of different settings. Not offered 2015-2016. Jaswaid W. Salacuse
EIB B241: FINANCIAL INCLUSION - A METHOD FOR DEVELOPMENT
This course explores how financial solutions to eradicate poverty. It sheds light on how financial services to the poor began with microcredit and slowly evolved into an integral part of mainstream financial institutions, global payment and transfer systems, as well as NGOs and microfinance institutions. The course examines a changing industry from commercial, anthropological, humanitarian, and social service perspectives. The course has no prerequisites. Spring semester. Kim Wilson

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

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

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 seminar takes a multi-national perspective on 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. Spring semester. Jette Knudsen and Bernard L. Simonin

EIB B260: INTERNATIONAL MARKETING
This course covers the fundamentals of marketing in a global environment. It addresses the problems encountered by all organizations—small and large—profit and non-profit—as they operate in an international environment. The full range of marketing activities is covered: marketing research, product policy, branding, pricing, distribution, advertising and promotion, customer service, planning, organization, and control. While internationally oriented in nature, the aim of the course is also to build a significant understanding of classic marketing management principles. Non-traditional aspects of international marketing (e.g., national branding) will also be considered for a variety of constituencies. Not offered 2015-2016. Bernard L. Simonin

EIB B262: MARKETING RESEARCH AND ANALYSIS
This course adopts a comprehensive hands-on approach to designing and conducting research. From classic opinion research to social media analytics, a wide range of contexts, problem areas, and methods are covered that are relevant across disciplines and fields of study. Students will be exposed to the various stages of the research process from recognizing the need for research and defining the problem to analyzing data and interpreting results. Proper design of research methods, fieldwork, questionnaires, and surveys (e.g., online surveys) is covered. Both qualitative (e.g., focus groups, projective techniques) and quantitative approaches (e.g., cluster, discriminant, and factor analysis) are presented. Various analytical techniques are introduced "hands on" via a series of computer exercises and cases (using SPSS and Excel). Fall semester. Bernard L. Simonin

EIB B263R: MARKETING MANAGEMENT
The course addresses the managerial, organizational, ethical, societal, environmental, and global dimensions of marketing decision making. The main objectives of the course are to sharpen your skills in marketing decision-making, problem diagnosis, and management skills; to understand and apply some fundamental marketing concepts; to improve your familiarity and understanding with institutional marketing knowledge, terminology, and practice; and to provide you with a forum for formulating, presenting, and defending your own marketing ideas and recommendations. Note: Students having completed or planning to take B260 are not eligible to enroll in this course. One-half credit. Spring semester. Bernard L. Simonin

EIB B264: STRATEGIC MARKETING FOR NONPROFIT ORGANIZATIONS
This course offers a comprehensive coverage of the fundamental issues in marketing and branding in nonprofits. The aim of the course is to arm students with the analytical skills and knowledge necessary to make, evaluate, and critique marketing and branding strategy decisions facing nonprofit organizations in an increasingly global arena. The course addresses how to craft a nonprofit marketing strategy; implement a coherent marketing plan and optimize the use of marketing resources, develop brand identity and positioning statements; leverage brand alliances and partnerships; and perform financial evaluations. Not offered 2015-2016. Bernard L. Simonin

EIB B270M: BUSINESS GROUPS IN ASIA
While Asian economies are increasingly important to the world, a full understanding of how such economies are organized is difficult to achieve without some consideration of business groups. This seminar looks at business groups in a number of economies, including Japan, the Republic of Korea (South Korea), the Republic of China (Taiwan), Hong Kong, Singapore, and the People’s Republic of China (PRC). The goal of the seminar is to put Asian business groups in their historical, political, and economic context, and then to examine current conditions in an effort to give some insight into future trends. One-half credit. Not offered 2015-2016. Instructor to be announced.

EIB B272M: THE POLITICAL ECONOMY AND BUSINESS ENVIRONMENTS OF GREATER CHINA
This course will explore the similarities and differences in the business environments of Greater China. At the end of the course, students should have a better understanding of the 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 MBA students, this course is one of the regional course options. One-half credit. Spring semester. Jonathan Brookfield

EIB B273: EMERGING AFRICA IN THE WORLD ECONOMY
Emerging Africa in the World Economy aims to expose students to African economies in the larger context of the global economy and the continent’s quest for prosperity and an interrogation of the “Africa Rising” narrative. The course will examine the impact of globalization on Africa’s economies and whether African countries can turn globalization into an opportunity or whether there are alternative paths to economic transformation. Emerging Africa in the World Economy will examine the role of capitalism, entrepreneurship and the private sector in African countries, and the nexus at which business intersects with public policy as a framework for economic growth and development. In this context, the course examines the roles and importance of finance and financial markets, foreign investment, and innovation, using examples from the various countries in the continent. Fall semester. Kingsley Moghalu.

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

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

EIB B284: PETROLEUM IN THE GLOBAL ECONOMY
This course covers the structure of the international petroleum industry and its role in the international economy. The first half will address the technical, commercial, legal, economic and political basis of the industry, and the business models for key segments, including exploration and production, refining, marketing and natural gas. Drawing on this knowledge base, the second half will consider key issues of the petroleum industry, including the resource base, pricing, environmental impacts, alternative energy sources, and geopolitics. Open to students who have basic Excel skills and have completed either E201, B300 or equivalent. Enrollment limited to 60 students. Fall semester. Bruce M. Everett

EIB B291: LEADERSHIP: BUILDING TEAMS, ORGANIZATIONS, & SHAPING YOUR PATH
This course explores the practical aspects of managing and leading people including: managing one-on-one relationships; influencing team behavior; and motivating and aligning organizational change. It also examines the challenges and tradeoffs in creating a meaningful personal leadership path. The course pedagogy is primarily case-method discussion, drawing primarily on cases from the private sector, supplemented with comparative cases from the public sector and civil society. Fall semester. Amlor Ebrahim
EIB B295m: NEGOTIATING INTERNATIONAL LEADERSHIP
This module explores the nature of leadership in the international context. Drawing upon academic literature and case studies of influential leaders, the class introduces the various models of leadership and the diverse functions of a leader across a range of international environments and organizations. The basic goals of the course are three fold: 1) to enable students to understand the nature of leadership across different sectors in different international settings; 2) to give students the tools to analyze various leadership situations and problems; and 3) to help students develop leadership skills in light of their own leadership ideas and ambitions. A key premise of this class is that leadership is an exercise in negotiation, a task of influencing other persons to act in desired ways for the benefit of an organization or group. The act of leadership on the global stage – in multilateral organizations, multinational corporations, international non-profits, and diplomatic posts – is particularly complex, and it requires an appreciation of different concepts and cultures of leadership. A key aim of this module, then, is to understand how leaders exercise influence inside and outside their organizations, particularly within the international environment. The course has no required pre-requisites, although a basic knowledge of the negotiation theory and practice is recommended. One-half credit. Spring Semester. Jeswald W. Salacuse and Robert Wilkinson

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

**Fields of Study Listing Symbol Key**
- This course is required for constitution of the field.
- ++ Any one of these courses may be used as the required course in the field.
- + Any one of these courses may be used as the second required course in the field.
[ ] Bracketed courses are those not offered during the 2015–2016 academic year.

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

INTERNATIONAL BUSINESS FIELDS OF STUDY FOR MIB STUDENTS

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

INTERNATIONAL FINANCE AND BANKING

The International Finance and Banking field prepares students for careers such as treasurers, controllers, 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 seeking to deepen their skills in quantitative financial analysis and knowledge of the global financial sector. The field deals with valuation concepts which are at the core of investment decisions, including new product launches, mergers and acquisitions, leveraged buy-outs, privatization, project finance, and private equity. Emphasis is placed on funding/financing within the multi-currency setting of global capital markets. Special attention is devoted to the challenge of managing credit, interest rate, and exchange risk in the context of financial engineering and asset securitization.

*EIB B212 International Financial Management

**Group I – Select one full credit from the following list:**
[EIB B208] Financial Statement Analysis
[EIB B209] Managerial Accounting (.5cr)
[EIB B220] Global Financial Services
[EIB B226] Large Investment and International Project Finance
[EIB B229] Global Investment Management

**Group II – Select one credit from the following or from Group I list:**
[EIB B223] Finance, Growth and Business Cycles (.5cr)
*EIB B232* Corporate Finance and Banking: A Comparative East Asian Perspective (.5cr)
[EIB B227] Islamic Banking and Finance
[EIB B234] Strategic Management in Privatizing and Deregulating Industries

**STRAIGHT MANAGEMENT AND INTERNATIONAL CONSULTANCY**

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

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

**Group I – Select one full credit from the following list:**
[EIB B209] Managerial Accounting (.5cr)
[EIB B213] Managing the Growing Enterprise
[EIB B234] Strategic Management in Privatizing and Deregulating Industries
[EIB B235] Managing the Global Corporation
[EIB B237] Field Studies in Global Consulting

**Group II – Select one full credit from the following or from Group I list:**
ILD L237 Mergers and Acquisitions: An International Perspective
DHP D216 Social Networks in Organizations – Part One (.5cr)
DHP D217 Social Networks in Organizations – Part Two (.5cr)
EIB B220 Global Financial Services
[EIB B270] Business Groups in Asia (.5cr)
EIB B284 Petroleum in the Global Economy

**MARKETING**

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

EIB B212 Starting New Ventures
[EIB B213] Managing the Growing Enterprise
EIB B237 Field Studies in Global Consulting
EIB B243 Market Approaches to Development
*EIB B262* Marketing Research and Analysis
EIB B263m Marketing Management
EIB 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.

ILD L221 Actors in Global Governance
DHP D216 Social Networks in Organizations – Part One (.5cr)
DHP D217 Social Networks in Organizations – Part Two (.5cr)
DHP P228 Advanced Evaluation and Learning in International Organizations (.5cr)
[EIB B209] Managerial Accounting (.5cr)
*EIB B210* Accounting for Profit, Non-Profit, and Government Organizations
EIB B212 Starting New Ventures
EIB B220 Global Financial Services
[EIB B234] Strategic Management in Privatizing and Deregulating Industries
EIB B237 Field Studies in Global Consulting
EIB B241 Financial Inclusion – A Method for Development
EIB B243 Market Approaches to Development
INTERNATIONAL AFFAIRS FIELDS OF STUDY FOR M.A.L.D., M.I.B., AND PH.D. STUDENTS

PUBLIC INTERNATIONAL LAW

International Law has been one of the key subjects studied at The Fletcher School of Law and Diplomacy since the founding of the School. This has never meant that economic, political (including military), social and other aspects of international affairs are neglected, but that the play of various policies in the international legal order is seen as a significant part of international affairs. The basic course for the field is the course in Public International Law. Admission to that course requires the prior completion of the Fletcher course in the International Legal Order. To complete the field, a student may take one of a wide variety of courses focusing on the structure of international organizations, trade, dispute resolution, human rights, international legal history, or other aspects of the international legal order as they affect current affairs.

*İLO L200 The International Legal Order
*İLO L201 Public International Law
*İLO L203 International Law in International Relations
İLO L204 International Treaties: A Perspective on Globalization
İLO L210 International Human Rights Law
İLO L211 Current Issues in Human Rights
İLO L212 Nationalism, Self-Determination and Minority Rights
İLO L215 International Humanitarian Law
İLO L220 International Organizations
İLO L221 Actors in Global Governance
İLO L222 International Environmental Law
İLO L223 Peace Operations
İLO L224 Legal and Institutional Aspects of International Trade
*İLO L225 Corporate Governance in International Business and Finance
*İLO L226 International Business in International Business and Finance
İLO L230 International Law in International Relations
*İLO L230 International Business Transactions
İLO L232 International Investment Law
İLO L233 International Financial and Fiscal Law
*İLO L234 International Intellectual Property Law and Policy
İLO L236 Securities Regulation: An International Perspective
İLO L237 Mergers and Acquisitions: An International Perspective
İLO L238 Corporate Governance in International Business and Finance
*İLO L240 Legal and Institutional Aspects of International Trade
*İLO L250 Law and Development
*İLO L260 Comparative Legal Systems
*İLO L261 Development Economics: Macroeconomic Perspectives
*İLO L262 Development Economics: Policy Analysis
*İLO L265 Corporate Governance in International Business and Finance

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 it’s 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.

*İLO L203 International Law in International Relations
İLO L210 International Human Rights Law
İLO L211 Current Issues in Human Rights
İLO L215 International Humanitarian Law
*İLO L220 International Organizations
İLO L221 Actors in Global Governance
İLO L222 International Environmental Law
İLO L223 Peace Operations
*İLO L225 Corporate Governance in International Business and Finance
İLO L230 International Law in International Relations
*İLO L230 International Business Transactions
İLO L232 International Investment Law
İLO L233 International Financial and Fiscal Law
*İLO L234 International Intellectual Property Law and Policy
İLO L236 Securities Regulation: An International Perspective
İLO L237 Mergers and Acquisitions: An International Perspective
İLO L238 Corporate Governance in International Business and Finance
*İLO L240 Legal and Institutional Aspects of International Trade
*İLO L250 Law and Development
*İLO L260 Comparative Legal Systems
*İLO L261 Development Economics: Macroeconomic Perspectives
*İLO L262 Development Economics: Policy Analysis
*İLO L265 Corporate Governance in International Business and Finance

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.

*İLO L203 International Law in International Relations
*İLO L230 International Business Transactions
İLO L232 International Investment Law
İLO L233 International Financial and Fiscal Law
*İLO L234 International Intellectual Property Law and Policy
İLO L236 Securities Regulation: An International Perspective
İLO L237 Mergers and Acquisitions: An International Perspective
İLO L238 Corporate Governance in International Business and Finance
*İLO L240 Legal and Institutional Aspects of International Trade
*İLO L250 Law and Development
*İLO L260 Comparative Legal Systems
*İLO L261 Development Economics: Macroeconomic Perspectives
*İLO L262 Development Economics: Policy Analysis
*İLO L265 Corporate Governance in International Business and Finance

LAW AND DEVELOPMENT

The field of law and development examines the role of law, legal institutions and legal systems, both domestic and international, in the processes of economic and social development, particularly in developing countries, emerging markets, and nations in transition. It seeks to understand how law may both inhibit and foster desired change and the ways in which legal institutions may be organized to achieve national and international policy goals. This field includes a basic course on law and development, as well as more specialized courses in comparative law, international financial institutions and law, foreign investment and intellectual property law, as well as courses from other disciplines, such as economic development.

*İLO L214 Transitional Justice
*İLO L215 Transitional Justice (.5 cr)
İLO L232 International Investment Law
İLO L233 International Financial and Fiscal Law
*İLO L238 Corporate Governance in International Business and Finance
*İLO L250 Law and Development
İLO L251 Comparative Legal Systems
İLO L252 Rule of Law in Post Conflict Societies
*İLO L254 Development Economics: Macroeconomic Perspectives
*İLO L255 Development Economics: Policy Analysis
*İLO L260 Comparative Legal Systems
*İLO L261 Development Economics: Macroeconomic Perspectives
*İLO L262 Development Economics: Policy Analysis
*İLO L265 Corporate Governance in International Business and Finance

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

UNITED STATES

The United States field encompasses the history of the United States, its institutions, and its international relations, with a particular focus on the development of American foreign policy and diplomatic practice. The geographical context and economic basis and also cultural background as well as the political and constitutional—legal framework of the U.S. government and its foreign policy making processes are studied—as essential background for students who may one day be representing or may be dealing with the United States in diplomatic situations or in their professional work in law, business, economic development, humanitarian service, policy research, academic teaching, journalism, and in other ways. The question of the uniqueness, or “exceptionalism,” of American civilization and of the appropriateness of “lessons” of American historical experience to the situations of other societies in other parts of the world is examined. So, too, is the issue of the definition of U.S. national “interests” and democratic and other “values”—and the defense and promotion of those abroad—in a changing world environment in which coalition efforts and multilateral cooperation increasingly are necessary, and in which universal norms may or may not prevail.

*İLO L209 International Treaties: A Perspective on Globalization
*İLO L262 Foreign Relations and National Security Law
*İLO L263 Foreign Relations and National Security Law
*DHP D204 U.S. Public Diplomacy
*İLO L265 International Relations of the United States and East Asia: 1945 to the Present
**DHP H200 The Foreign Relations of the United States to 1917
**DHP H201 The Foreign Relations of the United States Since 1917
*DHP H270 The United States and Northeast Asia
PACIFIC ASIA
The history of relations between the United States and the states of Northeast Asia has been the principal focus of the Asia field. Most courses in the field emphasize diplomatic, cultural, and political history. The field deals most directly with developments in China, Japan, and Korea from the nineteenth century to the present, relations among those states, and between them and the United States. Courses are intended to offer students a foundation on which to build an understanding of the contemporary interstate problems in the region, as well as the bonds and tensions that currently exist in relations between the U.S. and the states of the region.

DHP D271 International Relations of The United States and East Asia: 1945 to the Present
DHP H202 Maritime History and Globalization
DHP H205 The Historian’s Art and Current Affairs
DHP H270 The United States and Northeast 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

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

DHP D204 U.S. Public Diplomacy
DHP D260 Southwest Asia: History, Culture, and Politics
DHP D263 The Arabs and their Neighbors
DHP D265 The Globalization of Politics and Culture for Iran, Afghanistan and Pakistan
DHP D267 The Globalization of Central Asia and the Caucasus
DHP H261 War and Society in the Middle East in Historical Perspective
DHP P260 Comparative Politics
DHP P261 Islam and the West
DHP P262 Democratization in the Middle East: Theory and Practice
DHP P263 Contemporary South Asia
DHP P265 Islam and Politics: Religion and Power in World Affairs
DHP P280 Eurasia: Geopolitics, Religion and Security

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

DHP D204 U.S. Public Diplomacy
DHP D216 Social Networks in Organizations – Part One (.5cr)
DHP D217 Social Networks in Organizations – Part Two (.5cr)
DHP P231 International Communication
DHP P232 Communications Policy Analysis and Modeling
DHP P234 The Arts of Communication
DHP P235 The Arts of Communication (.5cr)
DHP P240 Foundations of International Cybersecurity

Students taking DHP P232 may also offer one credit of the following courses to fulfill field requirements:
EIB E210 Quantitative Methods (.5cr)
EIB E211 Microeconomics
EIB E213 Econometrics

INTERNATIONAL NEGOTIATION AND CONFLICT RESOLUTION
The International Negotiation and Conflict Resolution field (INCR) examines the causes of and approaches to managing and resolving violent conflict in the international context. Toward this end, it focuses especially on the theory and practice of international negotiation and mediation. The required course for the field is Theories of Conflict and Conflict Resolution (DHP D223). To constitute the field, a student must choose two additional course credits from the list below.

ILO L224 Peace Operations
DHP D209 Negotiating International Leadership (.5cr)
DHP D220 Processes of International Negotiation
DHP D221 International Mediation
DHP D223 Theories of Conflict and Conflict Resolution
DHP D224 Negotiation and Mediation in The Israeli-Palestinian Conflict: Past Lessons and Future Opportunities
DHP D225 Conflict Resolution Practice
DHP D232 Gender, Culture and Conflict in Complex Humanitarian Emergencies
DHP P227 Advanced Development and Conflict Resolution (.5cr)
DHP P233 Sustainable Development Diplomacy
EIB B295 Negotiating International Leadership (.5cr)

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

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

Core Requirements for the Field:
EIB E201 Introduction to Economic Theory
EIB E210 Quantitative Methods (.5cr)
EIB E211 Microeconomics

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

Electives:
ILO L240 Legal and Institutional Aspects of International Trade
EIB E214 International Economic Policy Analysis
EIB E221 Advanced International Trade and Investment
INTERNATIONAL MONETARY THEORY AND POLICY
The International Monetary Theory and Policy field focuses on the macroeconomic performance of countries that are integrated with the world economy 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.

Note: This field requires 4.5 credits. If you pass the E201 Equivalency Exam, which waives the course, E201, you are still required to complete the field with 4.5 credits.

Review the Special Note regarding the three Economics Fields of Study at the end of the Fields of Study section of this publication for more detailed information.

Core Requirements for the Field:
EIB E201 Introduction to Economic Theory
EIB E212 Macroeconomics
EIB E213 Econometrics
EIB E233 Finance, Growth and Business Cycles (.5cr)

Field Specific Required Core Course:
EIB E230 International Finance

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

DEVELOPMENT ECONOMICS
The field of development economics is intended to ground students in a variety of analytical perspectives on the development process. The required core course, Development Economics, concentrates on central themes including global poverty, growth, and the role of policies 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.

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

Core Requirements for the Field:
EIB E201 Introduction to Economic Theory
EIB E210 Quantitative Methods (.5cr)
EIB E211 Microeconomics
or
EIB E213 Econometrics (in lieu of E210m and E211)

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

Elective Courses:
EIB E214 International Economic Policy Analysis
[EIB E243] Agriculture and Rural Development in Developing Countries
[EIB E244] Political Economy of Reform, Growth, and Equity (.5cr)
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

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 emphasizes the need to utilize multiple disciplinary tools from science, economics, politics, law and engineering in developing sustainable solutions.

ILO L223 International Environmental Law
ILO L240 Legal and Institutional Aspects of International Trade
*DHP P250 Environmental Problem Solving
DHP P253 Sustainable Development Diplomacy
DHP P254 Climate Change and Clean Energy Policy
DHP P255 International Energy Policy
DHP P256 Innovation for Sustainable Prosperity
DHP P257 Corporate Management of Environmental Issues
EIB E240 Development Economics: Macroeconomic Perspectives
[EIB E243] Agriculture and Rural Development in Developing Countries
EIB E246 Environmental Economics
[EIB E248] Agriculture and Economics
EIB B264 Petroleum in the Global Economy

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

ILO L212 Nationalism, Self-Determination and Minority Rights
HDP H204 Classics of International Relations
DHP D210 The Art and Science of Statecraft
*+DHP P200 International Relations: Theory and Practice
DHP P201 Comparative Politics
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
INTERNATIONAL SECURITY STUDIES
The International Security Studies field consists of courses that examine the sources, conduct and termination of conflict, strategy and statecraft, crisis management, regional security, intelligence, and the emerging spectrum of new and complex security issues. The course offerings encompass approaches that are both theoretical and policy oriented, as well as historical and contemporary. Since the end of the Cold War, the faculty has revised the course offerings to reflect a rapidly changing international security environment. Among the new issues introduced into the curriculum are: the proliferation of weapons of mass destruction and non-proliferation/counter-proliferation policy; ethnic, sectarian, and religious conflict; internal war and state failure; the management of humanitarian emergencies by alliances and/or international organizations; the use of military forces in peace operations; information technologies and security; and the increasing role of ethics in security policy. In support of its course offerings the International Security Studies Program sponsors a senior level guest lecture series, a conference with one of the U.S. military services or commands, a colloquium series, and a crisis simulation exercise. MALD students taking International Security Studies are required to take P240 and at least two other courses. PhD students taking the International Security Studies field must take P240 and at least three other course credits. A second required course for PhD students should be selected from a list that includes P206, P241, and P245.

ILO L216 International Humanitarian Law
ILO L254 Peace Operations
[IL OL262] Foreign Relations and National Security Law
DHP D267 The Globalization of Central Asia and the Caucasus
DHP D205 The Historian’s Art and Current Affairs
DHP P213 Religion and Politics
[DHP P223] Political Violence (.5cr)
[DHP P240] The Role of Force in International Politics
DHP P241 Policy and Strategy in the Origins, Conduct, and Termination of War

[DHP P242] Proliferation-Counterproliferation and Homeland Security Issues
DHP P243 Internal Conflicts and War
DHP P244 Modern Terrorism and Counterterrorism
DHP P245 Crisis Management and Complex Emergencies
DHP P247 Civil-Military Relations
[DHP P249] Foundations of International Cybersecurity
DHP P273 The Strategic Decisions of China’s Rise
EIB B523 Informal and Underground Finance

INTERNATIONAL POLITICAL ECONOMY
The field of IPE analyzes the interactions between international political and economic dynamics. It consists of a set of interdisciplinary approaches to analyze structures and processes of globalization and economic integration, as well as the interactions between domestic and international political and economic phenomena. It tries to overcome the artificial separation between politics and economics, between states and markets, and between domestic and international levels of analysis. Recent empirical research has concentrated on issues such as structural adjustment, regional economic integration, state-business relations, Third World development, multinational corporations, and the institutions of international economic governance.

[DHP P215] Research and Writing in the Global Political Economy
[DHP P217] Global Political Economy
[DHP P219] Political Economy of Development
DHP P287 Political Economy and Business of the European Union (.5cr)
[DHP P294] Political Economy and Business Context of Latin America (.5cr)
[EIB E244] The Political Economy of Return, Growth, and Equity (.5cr
EIB E250 Macroeconomic Problems of Middle Income Countries: Focus on Latin America
EIB B223 Informal and Underground Finance
[EIB B270] Business Groups in Asia (.5cr)
EIB B272 The Political Economy and Business Environments of Greater China (.5cr)
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
[IL OL239] Corporate Governance in International Business and Finance (.5cr)
ILO L240 Legal and Institutional Aspects of International Trade
ILO L250 Law and Development
DHP P222 Development Aid in Practice
EIB E200 International Trade and Investment
EIB E211 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 B239] Corporate Governance in International Business and Finance (.5cr)

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

ILO L216 International Humanitarian Law
*DHP D213 International Humanitarian Response
*DHP D230 Humanitarian Aid in Complex Emergencies
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 D246 Migration and Governance in the Global South
DHP D249 Forced Migration

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 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 (c) and at least one of the courses, or two of the modules, that are listed below with a circle notation (o), not D232. MALD students who wish to offer any of the courses with a circle notation (o) will be required to petition the Committee on Student Academic Programs (CSAP).

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 D235] Conflict Resolution Practice
DHP D238 Humanitarian Action in Complex Emergencies
*DH D232 Gender, Culture and Conflict in Complex Humanitarian Emergencies
[DHP D233] Migration and Human Rights: Movement, Community, and Mobilization
DHP D236 Migration and Governance in the Global South
[DHP D237] Conflict Resolution Practice
DHP D238 Humanitarian Action in Complex Emergencies
*DHP D232 Gender, Culture and Conflict in Complex Humanitarian Emergencies
[o DHP P243] Internal Conflicts and War
[o DHP P247] Civil-Military Relations
[o DHP P293] Democracy and State Reform in Latin America
[o DHP P294] Political Economy and Business Context of Latin America (.5cr)
[o DHP P296] Democracy and Authoritarianism in Comparative Perspective
[o DHP P298] Conflict in Africa
EIB E240 Development Economics: Macroeconomic Perspective
EIB E241 Development Economics: Policy Analysis
EIB E247 Econometric Impact Evaluation for Development
EIB E243 Market Approaches to Development

*PhD students are required to take this course.

Note: The Human Security field will convert to a Comparative Politics field at the PhD level and for PhD Comprehensive Exams; PhD students are required to take P201 (c)
INTERNATIONAL BUSINESS RELATIONS**

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

ILO L230 International Business Transactions
ILO L232 International Investment Law
ILO L233 International Financial and Fiscal Law
ILO L234 International Intellectual Property Law and Policy
ILO L236 Securities Regulation: An International Perspective (.5cr)
ILO L237 Mergers and Acquisitions: An International Perspective
DHP D209 Negotiating International Leadership (.5cr)
DHP D216 Social Networks in Organizations – Part One (.5cr)
DHP D217 Social Networks in Organizations – Part Two (.5cr)
DHP P203 Analytic Frameworks for Public Policy Decisions

• [DHP P220] Communications Policy Analysis and Modeling
  • EIB B200 Foundations in Financial Accounting and Corporate Finance
  • EIB B205 Data Analysis and Statistical Methods
  • EIB B206 Data Analysis and Statistical Methods for Business
  • EIB B207 Financial Statement Management
  • [EIB B208] Financial Statement Analysis
  • [EIB B209] Managerial Accounting (.5cr)
  • [EIB B210] Accounting for Profit, Non-Profit, and Government Organizations
  • [EIB B212] Starting New Ventures
  • [EIB B213] Leading Transformational Growth
  • EIB B220 Global Financial Services
  • [EIB B221] International Financial Management
  • [EIB B225] Corporate Finance and Banking: A Comparative East Asian Perspective (.5cr)
  • EIB B226 Large Investment and International Project Finance
  • EIB B227 Islamic Banking and Finance
  • EIB B229 Global Investment Management
  • [EIB B231] International Business Strategy and Operations
  • [EIB B233] Useful Knowledge and Practices
  • [EIB B234] Strategic Management in Privatizing and Deregulating Industries
  • EIB B235 Managing the Global Corporation
  • [EIB B236] Strategy and Innovation in the Evolving Context of International Business
  • EIB B237 Field Studies in Global Consulting
  • EIB B238 Strategic Management (.5cr)

  • EIB B241 Financial Inclusion – A Method for Development
  • EIB B243 Market Approaches to Development
  • EIB B254 Cross-Sector Partnerships
  • EIB B262 Marketing Research and Analysis
  • EIB B263 Marketing Management (.5cr)
  • [EIB B270] Business Groups in Asia (.5cr)
  • EIB B272 The Political Economy and Business Environments of Greater China (.5cr)
  • EIB B280 The Global Food Business
  • EIB B284 Petroleum in the Global Economy
  • EIB B291 Leadership: Building Teams, Organizations, and Shaping Your Path
  • EIB B295 Negotiating International Leadership (.5cr)

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

Special Note regarding the Three Economics Fields of Study

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

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

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

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

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

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

All MALD degree candidates will be required to take:

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

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

DIVISION OF DIPLOMACY, HISTORY, AND POLITICS (DHP)

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

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

DIVISION OF INTERNATIONAL LAW AND ORGANIZATIONS (ILO)

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

- ILO L200 The International Legal Order
- ILO L209 International Treaty Behavior: A Perspective on Globalization
- ILO L210 International Human Rights Law
- ILO 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, EIB E201: Introduction to Economic Theory, which fulfills the EIB Breadth Requirement. Students who pass the E201 Equivalency Exam must take another Economics course in order to fulfill the EIB Breadth Requirement, and may choose from the following list of one-credit EIB course options:

- EIB E211 Microeconomics
- EIB E212 Macroeconomics
- EIB E213 Econometrics *
- EIB 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 (E210m or B205) Equivalency Exams will be required to take one of the following courses:

- DHP P203 Analytic Frameworks for International Public Policy Decisions *
- EIB B205 Data Analysis and Statistical Methods
- EIB B206 Data Analysis and Statistical Methods for Business
- EIB E210m Quantitative Methods
- EIB E213 Econometrics *
- EIB E218 Applied Microeconomics
- EIB B262 Marketing Research and Analysis

Important to Note:

* DHP P203 may not be used to satisfy the second required DHP course credit.
* EIB E213 and EIB 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.
JENNY C. AKER is an Associate Professor of Development Economics with a Ph.D. from UC Berkeley. Her research focuses on the impact of information technology on development outcomes in Africa. She is the Deputy Director of the Hicheti Center for Technology and International Affairs. She is also a Non-Resident Fellow at the Center for Global Development as well as an Advisor for the Air Peace Foundation for Frontline SAM. After working for Catholic Relief Services as Deputy Regional Director in West and Central Africa in 1999-2003, Aker returned to complete her PhD in agricultural economics at the University of California-Berkeley. Aker works on economic development in Africa, with a primary focus on the impact of information technology (mobile phones) on development outcomes, namely agriculture, education, and health; the impact of drought on agricultural food market performance and famine; the determinants of agricultural technology adoption; and impact evaluations of NGO projects. Aker has conducted field work in many countries in West and Central Africa, including Benin, Burkina Faso, Burundi, DRC, The Gambia, Ghana, Liberia, Mali, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Sudan and Tanzania, as well as Haiti and Guatemala.

CECILE APTEL, Associate Professor of International Law, specializes in international criminal law, transitional justice, and the rights of women and children. She has focused on 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 2005 to 2008, she contributed to the activities of the UN International Tribunals for Rwanda and the former Yugoslavia. She then participated in international investigations in human rights violations and terrorism, including at the UN International Independent Investigation Commission (‘Harrim Commission’), and supported the establishment of the Tribunal for Lebanon and the Court of Bosnia and 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.

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LOUIS AUCOIN is Professor of Practice in Law and his teaching covers a range of fields from Rule of Law and Transitional Justice to Comparative Law and International Affairs. He also teaches as a non-tenured professor at the University of California at Berkeley. In 2004, he received a JD from the University of Virginia School of Law. He has also served as a Judge of the Court of First Instance of the European Union. In 2005, he was appointed as a dealing with the European Court of Justice East Timor while it was under UN auspices. He also served as a US government advisor in 2003 and 2004. His published research projects used the rule of law to analyze the impact of the rule of law on conflict with a particular focus on Africa, with a primary focus on the impact of information technology (mobile phones) on development outcomes, namely agriculture, education, and health; the impact of drought on agricultural food market performance and famine; the determinants of agricultural technology adoption; and impact evaluations of NGO projects. Aker has conducted field work in many countries in West and Central Africa, including Benin, Burkina Faso, Burundi, DRC, The Gambia, Ghana, Liberia, Mali, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Sudan and Tanzania, as well as Haiti and Guatemala.

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IBRAHIM WARDE is Adjunct Professor of International Business. He is Carnegie scholar working on informal and financial intermediation in the Islamic world. His books include The Price of Fear: The Truth Behind the Financial War on Terror, which has been translated into five languages (Arabic, English, French, Spanish, and Turkish), and was selected by Foreign Affairs as one of the best books of the year about economic, social, and environmental change in the Global Economy, in its second edition. He has previously taught at the University of California, Berkeley, at MIT’s Sloan School of Management 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. in International Affairs, Joseph in Beirut, Lebanon, an M.B.A. from France’s Ecole des Hautes Etudes Commerciales, and an M.A. and a PhD in Political Science from the University of California, Berkeley.

LAWRENCE A. WEISS is Professor of International Accounting. His research focuses on three themes. The first is the reorganization of financially distressed firms. He is a recognized expert on U.S. corporate bankruptcy and has testified before the U.S. Congress on bankruptcy reform. The second is how managers gather and use information for decision making. The third is the transition from country specific accounting standards (Local GAAP) to one set of global standards (IFRS). He has over forty publications in these areas and won the All Star Paper award from the Journal of Financial Economics. He is the co-author of Corporate Bankruptcy: Emerging Perspectives (1996), Professor Weiss earned his B.Sc., a Diploma in public accounting and MBA from McGill University and his J.D. from the New York Law School. Prior teaching appointments include Georgetown University, The University of Lusaka, Mac, MIT Sloan School of Management and INSEAD.

ROCKFORD WEITZ is Entrepreneur Coach at the Fletcher School. He also serves as President of the Institute for Global Sustainability, a nonprofit that seeks practical solutions to global maritime challenges, and President & CEO of Rhum Line International LLC, a consulting and strategic advisory to entrepreneurs and startups. Rockford served as founding Executive Director at FinTech Sandbox in 2014. From 2008 to 2013, he served as founding CEO at CargoMetrics, leading the effort to build a financial technology business that started in his Cambridge apartment and has hired numerous Fletcher students and alumni. Before co-founding Rhum Line in 2005, he served as international counsel at the U.S. Trade Representative, leading the U.S. Trade Representative, and co-founded and served as Program Director of the International Initiative, a social entrepreneurship venture in Bethesda. Rockford earned a J.D. from Harvard Law School, M.A.L.D. 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 Faculty Biographies Faculty Biographies
KIM WILSON, Lecturer in International Business and Human Security, began her interest in development when she entered the microfinance field in its infancy, after a career in mainstream venture financing. She began as a volunteer, a first step that led her to professional employment as a loan officer, MFI director, and investment fund advisor for both non-profit and for-profit microfinance ventures. She also oversaw the microfinance portfolio of a large international NGO. Her work in microfinance has led her to service in other sectors critical to rural development such as water, agriculture, and education. She is a Senior Fellow at Fletcher’s Center for Emerging Market Enterprises and also at the Feinstein International Center. She graduated from Wellesley College and Simmons Graduate School of Management. She is interested in the financial resilience of households and markets at the base emerging market economies. She is the 2009 recipient of the James L. Paddock teaching award at The Fletcher School.

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

TOSHI YOSHINARA, 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, 2016), 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.

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THEODORE L. ELIOT, JR.
MPA (Harvard University); LLD, Ambassador and Career Minister, Retired, Dean Emeritus

JOHN R. GALVIN
M.A. (Columbia University), Dean Emeritus

H. FIELD HAVILAND, JR.
PhD (Harvard University), Professor Emeritus of International Politics

WILLIAM R. MOOMAW
PhD (Massachusetts Institute of Technology), Professor Emeritus of International Environmental Policy

ARPAD VON LAZAR
PhD (University of North Carolina), Professor Emeritus of International Politics
## ACADEMIC CALENDAR

### FALL 2015 SEMESTER

#### AUGUST

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>Mon</td>
<td>Pre-Session begins and continues through August 28.</td>
</tr>
<tr>
<td>31</td>
<td>Mon</td>
<td>Mandatory Orientation Week activities begin; continues through September 4.</td>
</tr>
</tbody>
</table>

#### SEPTEMBER

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Fri</td>
<td>Equivalency Exams administered in the morning for E201, E210m, and B205.</td>
</tr>
<tr>
<td>7</td>
<td>Mon</td>
<td>Labor Day Observed – University Holiday.</td>
</tr>
<tr>
<td>8</td>
<td>Tues</td>
<td>Registration Material pick-up in the Registrar’s Office for returning students. Shopping Day for all seminar courses, new courses, and courses taught by new and adjunct faculty members.</td>
</tr>
<tr>
<td>9</td>
<td>Wed</td>
<td>Classes begin. Fall Semester online course enrollment begins. First day of Cross-Registration for non-Fletcher students.</td>
</tr>
<tr>
<td>11</td>
<td>Fri</td>
<td>Convocation – start of program: 2:00 PM.</td>
</tr>
<tr>
<td>16</td>
<td>Wed</td>
<td>Online course enrollment ends at 11:59 PM, a stroke before Midnight.</td>
</tr>
<tr>
<td>18</td>
<td>Fri</td>
<td>Last day for non-Fletcher students to submit Cross-Registration Petitions to the Registrar's Office.</td>
</tr>
<tr>
<td>26</td>
<td>Sat</td>
<td>First Foreign Language Reading Comprehension Exams.</td>
</tr>
</tbody>
</table>

#### OCTOBER

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Fri</td>
<td>Last day of the Drop Period.</td>
</tr>
<tr>
<td>12</td>
<td>Mon</td>
<td>Columbus Day Observed – University Holiday – FLETCHER CLASSES HELD.</td>
</tr>
<tr>
<td>22</td>
<td>Thurs</td>
<td>First half of the term ends.</td>
</tr>
<tr>
<td>23</td>
<td>Fri</td>
<td>Second half of the term begins.</td>
</tr>
</tbody>
</table>

#### NOVEMBER

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Wed</td>
<td>Veterans Day Observed – University Holiday – NO CLASSES.</td>
</tr>
<tr>
<td>25</td>
<td>Wed</td>
<td>Thanksgiving Recess begins at the end of classes.</td>
</tr>
<tr>
<td>30</td>
<td>Mon</td>
<td>Thanksgiving Recess ends; classes resume.</td>
</tr>
</tbody>
</table>

#### DECEMBER

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Fri</td>
<td>Last day of classes for the Fall 2015 term.</td>
</tr>
<tr>
<td>14</td>
<td>Mon</td>
<td>Reading Day.</td>
</tr>
<tr>
<td>15</td>
<td>Tues</td>
<td>Reading Day.</td>
</tr>
<tr>
<td>16</td>
<td>Wed</td>
<td>The Final Exam Period begins.</td>
</tr>
<tr>
<td>22</td>
<td>Tues</td>
<td>The Final Exam Period Ends.</td>
</tr>
</tbody>
</table>

### SPRING 2015 SEMESTER

#### JANUARY

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Mon</td>
<td>Fall 2015 grades due by 12:00 noon.</td>
</tr>
<tr>
<td>8</td>
<td>Fri</td>
<td>Deadline for completion of all February 2016 degree requirements.</td>
</tr>
<tr>
<td>13</td>
<td>Wed</td>
<td>Orientation begins for incoming January students.</td>
</tr>
<tr>
<td>14</td>
<td>Thurs</td>
<td>Equivalency Exams administered in the morning for E201, E210m, and B205.</td>
</tr>
<tr>
<td>15</td>
<td>Fri</td>
<td>NYC Career Trip.</td>
</tr>
<tr>
<td>18</td>
<td>Mon</td>
<td>Martin Luther King, Jr. Day Observed – University Holiday – NO CLASSES.</td>
</tr>
<tr>
<td>19</td>
<td>Tues</td>
<td>Shopping Day for all once-a-week courses, new courses, and courses taught by new and adjunct faculty members</td>
</tr>
<tr>
<td>20</td>
<td>Wed</td>
<td>Classes begin. Spring Semester online course enrollment begins. First day of Cross-Registration for non-Fletcher students.</td>
</tr>
<tr>
<td>27</td>
<td>Wed</td>
<td>Online course enrollment ends at 11:59 PM, a stroke before Midnight. Independent Study Registration Forms and Audit Request Forms due to the Registrar's Office by 5:00 pm</td>
</tr>
<tr>
<td>29</td>
<td>Fri</td>
<td>Last day for non-Fletcher students to submit Cross-Registration Petitions to the Registrar's Office.</td>
</tr>
</tbody>
</table>

#### FEBRUARY

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Fri</td>
<td>Second Foreign Language Reading Comprehension Exams.</td>
</tr>
<tr>
<td>12</td>
<td>Fri</td>
<td>Last day of the Drop Period.</td>
</tr>
<tr>
<td>15</td>
<td>Mon</td>
<td>Presidents' Day Observed – University Holiday – NO CLASSES.</td>
</tr>
<tr>
<td>17</td>
<td>Wed</td>
<td>Follow MONDAY class schedule</td>
</tr>
<tr>
<td>25-26</td>
<td>Thurs-Fri</td>
<td>Washington, D.C. Career Trip – NO CLASSES.</td>
</tr>
</tbody>
</table>

#### MARCH

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Tues</td>
<td>First half of the term ends.</td>
</tr>
<tr>
<td>9</td>
<td>Wed</td>
<td>Second half of the term begins.</td>
</tr>
<tr>
<td>18</td>
<td>Fri</td>
<td>Spring Break begins at the end of classes.</td>
</tr>
<tr>
<td>28</td>
<td>Mon</td>
<td>Spring Break ends; classes resume.</td>
</tr>
</tbody>
</table>

#### APRIL

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Sat</td>
<td>Third and final offering of the Foreign Language Reading Comprehension Exams.</td>
</tr>
<tr>
<td>18</td>
<td>Mon</td>
<td>Patriots’ Day – University Holiday – NO CLASSES.</td>
</tr>
</tbody>
</table>

#### MAY

<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Mon</td>
<td>Last day of classes for the Spring 2016 term</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other than Spring 2016 grades, deadline for completion of all degree requirements (including grades from prior terms, Capstone Projects, and foreign language requirements).</td>
</tr>
<tr>
<td>3</td>
<td>Tues</td>
<td>Reading Day.</td>
</tr>
<tr>
<td>4</td>
<td>Wed</td>
<td>Reading Day.</td>
</tr>
<tr>
<td>5</td>
<td>Thurs</td>
<td>The Final Exam Period begins.</td>
</tr>
<tr>
<td>11</td>
<td>Wed</td>
<td>The Final Exam Period ends.</td>
</tr>
<tr>
<td>13</td>
<td>Fri</td>
<td>Spring 2016 Semester grades due by 12:00 noon.</td>
</tr>
<tr>
<td>21</td>
<td>Sat</td>
<td>Class Day Ceremony.</td>
</tr>
<tr>
<td>22</td>
<td>Sun</td>
<td>Commencement.</td>
</tr>
</tbody>
</table>
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