



THE FLETCHER  
SCHOOL

TUFTS UNIVERSITY



# THE FLETCHER BULLETIN



This Bulletin contains descriptions for courses offered at The Fletcher School for the 2012–2013 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 24–33. The Fletcher School reserves the right to change, at any time, any of the information provided in this Bulletin, including adding and dropping courses. Changes will be announced and posted by the Registrar of The Fletcher School at the beginning of each semester.

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# COURSE DESCRIPTIONS

## **DIVISION OF INTERNATIONAL LAW AND ORGANIZATIONS**

### **ILO L200: THE INTERNATIONAL LEGAL ORDER**

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

### **L201: PUBLIC INTERNATIONAL LAW**

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

### **L203: INTERNATIONAL LAW IN INTERNATIONAL RELATIONS**

Structured as a workshop for the presentation of scholarly work, this seminar will examine the reasons why states and individuals turn to international law, and the impact of international law on international conflict and cooperation. After three introductory sessions in which we develop a base of understanding of the nature, causes and effects of international law, the subsequent eight meetings will focus on presentations

by guest scholars of their current work in various areas of international law. Students will engage with the scholars' presentations, both in writing and in discussion, and will prepare their own research papers for discussion during the last two meetings of the seminar. Students should have a basic background in international law prior to taking this seminar. Spring semester. Ian Johnstone, Joel Trachtman

### **ILO L209: INTERNATIONAL TREATY BEHAVIOR: A PERSPECTIVE ON GLOBALIZATION**

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

### **ILO L210: INTERNATIONAL HUMAN RIGHTS LAW**

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

### **ILO L211: CURRENT ISSUES IN HUMAN RIGHTS**

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

### **ILO L212: NATIONALISM, SELF-DETERMINATION AND MINORITY RIGHTS**

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

### **ILO L213: INTERNATIONAL CRIMINAL JUSTICE**

Demands for accountability for mass atrocities have triggered the development of international criminal justice, which is becoming a significant phenomenon in international relations. This course reviews mandates and operations of contemporary international and hybrid courts, including the permanent International Criminal Court, the UN tribunals for Rwanda and the former

Yugoslavia, and the special courts (Sierra Leone, Cambodia, and Lebanon). It considers how they confront impunity for war crimes, crimes against humanity and genocide, by trying individual leaders, including heads of states. It analyzes the tension between state sovereignty and international criminal justice, and how the latter is challenged for being selective. Not offered 2012–2013. Instructor to be announced.

#### **ILO L214: TRANSITIONAL JUSTICE**

This seminar deals with the choices facing countries attempting to establish accountability for past abuses of human rights in the aftermath of mass atrocities. It considers the related philosophical, moral and political issues, as well as the mechanisms available for post conflict justice including international tribunals, truth and reconciliation commissions, and other mechanisms which incorporate local custom, such as the gacaca courts in Rwanda. Students will also study the reconstruction of justice systems, examining non-criminal sanctions and considering the challenge of reconciliation in these contexts. Not offered 2012–2013. Instructor to be announced.

#### **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 contemporary armed conflicts and the changing nature of war. The topics discussed include: the principles underpinning IHL, the definition of armed conflicts, the distinction between combatants and civilians, the regulation of private military and security companies, humanitarian action during armed conflict, the use of child-soldiers, rape as a 'weapon of war', and other war crimes. Not offered 2012–2013. Instructor to be announced.

#### **ILO L220: INTERNATIONAL ORGANIZATIONS**

This course provides an introduction to the theory and practice of international organizations (IOs). Its central theme is the interaction between international law and politics, illustrated through an in-depth examination of the United Nations and a secondary focus on selected regional organizations. After

a number of classes on theory and crosscutting institutional issues, the bulk of the course is devoted to the substantive work of IOs in three principal areas: peace and security, human rights, and sustainable development. It concludes by considering reform of IOs from the perspective of the 'democratic deficit'. The format of the course is primarily lectures and structured discussion. Spring semester. Ian Johnstone

#### **ILO L221: ACTORS IN GLOBAL GOVERNANCE**

This seminar is designed to explore in a comparative mode various actors in global governance: global organizations, regional organizations, groupings of states, non-governmental organizations, private sector actors, and networks. The first part of the seminar is devoted to theoretical, institutional, and legal issues. Each student then develops and presents to the class an outline for a "Reform Report" on an institution of their choice, taking stock of its performance and offering a vision for the future. Based on feedback from the class, constituted as the 'senior management group' of the institution, the report is finalized and submitted as the major assignment for the course. Not offered 2012–2013. Ian Johnstone

#### **ILO L223: INTERNATIONAL ENVIRONMENTAL LAW**

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

#### **ILO L224: PEACE OPERATIONS**

Enthusiasm for peacekeeping has fluctuated in recent years, from exuberance in the early 1990s to disillusion in the mid-90s, back to cautious enthusiasm at the end of the decade, followed by an unprecedented surge in UN and non-

UN operations over the past several years. Combining a thematic and case study approach, the course begins with several sessions on the legal framework, functions of peace operations, and doctrine. Select contemporary cases are then considered to draw out recurring themes and dilemmas, such as the protection of civilians and peace v. justice. The course concludes with a simulation exercise on a possible new operation. Fall semester. Ian Johnstone

#### **ILO L230: INTERNATIONAL BUSINESS TRANSACTIONS**

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

#### **ILO L232: INTERNATIONAL INVESTMENT LAW**

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

#### **ILO L233: INTERNATIONAL FINANCIAL AND FISCAL LAW**

This course is intended to introduce students to the legal and regulatory context of international finance. It covers selected domestic and international aspects of (i) corporate law relating to finance, (ii)

bank financing and regulation, (iii) securities financing and market regulation and (iv) insolvency law. It also addresses the process of innovation in international financial law, with coverage of emerging market debt, swaps and other derivatives, privatizations, and securitization. These topics will be reviewed from the standpoint of domestic law of the United States and other selected jurisdictions, as well as from the standpoint of applicable international law and practice. Spring semester. Joel Trachtman

**ILO L234: INTERNATIONAL INTELLECTUAL PROPERTY LAW AND POLICY**

This course will provide an introduction to basic principles of intellectual property law concepts, specifically patents, trademarks, and copyrights. We will examine examples of how intellectual property is infringed and various defenses available to an accused infringer. We will also consider how licensing plays a role in intellectual property business development and disputes. From there, the course will examine the impact of various international conventions and treaties on intellectual property rights. Particular attention will be paid to the protection of intellectual property rights in selected legal regimes; and to the competing interests of intellectual property owners in global commercial transactions. The rapid development and widespread adoption of Digital Technology and the Internet pose serious challenges to long accepted doctrines of copyright and trademark law, and these will also be addressed. Fall semester. Tara Clancy, Thomas Holt

**ILO L236M: SECURITIES REGULATION: AN INTERNATIONAL PROSPECTIVE**

This module will review the evolution of securities regulation regimes in North American and European jurisdictions. We will evaluate differing models relating to the regulation of public offering of debt and equity securities, issues of securities disclosure and enforcement, and the regulation of investment banking and broker/dealer activities across borders. In addition to comparing different substantive approaches, we will review and analyze the increasing convergence in international disclosure and accounting standards and their implications for international markets, as well as continuing challenges relating to the regulation of markets and their participants on a worldwide basis, particularly in light

of the global financial crisis. One-half credit. Spring semester. John Burgess.

**ILO L237: MERGERS AND ACQUISITIONS: AN INTERNATIONAL PERSPECTIVE**

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

**ILO L239M: CORPORATE GOVERNANCE IN INTERNATIONAL BUSINESS AND FINANCE**

This module explores business, financial, and legal issues affecting corporate governance and management of risk, both in industrialized and developing countries. Students will examine the nature of the corporation, management roles and board responsibility, the role of regulatory authorities, as well as corporate culture, corporate social responsibility, and capital market development. The course will focus on policy implications, including widespread efforts to produce corporate governance reforms and set standards in the wake of corporate scandals and systemic risk. Also listed as B239m. One-half credit. Not offered 2012–2013. Instructor to be announced.

**ILO L240: LEGAL AND INSTITUTIONAL ASPECTS OF INTERNATIONAL TRADE**

This course examines the law of international trade in goods and services, focusing principally on the law of the World Trade Organization and its General Agreement on Tariffs and Trade, as well as on the foreign trade law of the United States. This sector of international law includes specialized negotiation and

dispute settlement processes, as well as particular types of rules, restraining national restrictions on trade. These rules address tariff and non-tariff barriers, discrimination, regionalism, anti-dumping duties, countervailing duties and safeguards measures. This course will pay particular attention to how this legal system manages various facets of globalization. Fall semester. Joel Trachtman

**ILO L243: INTERNATIONAL LEGAL ASPECTS OF GLOBALIZATION**

Globalization has economic, social, political, historical, cultural, and legal dimensions. This seminar will focus on legal parameters of, and mechanisms for, globalization. This course will examine the relationship between efforts to promote international markets and the right to regulate, international regulatory competition, efforts to regulate international business at a global or regional level, judicial responses to globalization, and global constitutionalism. Students will have an opportunity to engage in research on legal aspects of globalization and to present their work in the seminar. This course is not suitable as a first course in international law. Not offered 2012–2013. Joel Trachtman

**ILO L250: LAW AND DEVELOPMENT**

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

**ILO L251: COMPARATIVE LEGAL SYSTEMS**

This course covers the two principal legal traditions in the world—the common law and the civil law traditions with exposure to the Islamic tradition and European Union law as well. It is intended for diplomats, international civil servants, business executives, and lawyers. Students will study the

historical evolution of the traditions in comparative perspective with emphasis on France and Germany in the civil law and on the United States and the United Kingdom in the common law. The methodology entails study of the underlying legal philosophies of these traditions through analysis of the sources of law, judicial process and judicial review and through learning constitutional law, contracts, and criminal and civil procedure. Spring semester. Louis Aucoin

**ILO L252: RULE OF LAW IN POST CONFLICT SOCIETIES**

This course studies methodologies used by international actors in promoting the rule of law post conflict. It focuses on eight aspects: constitutional development, code reform, legal drafting, judicial reform, accountability for past abuses, fighting corruption, democratic policing, and local custom. These are strategies for building the basic institutional framework strictly necessary for the maintenance of peace and security in the immediate aftermath of conflict. The course will therefore deal with the restoration/reestablishment of the justice sector and only minimally with economic issues. It includes case studies of East Timor, Kosovo, South Africa, Cambodia, Rwanda, Iraq, and Afghanistan. Fall semester. Malcolm Russell-Einhorn

**ILO L262: FOREIGN RELATIONS AND NATIONAL SECURITY LAW**

This course deals with the intersection of international law and United States constitutional law, focusing upon the separation of powers doctrine and the allocation of decision-making authority, international law as part of United States law, treaties and other international agreements, the war power and terrorism, the appropriations power, federalism, the role of the courts, and current national security issues. Open to students who have completed L200 or its equivalent, or with permission of the instructor. Enrollment limited to 18 students. Not offered 2012–2013. Michael Glennon

**ILO L264M: NON-PROLIFERATION LAW AND INSTITUTIONS**

The regimes designed to control nuclear, chemical, and biological weapons have come under considerable stress in recent years. Situated in the broader context of the politics and policies of non-proliferation, this course will look at the legal instruments, institutional arrangements and enforcement mechanisms associated with each regime. We will consider devel-

opments that have challenged the viability of the regimes, including the threat of WMD terrorism, and the innovative steps that have been taken to strengthen them. The format of the module is lecture, structured discussion, and student presentations. One-half credit. Not offered 2012–2013. Ian Johnstone

**ILO L270M: LEGAL RESEARCH, WRITING AND ORAL ADVOCACY**

The purpose of this course will be to provide you with the methods and techniques that are necessary to conduct international law research on the Internet, write a legal memorandum, and make an oral presentation based on the legal memorandum. In addition to the readings and exercises, and demonstrations in class, we will apply the techniques by first writing a closed memo, which focuses on legal writing and does not include any independent legal research. After the closed memo, we will then write an open memo. Finally, you will make an oral presentation of your arguments to the class based on your memoranda, and respond to questions on the subject of your research. One-half credit. Not offered 2012–2013. Susan Simone Kang

**ILO 300–399: INDEPENDENT STUDY**

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

**ILO 400: READING AND RESEARCH**

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

**DIVISION OF DIPLOMACY, HISTORY, AND POLITICS**

**DHP D200: DIPLOMACY: HISTORY, THEORY, AND PRACTICE**

Diplomacy is one of the very constitutive “orders” of the international system, a mainstay of civilization itself. This course examines classical diplomacy and its evolution in the West, the “integration” of regional diplomatic cultures through the League of Nations and United Nations, the establishment

of foreign ministries and bilateral embassies, the Vienna Convention on Diplomatic Relations (1961), the professionalization of diplomatic services, “summit” diplomacy and the use of special envoys, diplomatic ceremony and protocol, the nuances of diplomatic language, public 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 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 issues; structural and management issues; the role of the private sector; and creative uses of modern information technology. Special attention will be given to understanding the challenges facing public diplomacy professionals doing their jobs at embassies abroad. Fall semester. William A. Rugh

**DHP D206: ETHICS OF DEVELOPMENT AND HUMANITARIAN AID**

The course looks at key ethical frameworks for individual action. It explores the ethics of development and humanitarian aid. The course confronts students with the dilemmas and contradictions that they will face in development and humanitarian work. This course challenges students to reflect on the moral and ethical ideas underpinning today’s changing world. We consider the ethical and moral values that support humanitarian and developmental interventions. We also consider the ethical implications that are inherent in human development, human rights, and humanitarian action. This course encourages students to articulate their personal beliefs and values, and builds on the experience of the professor and students. Spring semester. John Hammock

**DHP D210: THE ART AND SCIENCE OF STATECRAFT**

It is easy to develop explanations for foreign policy decision-making; it is quite another thing to act as the policymaker. What are the available tools of influence that an international actor can use

to influence other actors in the world? When are these tools likely to work? The goal of this course is to offer an introduction into the world of policymaking and statecraft. Topics include using coercion and inducement; intervening in the domestic politics of another country; the nature of public and private diplomacy; and case studies of notable policy successes and failures from the past. Not offered 2012–2013. Daniel Drezner

**DHP D211: THE POLITICS OF STATECRAFT**

Foreign policy is not immune from public debate, political gridlock, or human frailties. Building on *The Art and Science of Statecraft*, this course examines the political environment in which foreign policy is crafted and implemented. Topics include the role of public opinion, interest groups, bureaucracies, think tanks, and experts in the formulation of policy. Case studies of notable successes and failures of the policy process will be discussed. There will also be frequent in-class exercises in the various arts associated with the promotion of policy. Open to students who have completed D210. Not offered 2012–2013. Daniel Drezner

**DHP D213: HUMANITARIAN STUDIES IN THE FIELD**

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

**DHP D214M: THESIS RESEARCH AND WRITING MODULE**

This module provides guidance in the researching and writing of the thesis. Topics include: choosing and working with a thesis adviser, how to frame a research question, identifying the data and methods needed to answer the question, and common problems in conceptualization and writing. The product of the course is a four-page thesis proposal, which must be signed

off by the student's thesis adviser. One-half credit. Pass/Fail grading. Not offered 2012–2013. Karen Jacobsen

**DHP D216M: SOCIAL NETWORKS IN ORGANIZATIONS – PART ONE**

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

**DHP D217M: SOCIAL NETWORKS IN ORGANIZATIONS – PART TWO**

This course, a continuation of D216m, will be a seminar covering how to do a complete Social Network Analysis (SNA) project, from survey and data collection through analysis. Students can choose to do either a stand-alone SNA project, either individually or in groups, or an individual project as part of their MALD/MIB capstone project or doctoral dissertation. The first three sessions will introduce the major concepts and techniques of designing and completing a successful SNA. Subsequent sessions will be shaped by the actual projects themselves, with individuals and teams sharing their progress. Open to students who have completed D216m, P212m (2011), or a graduate-level course in SNA approved by the instructor. One-half credit. Fall semester. Christopher Tunnard

**DHP D220: PROCESSES OF INTERNATIONAL NEGOTIATION**

This course explores the processes, rather than specific substantive issues, of international negotiation. Using exercises and simulations, it examines the nature of conflict in the international arena; the special characteristics of negotiation in the international setting; negotiation dynamics; the roles of culture, power, and psychological processes; and the strategy and tactics of international negotiation. Special problems of multilateral negotiation,

and the follow-up and implementation of negotiated agreements are also examined. Fall semester, four sections with a maximum of 30 students each: Eileen Babbitt, Diana Chigas, Nadim Rouhana, Robert Wilkinson

**DHP D221: INTERNATIONAL MEDIATION**

Mediation is located within the broader family of international intervention approaches, as practiced by individuals, international and transnational organizations, small and large states, and in bilateral or multilateral contexts. This seminar focuses on the ways in which mediators in the international arena carry out their third-party roles. Topics to be covered include: gaining entry; developing a strategy; gaining and using leverage; and challenges of multi-party mediation. The seminar relies on detailed, extensive case study analysis to understand how international mediators operate in real-time, complex environments. Open to students who have completed D220 or equivalent. Spring semester. Eileen Babbitt

**DHP D223: THEORIES OF CONFLICT AND CONFLICT RESOLUTION**

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

**DHP D225: CONFLICT RESOLUTION PRACTICE**

This seminar focuses on three crucial aspects of conflict resolution practice: conducting a conflict assessment; facilitating discussions and consensus building processes in the context of intergroup conflict; and designing and conducting effective dialogues between contending identity groups. The seminar will emphasize the applied aspects of these processes and will use demonstrations, films, exercises, and guest lecturers. It will culminate with

organizing and conducting a problem-solving workshop under the leadership of the instructor. Open to students who have completed D223. Enrollment limited to 25 students. Spring semester. Eileen Babbitt

**DHP D228M: PROTRACTED SOCIAL CONFLICT: DYNAMICS, MAJOR ISSUES AND POSSIBLE CONSEQUENCES**

This module will distinguish protracted social conflict from other types of international and ethnic conflicts. We will review contending frameworks that examine sources of social conflict and its political, economic, societal, and psychological dynamics. In particular, we will examine: the role of social identity; culture and the conditions under which religion plays constructive and destructive roles in conflict escalation and de-escalation; the dynamics of escalation, stalemate, and de-escalation; the political and cultural basis of genocide, mass killings, and ethnic terrorism; and the psychology of perpetrators and bystanders. Some conflict resolution approaches that deal with protracted social conflict will be discussed. One-half credit. Not offered 2012–2013. Nadim Rouhana

**DHP D229M: THE POLITICS AND PROCESSES OF RECONCILIATION: TRANSITIONAL JUSTICE AND MULTICULTURAL CITIZENSHIPS**

This module will examine the processes of reconciliation as distinguished from political settlement and traditional conflict resolution. It will introduce students to major issues that have been emerging in international conflict within states and between states. These include past injustice, historic responsibility, conflicting historical narratives, apology, reparation, recognition of past evil, and eliminating discrimination. The context of transition from totalitarian regimes to democratic order will be the major focus but also the context of oppressed minorities in democratic states will be discussed. The module will also examine the applicability of the various mechanisms in different political and cultural contexts. One-half credit. Not offered 2012–2013. Nadim Rouhana

**DHP D230: HUMANITARIAN ACTION IN COMPLEX EMERGENCIES**

This multi-disciplinary course covers a broad range of subjects, including the evolution of the international humanitarian system, the political economy of conflicts and humanitarian aid, analytical and normative frameworks for humanitarian action, and a variety

of programmatic topics. By the end of this course you will be aware of the historical, legal, social, political and moral context of both the causes and responses to complex humanitarian emergencies and have a working knowledge of the principles and standards for performing humanitarian response to complex humanitarian emergencies. This course is cross-listed with the Friedman School of Nutrition Science and Policy. Fall semester. Daniel Maxwell

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

This course examines situations of armed conflict, civilian experiences of these crises, and the international and national humanitarian and military responses to these situations from a gender perspective and highlights the policy and program implications that this perspective presents. Topics covered include gender analyses of current trends in armed conflict and terrorism, and of the links among war economies, globalization and armed conflict; the manipulation of gender roles to fuel war and violence; gender and livelihoods in the context of crises; masculinities in conflict; sexual and gender-based violations; women's rights in international humanitarian and human rights law during armed conflict; peacekeeping operations; peacebuilding; and reconstruction. Case studies are drawn from recent and current armed conflicts worldwide. This course is cross-listed with the Friedman School of Nutrition Science and Policy. Spring semester. Dyan Mazurana, Elizabeth Stites

**DHP D233: DAILY RISKS AND CRISIS EVENTS**

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

**DHP D235: INTRODUCTION TO RESEARCH METHODS**

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

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

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

**DHP D239: FORCED MIGRATION**

The course is an exploration of how forced displacement, which includes trafficking, and other forms of involuntary migration, relates to the broader spectrum of migration stemming from persecution, development, natural disaster, environmental change, and impoverishment. We begin with an analysis of the root causes of migration, then review the international legal framework, and analyze asylum and refugee policies in different national contexts. The course will explore a range of critical issues including current controversies about climate change and



migration, urbanization, trafficking, and new approaches to humanitarian assistance and protection. The course focuses on refugee and IDP movements, but adopts a wider perspective so as to address all kinds of global movements. Spring semester. Karen Jacobsen

**DHP D250: WATER DIPLOMACY III: SYNTHESIS OF SCIENCE, POLICY, AND POLITICS OF BOUNDARY CROSSING WATER PROBLEMS**

This course is a synthesis of science, policy and politics of water and builds on the concepts and methodologies covered in Water Diplomacy I and II. It will focus on water conflicts, negotiations and cooperation, and integrate scientific origins of water conflicts from emerging ideas from theory and practice of complexity and negotiation. It will emphasize both quantitative and qualitative approaches to analyzing water conflicts through negotiations using recent advances in collective actions in managing common pool resources with mutual gains approach within an analytical framework of water diplomacy. Students will test their understanding of these principles and approaches by participating in complex negotiation simulation exercises on water cooperation and conflicts we call, Indopotamia. Spring semester. William Moomaw, Shafiqul Islam

**DHP D260: SOUTHWEST ASIA: HISTORY, CULTURE, AND POLITICS**

This course is a survey of Southwest Asian institutional history from the middle of the 18th century to modern times. The course is designed for professional students. It examines the complexity of the region, with special emphasis on the impact of the Industrial Revolution. Topics include Great Power competition in the region; the influence of Turko-Muslim culture on contemporary events, Colonialism, the regional context for the formation of nation states, post WWII Globalization, the regional impact of explosive change in the Digital era, Fundamentalism, and chaotic conditions at the turn of the 21st century. Spring semester. Andrew Hess

**DHP D263: THE ARABS AND THEIR NEIGHBORS**

With a particular focus on the Arab world and the Levant, this course examines the evolution of nation-states in the Middle East from colonial rule to the present. Themes addressed include the rise of nationalism and pan-Arabism,

ideologies of internal unity and regional tensions, Islam as a political force, globalization, reform and radicalism, the current Arab revolts, and the search for new alternatives. Not offered 2012–2013. Leila Fawaz

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

An historical survey of the Turks designed to emphasize the geopolitical importance of the Eurasian steppe. Topics examined are: formation of Eurasian steppe empires; the era of Turko-Mongol invasions; decline of classical Islamic civilization; conversion of the Turks to Islam; the rise of Turko-Muslim empires; decline of Byzantium and the conquests of the Ottoman empire; expansion of Russia and the absorption of Turko-Muslims; modernization movements among the Turks; the emergence of modern Turkey; Soviets and Central Asian society; the collapse of the USSR and the emergence of modern nationalism in Central Asia; China and the New 'Great Game.' Not offered 2012–2013. Andrew Hess

**DHP D265: THE GLOBALIZATION OF POLITICS AND CULTURE FOR IRAN, AFGHANISTAN AND PAKISTAN**

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

**DHP D267: THE GLOBALIZATION OF CENTRAL ASIA AND THE CAUCASUS**

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

**DHP D271: INTERNATIONAL RELATIONS OF THE UNITED STATES AND EAST ASIA: 1945 TO THE PRESENT**

An examination of the international relations of the United States and East Asia since the end of World War II, principally U.S. interactions with China, Japan, and Korea, and secondarily, with Vietnam and Southeast Asia. Focus on fundamental concepts and realities of international politics governing interactions between the U.S. and East Asian nations, as well as the major geopolitical issues of the day. Study of the continuing patterns of interaction among the U.S. and East Asian states—the dynamics of wars, ideologies, political, economic, and cultural issues. Spring semester. Sung-Yoon Lee

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

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

**DHP D285: EUROPEAN UNION DIPLOMACY AND FOREIGN POLICY**

With support from the European Commission, this course examines the EU's External Action Service – the overarching diplomatic service created by the 2009 Lisbon Treaty – and the Common Foreign and Security Policy. The coming years will be critical to both, as the EU tackles organizational challenges, while adapting to an evolving landscape—economic crisis, unstable neighborhood, and shift in power away from the West. In addition to a module taught by Fletcher's Europeanist faculty, the program includes seminars with EU leaders and experts, providing students with professional opportunities among EU institutions. Fall semester. Erwan Lagadec, Alan Henrikson, Michalis Psalidopoulos

**DHP H200: THE FOREIGN RELATIONS OF THE UNITED STATES TO 1917**

The history of American foreign relations from the Revolution to the First World War. The transformation of the former colony into a "world power," noting the internal dynamics of this remarkable development, 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 westward expansion, post-Civil War reconstruction, and industrialization and urbanization. The national debate following the Spanish-American War over "imperialism." The leadership of Theodore Roosevelt and Woodrow Wilson and their contrasting ideas of American power, interest, and purpose. Fall semester. Alan Henrikson

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

The history of U.S. foreign relations from the First World War to the present 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 Laws, and U.S. involvement in the Second World War and major wartime conferences. The post-war "revolution" in American foreign policy—the Truman Doctrine, Marshall Plan, and NATO. The conduct of the Cold War and the management of crises in the Caribbean and other regions. The Vietnam conflict, Nixon-Kissinger "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 Henrikson

**DHP H202: MARITIME HISTORY AND GLOBALIZATION**

A study of world history over the past 500 years from a salt-water perspective. The course will examine the ocean as avenue, arena, source, and cultural metaphor, analyzing major themes such as the impact of changing technologies and modes of warfare, evolving patterns of trade, and differing cultural perceptions. The format will be lecture, with some discussion. Fall semester. John Curtis Perry

**DHP H203: THE INTERNATIONAL RELATIONS OF THE CHINA SEAS**

The region this course examines is now the world's commercial maritime center. The course offers, within a global salt water perspective, the opportunity to explore strategic, environmental, economic, or cultural problems, depending on individual student interests. Course format is lecture and discussion, with two short written exercises and an oral report leading to a final paper of journal article length. Writing and speaking skills receive considerable attention. No prerequisites other than a lively curiosity. Fall semester. John Curtis Perry

**DHP H204: CLASSICS OF INTERNATIONAL RELATIONS**

Most graduate courses in international relations focus on "cutting edge" research. Without a working knowledge of Thucydides, Kant, or Schelling, citizens and policymakers are unable to place new theoretical propositions into a historical context. This course surveys the history of international relations theory through a close reading of 10–15 classic works in the field. Among the questions that will be addressed: how far has IR theory developed since Thucydides? How closely do theories of international relations mirror the era in which they were written? In what ways are these widely cited works simplified or misstated in the current era? Not offered 2012–2013. Daniel Drezner

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

World War I and its settlement shaped the modern Middle East. The end of the Ottoman Empire and the emergence of successor states in search of internal

ideology and regional influence have characterized the region to this day. This course addresses both the Middle East and the broader topic of struggle and survival during cataclysmic events such as a world war. It is a research-based class in which students will learn how to better research conflict and how to develop a thematic approach to the study of conflict given the many perspectives of those affected by it. The course will also discuss the ways in which a conflict can transform a region. Not offered 2012–2013. Leila Fawaz

**DHP H270: THE UNITED STATES AND EAST ASIA**

An examination of the American experience in China, Japan, and Korea, from the centuries of sporadic encounter between the two distinctly disparate and seemingly antithetical worlds of Euro-America and Northeast Asia to the aftermath of the end of the Pacific War. Focus on the late nineteenth century, when mutual images begin to take form and the evolving pattern of the unequal relationship during the first half of the twentieth century. Topics include East Asian cultural traditions, Christianity, imperialism, wars, and modernization. Emphasis on ideas, national mythologies, and images. Not offered 2012–2013. Sung-Yoon Lee

**DHP H272: CHINA: FROM 'SICK MAN' TO SUPERPOWER (1800–PRESENT)**

The extraordinary changes in today's China are the focus of fascination, anxiety, and confusion (sometimes all at once) both inside and outside of China. Though seemingly sudden, these changes have deep roots in Chinese history. This lecture course will explore the connections between contemporary China and the recent Chinese past by presenting a basic narrative of Chinese political, economic, and foreign policy history during the last two centuries. No background in Chinese history is required. Not offered 2012–2013. Instructor to be announced.

**DHP P200: INTERNATIONAL RELATIONS: THEORY AND PRACTICE**

Traditional, behavioral, and post-behavioral theories of international relations, and the nature of theory in international relations; the role of normative theory; levels of analysis, structure-agent relationships, and concepts of foreign policy behavior and decision making; utopian/neo-liberal and realist/neo-realist theory, and democratic peace theory; theories

of power and its management; theories of integration, cooperation, conflict, war, and geopolitical and ecological/environmental relationships; constructivism; systems theory; regime analysis; the relationship between theory and the international system in the early 21st century; traditional and contemporary paradigms of the international system. Fall semester. Robert Pfaltzgraff

**DHP P201: COMPARATIVE POLITICS**

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

**DHP P202: LEADERSHIP IN PUBLIC AND PRIVATE SECTOR ORGANIZATIONS**

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

**DHP P203: ANALYTIC FRAMEWORKS FOR INTERNATIONAL PUBLIC POLICY DECISIONS**

Introduction to the basic tools of policy analysis and decision making, providing students with analytic skills to make policy decisions in many types of organizations. The course includes an

introduction to public policy objectives, decision making, and the role of analysis. Students then learn powerful analytic decision-making techniques, including decision trees, Bayes theorem, utility theory, prospect theory, game theory, benefit-cost analysis, and tipping models. Case studies are used to learn the policy analysis tools while applying them to real world policy problems. Cases come from developed and developing countries, and cover many different policy fields. No background in economics or statistics is required. Fall semester; Spring semester. Carolyn Gideon

**DHP P205: DECISION MAKING AND PUBLIC POLICY**

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

**DHP P206: FOUNDATIONS OF POLICY ANALYSIS**

This interdisciplinary course examines the instruments of policy analysis and strategic planning for public and private sector organizations. It develops a qualitative framework for policy analysis, which is the analytical process by which decision makers define problems, generate and evaluate alternatives, and select options to make the best possible decisions. The course also examines how strategic planning permits organizations to connect policy analysis to future policies and decisions. Broadly, this course develops frameworks and tools to help students think analytically and critically about the role of policy analysis and strategic planning in public policy. Fall semester. William Martel

**DHP P207: GIS FOR INTERNATIONAL APPLICATIONS**

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

**DHP P208: GEOGRAPHY, FOREIGN POLICY, AND WORLD ORDER**

Napoleon asserted that “the policy of a state lies in its geography.” Arguably, world order itself—the formal structure of any well-functioning international system—depends on its conformity with underlying geographical realities. In contrast with the often static “control” orientation of politics, geography, along with oceanography and meteorology, and related natural-social processes can be highly dynamic. Course subjects include: boundaries and the partitioning of territory; human migration and rural and urban settlement patterns, including formation of megacities; selection of the sites of political capitals and the venues for diplomatic meetings; “classical” theories of geographical determinism and possibilism and the concepts of contemporary geopolitical and geostrategic thought; the technical methods and subtle suasions of cartography, Geographic Information Systems, and policymakers’ “mental maps.” Not offered 2012–2013. Alan Henrikson

**DHP P209: INTERNATIONAL NGOS: ETHICS AND MANAGEMENT PRACTICE**

The course will look at key ethical frameworks for individual action within international development and humanitarian agencies. This course will confront students with ethical dilemmas and challenge them to reflect on the moral and ethical ideas underpinning today’s changing world. In turning to international NGO management practice, students are asked to develop their own

NGO, using the skills learned. This course will introduce students to such essential skills such as strategic planning, advocacy, the media, human resource management, fundraising, budgets, evaluation and reading financial statements. Not offered in 2012–2013. John Hammock

**DHP P210: RESEARCH DESIGN AND METHODOLOGY**

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

**DHP P211: FIELD SEMINAR IN COMPARATIVE POLITICS AND INTERNATIONAL RELATIONS**

In this seminar, students will analyze classic and contemporary work in comparative politics and international relations from a methodological perspective. The readings will cover the major themes and theories that dominate these fields. They will also include both exemplary and less successful applications of both theory and methods, with the goal of students learning how to better develop their own research strategies. Participants will be required to produce and present a draft dissertation proposal by the end of the course. Open to PhD students only or with permission of the instructors. Spring semester. H. Zeynep Bulutgil, Nancy Hite

**DHP P213: RIGHTS-BASED APPROACH TO DESIGN, MONITORING, EVALUATION AND LEARNING**

This course addresses the practical elements of The Rights-Based Approach (RBA), which considers how to design, monitor, evaluate, and learn at this new standard. We will explore the principles of RBA, and consider the essential program design elements that bring the theory into practice. The course will cover how to analyze people's rights conditions and power position within society and

we will make use of analytical tools that assist us in identifying leverage points for change. Also, the subject of Monitoring, Evaluation and Learning (MEL) will be covered. Students will be engaged in designing a simple impact evaluation that will challenge them to make important decisions to tailor their evaluation to context and conditions. Spring semester. Bridget Snell, Ashley Tsongas

**DHP P214: THE EVOLUTION OF STRATEGY**

As shifts in the global order continue to cascade upon each other, policymakers need to be asking: How do we formulate a grand strategy for managing a world that shows signs of increasing disorder? What principles should govern foreign policy? What choices should societies make? How do we create some order out of the emerging disorder? To better understand these questions, this course explores the problem of strategy. To help scholars and policymakers define more carefully and precisely what they mean by strategy, the course examines the existing scholarly and policy literature on strategy, focusing on the more critical theorists and strategists who have contributed to decisions about problems confronting the state. It encourages the student to think analytically about strategy and to understand how scholars and policymakers tackle the problem of formulating strategies to guide the policies of the state. Fall semester. William Martel

**DHP P217: GLOBAL POLITICAL ECONOMY**

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

**DHP P219: POLITICAL ECONOMY OF DEVELOPMENT**

This class offers a survey of some of the key debates and issues in the political economy of development. Part One examines alternative conceptions of development and how they have informed policies in developed and developing countries since the 1950s. Part Two analyzes alternative development trajectories among nation-states with an emphasis on the role of the state in promoting or retarding development. Part Three is devoted to current topics such as the rise of China and India, new approaches to poverty alleviation, and the impact of global financial crises on developing countries. Spring semester. Katrina Burgess

**DHP P220M: UNDERSTANDING MASS ATROCITIES**

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

**DHP P222: DEVELOPMENT AID IN PRACTICE**

This course provides an overview of the operational and professional world of development. It covers choices, key concepts, and the main tools in the practice of development. Students will not learn technical knowledge in education, health, infrastructure, etc., but they will learn about cross-cutting issues that appear in all fields of development cooperation. This class also covers some macro background issues related to development assistance—the factors behind why and how aid is given. Fall semester. Peter Uvin, Robert Wilkinson

**DHP P223: POLITICAL VIOLENCE: THEORIES AND APPROACHES**

Political violence haunts the globe. Varied in form and scale, such violence ranges from assassination and suicide-delivered massacre, to civil war, state-sponsored repression, genocide,

and inter-state aggression. This course seeks to understand the origins and logic of political violence, and considers possible approaches to its prevention, containment, or termination. To these ends, the course explores theories of political violence, pausing at intervals to extract the policy implications of the theoretical literature in conjunction with empirical cases mainly drawn from the Latin American Experience. Not offered 2012–2013. Instructor to be announced.

**DHP P224: CULTURE, HUMAN VALUES AND DEVELOPMENT**

The influence of cultural values, beliefs, and attitudes on the evolution of societies has been shunned by scholars, politicians, and development experts. It is much more common for the experts to cite geographic constraints, insufficient resources, bad policies, or weak institutions. But by avoiding values and culture, they ignore an important part of the explanation why some societies or ethno-religious groups do better than others with respect to democratic governance, social justice, and prosperity. They also ignore the possibility that progress can be accelerated by (1) analyzing cultural strengths and weaknesses, and (2) addressing cultural change as a purposive policy to apply through families, schools, churches, media, leadership, and/or the law. Fall semester. Miguel Basáñez

**DHP P225M: DESIGN AND MONITORING OF PEACEBUILDING AND DEVELOPMENT**

The course explores core components of the program cycle, beginning with peacebuilding theories that underpin program design and ending with the development of high-quality indicators for monitoring. The core concepts of design and monitoring will be applied primarily to international development and peacebuilding programming. This practical course is intended for students who wish to obtain a strong skill set in Design, Monitoring, and Evaluation (DME) and work in peacebuilding or international development. Enrollment limited to 35 students. One-half credit. August Pre-Session; January 2013; May 2013. Cheyanne Scharbatke-Church

**DHP P226M: EVALUATION OF PEACEBUILDING AND DEVELOPMENT FOR PRACTITIONERS AND DONORS**

The course provides an in-depth, very practical preparation for work in the final stage of the program cycle, namely

evaluation; it also goes beyond evaluation as a discrete event and explores processes that facilitate learning. The core concepts will be applied primarily to international development and peacebuilding programming. This practical course should be taken by any student wishing to work in the development or peacebuilding field. Open to students who have completed P225m. Note: P226m is a prerequisite for P228m: Advanced Evaluation and Learning. Enrollment limited to 35 students. One-half credit. January 2013. Cheyanne Scharbatke-Church

**DHP P227: ADVANCED DEVELOPMENT AND CONFLICT RESOLUTION**

This seminar is an in-depth and cutting-edge discussion of what development and conflict resolution practitioners currently do together on the ground in conflict situations on all continents. It deals with methodologies (conflict analysis, program development, etc.), issue areas (reconciliation, security sector reform, demobilization, disarmament, and reintegration), and context (political economy of peacebuilding, relations with the military). Open to students who have completed D223, P222 or with permission of the instructors. Spring semester. Diana Chigas, Robert Wilkinson

**DHP P228M: ADVANCED EVALUATION AND LEARNING IN INTERNATIONAL ORGANIZATIONS**

This advanced module is key for students who wish to develop the full-package of skills and concepts expected of professionals working in development and peacebuilding. At the end of this class students will have a working knowledge of the key evaluation designs, approaches and tools; the ability to evaluate existing evaluations for adequacy of the design and quality; a clear picture of the link between evaluation and learning; and an overview of the latest strategies and challenges in creating learning organizations. Enrollment limited to 35 students. One-half credit. May 2013. Cheyanne Scharbatke-Church

**DHP P229: DEVELOPMENT AND HUMAN RIGHTS**

Until recently, development and human rights practitioners lived in splendid isolation from each other. This has now changed, and development practitioners give a more central role to human rights in their work. This course analyzes the

tools, the policies and the programs, and the lessons learned so far. How do we re-conceptualize development work in terms of human rights? What do we concretely do differently as a result? Are there any insights from scholarship that can guide us? Open to students who have completed L210 or with permission of the instructors. Not offered 2012–2013. Peter Uvin, Robert Wilkinson

**DHP P231: INTERNATIONAL COMMUNICATION**

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

**DHP P232: COMMUNICATIONS POLICY ANALYSIS AND MODELING**

Students will learn the important political and economic characteristics of communication policy and markets, and will practice using basic analytic tools through case studies and examples from different countries to enhance their understanding of communication policy issues. Students will study the general background and trends in communication policy in different parts of the world. This is followed by in-depth exploration of several issues of telecommunications policy, media policy, and policy issues of the Internet and newer technologies. Open to students who have completed either E201 or E211 or the equivalent. Spring semester. Carolyn Gideon

**DHP P233: INFORMATION AND COMMUNICATIONS TECHNOLOGIES FOR DEVELOPMENT**

This course explores models for deploying information and communication technologies (ICTs) for the promotion of economic and political development. We

will examine the changing role of ICTs in developing economies and review case studies of successful applications of ICTs in education, health services, banking, economics, and political development. We will explore the transformation of ICTs from state-driven industries to more responsive, demand-driven markets. Students who have completed the course will have sufficient understanding of ICTs and economics to participate intelligently in policy debates and in the development of business plans for NGO or commercial projects. Students familiar with development models will gain a broader perspective, which will enhance their ability to effectively engage in development projects, whether in government agencies, NGOs, industry, or start-ups. Students should be comfortable with the fundamental concepts of microeconomics. Fall semester. Shawn O'Donnell

**DHP P240: THE ROLE OF FORCE IN INTERNATIONAL POLITICS**

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

**DHP P241: POLICY AND STRATEGY IN THE ORIGINS, CONDUCT, AND TERMINATION OF WAR**

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

**DHP P242: PROLIFERATION-COUNTERPROLIFERATION AND HOMELAND SECURITY ISSUES**

The 21st-century proliferation setting; alternative approaches to threat reduction; international negotiations and agreements including the Non-Proliferation Treaty; the International Atomic Energy Agency, the Missile Technology Control Regime, the Chemical Weapons Convention, the Open Skies Treaty, the Biological Weapons Convention, and the Comprehensive Test Ban Treaty; approaches to nonproliferation and counterproliferation; issues of homeland security; coping with the effects of weapons of mass destruction; cyber war; technology transfer; the nuclear fuel cycle; the fissile material problem; cooperative security; compliance, verification, and on-site inspection; missile defense; negotiating strategies, styles, objectives, asymmetries, and techniques. Spring semester. Robert Pfaltzgraff

**DHP P243: INTERNAL CONFLICTS AND WAR**

Instability, conflict, and irregular warfare within states due to burgeoning challenges posed by armed groups have proliferated in number and importance since the Cold War ended. With the spread of globalization, the technological shrinking of the world and interdependence of states and regions, these internal/transnational conflicts have taken new dimensions with far-reaching consequences. This 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. Open to students who have completed P240 or with permission of the instructor. Fall semester. Richard Shultz

**DHP P244: MODERN TERRORISM AND COUNTERTERRORISM**

This course examines the nature of terrorism; the spectrum of terrorist motivations, strategies, and operations; the socio-political, economic and other factors that can enable terrorist group activities; the unique threat of WMD terrorism; and the internal vulnerabilities of terrorist organizations. Students will examine current and classic research on terrorism, and explore many of the puzzles that remain unanswered. Finally, the course will analyze these critical issues within

the context of policies and strategies for responding to the threat of terrorism with increasing sophistication and success. Spring semester. James Forest

**DHP P245: CRISIS MANAGEMENT AND COMPLEX EMERGENCIES**

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

**DHP P247: ISSUES IN CIVIL-MILITARY RELATIONS**

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

**DHP P248: TECHNOLOGY AND INTERNATIONAL SECURITY**

Technology shapes how governmental and private sector organizations conduct their business. While technology is integral to all facets of human interaction, this course examines the relationship between technology and security in the face of globalization and rapid technological change. It develops frameworks for evaluating how defense and commercial technologies influence international security, examines technologies that shaped security historically, and evaluates modern technological developments in information, communications, and

space, among others. This course encourages students to think analytically and critically about how technological innovation is altering international security. Not offered 2012–2013. William Martel

**DHP P250: ELEMENTS OF INTERNATIONAL ENVIRONMENTAL POLICY**

This course is designed to provide an introduction to international environmental policy development beginning with the scientific identification of the problem, the assessment of its economic and social impact, and the political forces that shape international agreements. Following a short introduction to some of the basic scientific and economic factors that characterize most environmental problems, the course examines five case studies that illustrate the range of international problems facing diplomats and corporations. Bilateral, multilateral, and commons issues are studied using examples of air, climate, water, fisheries, and forests/biological diversity. Fall semester. William Moomaw

**DHP P251: INTERNATIONAL ENVIRONMENTAL NEGOTIATIONS**

The unique nature of environmental problems has brought a new style to international negotiations, which relies much more heavily on scientific and other technical expertise. Because the scientific knowledge base is constantly evolving, far more flexible, process oriented treaties are being negotiated to address environmental issues than has traditionally been the case in other areas. This course brings together a scientist and a negotiation specialist to examine with students the nature of the international environmental negotiation process and its evolution. Fall semester. William Moomaw, Lawrence Susskind

**DHP P253: SUSTAINABLE DEVELOPMENT DIPLOMACY**

The principle goal of the course is to acquaint students with a thorough understanding of sustainable Development Diplomacy (SDD) from both a governance and diplomacy viewpoint. By looking at foreign policy through a sustainability and development lens, students will learn of the complexity of the competing claims on natural resources and the role that global natural resources play in national and international security, business relations, and trade policies. The governance and diplomacy lessons are drawn from a range of real-world natural resource

policy responses, such as in the field of forests, water, food, and climate change. Spring semester. William Moomaw, Patrick Verkooijen

**DHP P254: CLIMATE CHANGE AND CLEAN ENERGY POLICY**

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

**DHP P255: INTERNATIONAL ENERGY POLICY**

Energy affects every dimension of human society including basic living conditions, mobility, and economic prosperity. Energy is at the heart of some of the most intractable environmental problems, national security challenges, and economic development strategies. Energy is also central to addressing each of these challenges. This review course maps how challenges and opportunities differ among countries, exploring basic differences between industrialized and developing countries. The policies of major energy consumers and producers are compared. International energy policy topics including the geopolitics of oil and gas, energy markets, climate change, public health, and international energy-technology cooperation and competition are covered. Spring 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, reducing environmental harm, improving human health and well-being, and enhances national security. This seminar explores the nature of technology, theories and “stylized

facts” about innovation processes, and how to think about innovation systems. A major focus is policy for innovation. Topics include national innovation systems, management of risks, global change, actors and institutions, social innovation, private vs. public, education, cross-country comparisons, competitiveness, technology transfer and diffusion, learning and “catch-up”, IPR’s, and leapfrogging. Case studies are used to understand each topic. Spring semester. Kelly Sims Gallagher

**DHP P257: CORPORATE MANAGEMENT OF ENVIRONMENTAL ISSUES**

Explores companies’ responses to pressure from stockholders, regulatory agencies, community and non-governmental organizations to exercise greater responsibility toward the environment. Topics included strategy, staffing and organization, decision making, codes of conduct, resources, program development, product responsibility, corporate environmental policies, pollution prevention, trade associations, accident response, response to laws and regulations, corporate social responsibility, international issues, and foreign operations. Note: This course is cross-listed as CEE/UEP 265. Fall semester. Ann Rappaport

**DHP P258: CLEAN ENERGY TECHNOLOGIES AND POLICY**

This course identifies the major environmental, security, and economic issues associated with the continued use of traditional energy sources such as fossil fuels. It then explores alternative technologies that are capable of providing essential energy services in both developed and developing countries. Woven into the assessment of each technology is a determination of the present policies and factors that lock-in current technology and lockout new alternatives. Types of regulatory, market, contractual and voluntary policies and practices are identified that can facilitate the introduction of new, clean energy technologies. The major emphasis is on electricity production, transportation, and building energy conservation. Prerequisites: Familiarity with basic science and calculus is expected. Spring semester. Maria Flytzani-Stephanopoulos, William Moomaw

**DHP P260: ISLAM AND THE WEST**

Going beyond the simplistic notion of a great civilization divide, this course puts the categories ‘Islam’ and ‘the West’

under the spotlight of historical and comparative analysis. After providing some essential background, the course concentrates on the colonial and post-colonial encounter between Muslim and Western societies and polities with special, but not exclusive reference to the South Asian subcontinent. Organized along historical and thematic lines, the course focuses on the overlapping domains of culture and politics, thought and practice, to elucidate aspects of dialogue, tension, and confrontation between the worlds of Islam and the West. Fall semester. Ayesha Jalal

**DHP P262: CONTEMPORARY SOUTH ASIA**

Organized along both historical and thematic lines, the course surveys politics, economy, and society in late colonial India and offers a comparative historical analysis of state structures and political processes in post-colonial South Asia, particularly India, Pakistan, and Bangladesh. Among the themes considered are the reasons for the partition of 1947, the nature of the colonial legacy, the origins of democracy and military authoritarianism, history of development, the shifting balance between central and regional power, the ongoing clash between so-called secular and religiously informed ideologies, and the impact on interstate relations in the subcontinent. 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 shaped international relations in recent years. This course will trace the historical evolution of political Islam from both an international relations and a comparative politics perspective. A particular focus will be on the diversity of political Islam and on the religious factor in the “Arab Spring”. The course will also look at the role of other religions in contemporary politics. Fall semester. Ibrahim Warde

**DHP P264: IRAN IN GLOBAL POLITICS**

This course provides a basis for understanding the political, economic, and security dimensions of Iran’s role in World politics. It was a frontline state during the cold war before it became the home to a major Islamic revolution that changed the face of the Muslim world. Iran’s role in international politics since

then has an important determinant of stability in the Middle East. As the only Islamic state produced by an Islamist revolution, Iran experienced a unique path to development, experimenting with political, religious, and economic reforms, which is consequential for the future of the Muslim world. This course will seek to explain the making of Iran’s politics and provide students with the basis to analyze its role in global politics. Not offered 2012–2013. Instructor to be announced.

**DHP P266M: THE ISLAMIC WORLD**

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

**DHP P273: THE STRATEGIC DIMENSIONS OF CHINA’S RISE**

This course is built around two key questions surrounding China’s rise: How will China rise? Where will this rise take China? To address these two deceptively simple questions, this course relies on the concept of strategy. In the broadest sense, strategy is the relationship between ends and means. For the purposes of this course, strategy is understood as the nexus between a nation’s long-term goals and the various implements of national power—diplomatic, economic, military, and cultural tools—to achieve those objectives. To sharpen the analytical focus, this course focuses primarily on the “hard” dimensions of China’s national power, which encompasses such material factors as geography, resources, economic size, and military power. Not offered 2012–2013. Instructor to be announced.

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

An examination of Korea’s modern “evolution” as a state and society. Emphasis on Korea’s modern political history, from the origins and theory of

statecraft in traditional Korea to the major geopolitical issues of the present day. Topics include Korea’s relations with the great powers of the North Pacific and the primacy of international relations in the Korean world: from imperialism and Japanese colonialism, partition of the Korean peninsula and the establishment of two separate Koreas, Cold War politics and the Korean War, economic development and political freedom, to inter-Korean relations. Fall semester. Sung-Yoon Lee

**DHP P275: NORTH KOREAN STATE AND SOCIETY**

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

**DHP P277: TOPICS IN CHINESE FOREIGN POLICY**

This seminar introduces students to major issues in the contemporary foreign relations of the People’s Republic of China. Each week will feature a different guest lecturer who is a prominent authority on Chinese politics, economics, or foreign policy. In addition to participation in the seminar, students will complete a major research paper on a Chinese foreign policy topic of their choice. Not offered 2012–2013. Instructor to be announced.

**DHP P278M: POLITICAL ECONOMY AND BUSINESS CONTEXT OF CHINA**

China introduced a new brand of economic reform in 1980 that has evolved into “Social-Capitalism with Chinese Characteristics.” The government appears to tolerate and even encourage selective entrepreneurial initiatives and at the same time intervene throughout the business value chain to create regulatory and policy obstacles to China being a transparent market economy. This course focuses on how politics and business have knocked heads for 30 years in China and, in spite of this, what circumstances combined that



resulted in China becoming the world's second largest economy and whether the existing one party system is sustainable given the globalization and interconnected nature of the world's economic system. Not offered 2012–2013. Instructor to be announced.

**DHP P279: CHINA POLITICS**

This seminar covers domestic Chinese politics on center-local relations and state-society relations. Some undergraduate-level knowledge of Chinese politics and recent history is required. Conventional wisdom in the U.S. is that China's post-Mao authoritarian central government has absolute power over society, exercised through efficient and obedient Party and state structures. This seminar asks students to reconsider this interpretation by examining how center, locality and society interact and vie for influence in the making and implementation of policy. Spring semester. Elizabeth Remick

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

As NATO embarks upon the revision of its Strategic Concept, and confronts the high stakes of the Afghan conflict, this course aims to analyze the shifting drivers and contexts that underpin current bilateral, U.S.-EU, and NATO-EU relations. Adopting a multidisciplinary approach, while also combining grand strategy with ground-level case studies, the course will examine historical and cultural contexts of 21st-century Transatlantic relations; security doctrines and vital interests; evolving bilateral relations between the U.S. and European countries or regions (France, U.K., Germany, East-Central Europe); and instances of actual U.S.-EU and NATO-EU security cooperation (Brussels, Balkans, Afghanistan). Not offered 2012–2013. Instructor to be announced.

**DHP P285: SOUTHEASTERN EUROPE IN THE WORLD ECONOMY**

This course analyzes the transition of the economies of Southeastern Europe from the 19th to the 21st century. It focuses on their long-term record of structural change and economic growth, in a comparative perspective, and places the role of economic/development policies and economic ideas at the centre of the analysis. The course explores the economic history of the region and tries to analyze contemporary issues and challenges by drawing from historical experience. Questions of regional

cooperation and/or conflict are also addressed, not least in relation to recent efforts to extend NATO and European Union membership to all Southeastern European countries. Spring semester. Michalis Psalidopoulos

**DHP P286M: EUROPE IN THE ECONOMIC CRISIS**

This course will examine cultural, political, and socio-economic contexts that frame national and EU-wide responses to the ongoing economic crisis in Europe. Beyond financial systems, the crisis has impacted national economic models and social compacts (social security, immigration, political legitimacy), and the effectiveness of the EU framework at the supranational level. The current crisis thus constitutes a litmus test for the sustainability of European socio-political models, and a watershed in their evolution. Case studies will include France, the UK, Germany, Central Europe, Ireland, Iceland, Greece, Portugal, Spain, and the European Union as such. For MIB students, this course is one of the regional options. One-half credit. Not offered 2012–2013. Instructor to be announced.

**DHP P290: MIGRATION AND TRANSNATIONALISM IN LATIN AMERICA**

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

**DHP P293: DEMOCRACY AND STATE REFORM IN LATIN AMERICA**

This seminar examines how democratization and market reform have interacted to reshape the state and society in Latin America. The first part of the course provides an historical overview of these processes in ten Latin American countries: Brazil, Mexico, Argentina, Chile, Peru, Venezuela, Colombia, El Salvador, Bolivia, and Ecuador. The second part of the course addresses the region's ongoing struggles to deepen democracy in the areas of participation,

citizenship, public security, accountability, decentralization, social policy, and civil rights. Not offered 2012–2013. Katrina Burgess

**DHP P294M: POLITICAL ECONOMY AND BUSINESS CONTEXT OF LATIN AMERICA**

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

**DHP P298: POLITICS IN VIOLENT CONFLICT IN AFRICA**

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

**DHP 300–399: INDEPENDENT STUDY**

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

**DHP 400: READING AND RESEARCH**

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

**IR CPT: PRACTICUM IN INTERNATIONAL RELATIONS**

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

**DIVISION OF ECONOMICS AND INTERNATIONAL BUSINESS****EIB E201: INTRODUCTION TO ECONOMIC THEORY**

This course provides the foundation of modern economics with an emphasis on its applications. Topics include demand and supply analysis, consumer theory, theory of the firm, welfare economics, monopoly and antitrust, public goods, externalities and their regulation, unemployment, inflation and economic growth, national income determination, monetary and fiscal policy. This is an introductory course for non-specialists. Enrollment limited to 60 students. Fall semester—Carsten Kowalczyk; Spring semester—Lawrence Krohn

**EIB E210M: QUANTITATIVE METHODS MODULE**

This module presents the mathematical methods that are used widely in economics, including logarithms, exponential functions, differentiation, optimization, constrained optimization, and an introduction to dynamic analysis. The mathematical material is presented in the context of economic applications

and examples that illustrate the bridge between mathematics and economics. One-half credit. Fall semester. Michael Klein

**EIB E211: MICROECONOMICS**

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

**EIB E212: MACROECONOMICS**

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

**EIB E213: ECONOMETRICS**

This course introduces students to the primary tools of quantitative data analysis employed in the study of economic and social relationships. It equips students for independent econometric research and for critical reading of empirical research papers. The course covers ordinary least squares, probit, fixed effects, two-stage least squares and weighted least squares regression methods, and the problems of omitted variables, measurement error, multicollinearity, heteroskedasticity, and autocorrelation. Prerequisites include

familiarity with (1) basic probability and statistics (B205), and (2) basic concepts of functions and derivative (E210m or an introductory calculus course). Fall semester—Jenny C. Aker; Spring semester—Julie Schaffner

**EIB E214: INTERNATIONAL ECONOMIC POLICY ANALYSIS**

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

**EIB E215M: EMPIRICAL TOPICS IN GLOBALIZATION**

The course examines evidence on the extent of globalization and its consequences. We will look at whether the evidence supports the notion that the last few decades have, in fact, seen an unprecedented rise in the globalization; the effects of expanding trade on economic inequality, and the environment, and the effects of greater capital market liberalization on economic growth. Open to students who have completed E210m and either E201 or E200. E213 is recommended, but not required and may be taken concurrently. One-half credit. Not offered 2012–2013. Michael Klein

**EIB E217M: MANAGERIAL ECONOMICS**

This course is a brief introduction to management issues presented from the perspective of economics. The focus is on the strategic responses a firm can make regarding both its internal organization and its external interaction with both consumers and other firms. Students will learn the role of economic analysis in determining organizational design and developing competitive strategies whether the organization is a for-profit firm or a non-profit enterprise. One-half credit. Fall semester. Daniel Richards

**EIB E220: INTERNATIONAL TRADE AND INVESTMENT**

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

**EIB E221: ADVANCED INTERNATIONAL TRADE AND INVESTMENT**

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

**EIB E230: INTERNATIONAL FINANCE**

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

**EIB E232M: ECONOMIC GROWTH**

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

module presents theory and evidence on economic growth and long-run economic performance. One-half credit. Not offered 2012–2013. Michael Klein

**EIB E233M: FINANCE, GROWTH AND BUSINESS CYCLES**

In this module we consider the potential role played by financial markets and the role of financial intermediation. We also study the actual structure and performance of banks, stock markets, and bond markets across a range of countries, and the extent of worldwide financial integration. 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 Klein

**EIB E240: DEVELOPMENT ECONOMICS: MACROECONOMIC PERSPECTIVES**

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

**EIB E241: DEVELOPMENT ECONOMICS: POLICY PERSPECTIVES**

This course adapts the basic tools of economic analysis for study of development and of the socio-economic systems in which development takes place, and demonstrates how to apply the tools in systematic and comprehensive policy analysis. The analytical tools pertain to diverse household decisions; to markets for goods, labor and financial services; and to private and public non-market institutions. The policies examined involve 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 analytic results. Open to students

who have completed E201 or the equivalent. Fall semester. Julie Schaffner

**EIB E242: DEVELOPMENT ECONOMICS: MICRO PERSPECTIVES**

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

**EIB E243: AGRICULTURE AND RURAL DEVELOPMENT IN DEVELOPING COUNTRIES**

This seminar examines a range of issues relating to agriculture and food policy in developing countries. Within a broad analytical framework that emphasizes the interactions between the production, consumption, and marketing of food in developing countries, central topics will include: famine, the role of agriculture in poverty alleviation, global food crises, technology, political economy perspectives, food price policy analysis, and agriculture's contribution to economic growth. Open to students who have completed E201 or its equivalent. Fall semester. Steven Block

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

This seminar explores the insights and critiques of rational political economy in explaining the determinants of reform, growth, and equity in developing countries. This approach applies tools of economic analysis to understanding political processes. In particular, the seminar will apply theories of "public choice" and collective action in explaining development policy outcomes in relevant areas including: the relationship between political and economic liberalization, income distribution and growth, trade regimes, land reform, and democratization and growth. Students are encouraged to have completed E240. One-half credit. Spring semester. Steven Block

**EIB E246: ENVIRONMENTAL ECONOMICS**

The course seeks to introduce fundamental theories in environmental economics and its applications to modern environmental issues and policies. The first part covers concepts and analytical tools that economists use to analyze market failures, i.e., externalities, public goods, and free riding; valuation of environmental goods; and cost-benefit analysis. The second part will deal with applications including pollution control policy, global climate change, and environmental policy. Open to students who have completed E201. Spring semester. Shinsuke Tanaka

**EIB E247: ECONOMETRIC IMPACT EVALUATION FOR DEVELOPMENT**

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

**EIB E250: MACROECONOMIC PROBLEMS OF MIDDLE INCOME COUNTRIES: FOCUS ON LATIN AMERICA**

Examines the many reasons for which middle-income nations have failed to realize their potential in terms of economic growth and stability over the past quarter century. Emphasis placed on macroeconomic policies and their responsibility for middle-income nations' many crises. Perspective decidedly economic, but the course never loses sight of the role played by political institutions in shaping economic policy, thus national well-being. Each problem illustrated with cases drawn from recent Latin history. Emphasis on Argentina, Brazil, and Mexico within 18-nation universe. Prior mastery of basic macroeconomics essential; familiarity with the Latin region helpful, but not required. Fall semester. Lawrence Krohn

**EIB E262: THE ECONOMICS OF GLOBAL HEALTH AND DEVELOPMENT**

This course examines economic aspects of public health issues in developing countries. The first part starts with an overview of current status of global health and roles of health in economic development. Then, students will learn basic theory of human capital investment. Students will then learn the determinants of demand for health, including externalities, incentives, imperfect credit market, imperfect information, and gender and intra-household allocation. The last section covers supply of health: health care delivery, quality of health care, and role of political economy. Applications to modern health issues include HIV/AIDS, malaria, air pollution, water pollution, worms, anemia, and early childhood health. Open to students who have completed E201. Spring semester. Shinsuke Tanaka

**EIB E270: HISTORY OF FINANCIAL TURBULENCE AND CRISES**

This course uses the analytical tools of economic history, the history of economic policy-making, and the history of economic thought to study episodes of financial turbulence and crisis spanning the last three centuries. It explores the principal causes of a variety of different manias, panics, and crises, as well as their consequences, and focuses on the reactions of economic actors, theorists, and policy-makers in each case. Emphasis is placed on the theoretical framework used by contemporary economists to conceptualize each crisis, as well as the changes in theoretical perspective and/or policy framework that may have been precipitated by the experience of the crises themselves. Fall semester. Michalis Psalidopoulos

**EIB B200: FOUNDATIONS IN FINANCIAL ACCOUNTING AND CORPORATE FINANCE**

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

the cost of capital and valuing stocks, bonds, convertible and preferred. Fall semester. Laurent Jacque

**EIB B205: DATA ANALYSIS AND STATISTICAL METHODS**

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

**EIB B206: DATA ANALYSIS AND STATISTICAL METHODS FOR BUSINESS**

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

**EIB B207: FINANCIAL STATEMENT MANAGEMENT**

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

**EIB B208: FINANCIAL STATEMENT ANALYSIS**

This course will provide participants with an understanding of the techniques used to alter and evaluate the key competitive value drivers of a firm and assess

the nature and likelihood of future cash flows. We begin by reviewing the basics and remembering the limits of accounting information. Next we deepen our examination of ratio analysis and extend our analysis to build pro-forma (as if, or future) financial statements. Then, we look at certain accounting choices and their impact on financial statements and analysis. Finally, we will study the nature of bankruptcy and how creditors assess this possible end game. Spring semester. Lawrence Weiss

**EIB B209M: MANAGERIAL ACCOUNTING**

Management accounting goes beyond the traditional accounting model to integrate dispersed information into a form that is relevant to many of the decision-making, planning, and control activities of the organization. This course has two major objectives: (1) to develop an understanding of the traditional methods of collating and preparing this information; and (2) to develop an understanding of its usefulness in facilitating the decision-making process within organizations. We will cover the basic vocabulary, concepts, procedures and mechanics of managerial accounting, the design of management accounting systems for different operations, and the role of management accounting information in firm operations. One-half credit. Fall semester. Lawrence Weiss.

**EIB B210: GOVERNMENTAL AND NON-PROFIT ACCOUNTING**

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

**EIB B212: STARTING NEW VENTURES**

The course seeks to prepare students to start businesses in which they have a significant equity interest. It focuses on the necessary knowledge, skills, and attitudes in two areas: how to analyze opportunities quickly and cheaply; and how to secure resources (money, customers, and people)

in the early stages of an enterprise. The primarily cased based course also has several guest experts and (in lieu of in-class lectures) extensive pre-class readings. Fall semester. Amar Bhidé

**EIB B213: MANAGING THE GROWING ENTERPRISE**

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

**EIB B220: GLOBAL FINANCIAL SERVICES**

The focus is on the determinants of competitive performance of financial institutions including commercial banks, insurance companies, hedge funds, investment banks, and private equity firms. Review of bank management principles emphasizes asset liabilities management, interest rate risk management and Value at Risk (V@R). Discussion of international commercial banking will focus on international trade financing, syndicate lending, project finance, and international securitization. Open to students who have completed B200 or B221 or equivalent. Spring semester. Laurent Jacque

**EIB B221: INTERNATIONAL FINANCIAL MANAGEMENT**

This course develops a conceptual framework within which the key financial decisions faced by multinational corporations can be analyzed. The traditional themes of corporate finance, including working capital management, capital budgeting, mergers and acquisitions, and funding strategies, are revisited in the context of volatile exchange rates, different regulatory environments and segmented capital markets. Focus on foreign exchange risk management including the appropriate use of new hedging instruments such as currency

options, swaps, and derivatives. Case studies emphasize how international financial management should be integrated with corporate strategy and operating decisions. Open to students who have completed B200 or equivalent. Spring semester. Laurent Jacque

**EIB B225: CORPORATE FINANCE AND BANKING: A COMPARATIVE ASIAN PERSPECTIVE**

This course explores major themes in corporate finance and banking in Asia drawing on the diverse experiences of regional actors. Systemic issues dominate the first third of the course, specifically the legacy of bank-centric finance, trends in financial deregulation and internationalization, and crisis. The balance of the course will examine decisions at the firm-level on issues such as corporate ownership, performance, and governance, and capital structure management, across both public and private debt and equity and balance sheet management through the use of derivatives and asset-backed securities. Open to students who have completed B200. Spring semester. Patrick Schena

**EIB B226: LARGE INVESTMENT AND INTERNATIONAL PROJECT FINANCE**

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

**EIB B227: ISLAMIC BANKING AND FINANCE**

The course is a comprehensive introduction to Islamic banking and finance. In addition to providing religious and historical background, the course discusses the political and economic context of the creation and evolution of Islamic institutions. The course will explain how Islamic products (murabaha, mudaraba, musharaka, ijara, sukuk, takaful, Islamic mutual funds

and derivatives, etc.) work. The final part of the course will discuss Islamic finance in the context of the “war on terror” and the recent global financial meltdown. Spring semester. Ibrahim Warde

**EIB B228M: RISK MANAGEMENT IN BANKING**

Never before has risk management been so important in the post-financial crisis banking industry. Finance discovered how risks were transferred, with derivatives, before they were measured. Regulators corrected this bias by imposing stringent quantifications of risks. The course starts from the sources of risks: Lending, investing, trading, funding. It moves on to understanding how liquidity risk, interest rate risk, credit risk and market risk, were measured, with such as exposure, value-at-risk, potential losses. Banks’ practices follow. With such building blocks, sources, measures and controls, the course covers, in a non-technical manner, the essentials of risk management in banking. One-half credit. Fall semester. Joel Bessis

**EIB B229M: GLOBAL INVESTMENT MANAGEMENT**

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

**EIB B230: STRATEGY AND POLICY FOR COMPETITIVE ADVANTAGE**

This course introduces fundamental issues in the strategic management of firms. The aim of the course is to provide students with some basic theoretical perspectives and practical tools for understanding firm performance over time. The course considers both business and corporate strategy, and particular emphasis is given to industry analysis, competitive rivalry,

organizational structure, company growth, and diversification. The course is open to all students. E201 and B200 or their equivalent are strongly recommended (and may be taken concurrently). Spring semester. Jonathan Brookfield

**EIB B231: INTERNATIONAL BUSINESS STRATEGY AND OPERATIONS**

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

**EIB B233: BEST (OR MORE PLAUSIBLY, WIDELY USED) PRACTICES**

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

**EIB B234: STRATEGIC MANAGEMENT IN PRIVATIZING AND DEREGULATING INDUSTRIES**

This seminar surveys the literature related to privatization, considering both theoretical perspectives and practice. It also explores current issues shaping debates about how to structure the boundary between public and private sector activity in a comparative and interdisciplinary manner. The seminar examines key concepts and policy issues related to privatization and deregulation, looks at different national experiences, and explores the impact of privatization from an industry perspective. Students should

come away from the seminar with a deep appreciation of the challenges confronting executives and policymakers dealing with changes to public sector – private sector boundaries in a variety of different settings. Fall semester. Jonathan Brookfield

**EIB B235: MANAGING THE GLOBAL CORPORATION**

The course will analyse the major elements required to direct the global corporation from an overall management perspective. Hence, while the course will touch the key issues in finance, human resources, marketing, manufacturing, and other areas, the emphasis will be on integrated, cross functional management decisions and issues, rather than on the detailed technical aspects of each separate area. The course will also focus on the management of change and its related issues. It will draw on readings, cases, and the experience of the Professor. 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-profit and social enterprises? How does the international context create distinct sources of competitive advantage? If innovation involves new market spaces, then how does the rise of emerging markets change the opportunities for innovation and its influence on the strategic choice set? What are the challenges facing innovators? The course progresses in four phases. The first phase lays the foundations of strategy and innovation. Subsequent phases build on it by considering the global context, how innovation expands the strategic choice space, and how emerging markets expand it even further. Spring semester. Bhaskar Chakravorti

**EIB B237: FIELD STUDIES IN GLOBAL CONSULTING**

The goal of this course is to provide an introduction to consulting as it is practiced worldwide and across sectors. Students will achieve this goal by undertaking a consulting engagement for a real-world client. The first part of the course will include an introduction to and practice in the essential skills that form the core of professional development for consultants at top level firms. Students will then put these skills to the test by completing a

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

#### **EIB B238M: STRATEGIC MANAGEMENT**

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

#### **EIB B239M: CORPORATE GOVERNANCE IN INTERNATIONAL BUSINESS AND FINANCE**

This module explores business, financial and legal issues affecting corporate governance and management of risk, both in industrialized and developing countries. Students will examine the nature of the corporation, management roles and board responsibility, the role of regulatory authorities, as well as corporate culture, corporate social responsibility, and capital market development. The course will focus on policy implications, including widespread efforts to produce corporate governance reforms and set standards in the wake of corporate scandals and systemic risk. Also listed as L239m. One-half credit. Not offered 2012–2013. Instructor to be announced.

#### **EIB B241: MICROFINANCE AND FINANCIAL INCLUSION**

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

#### **EIB B242: MARKET APPROACHES TO ECONOMIC AND HUMAN DEVELOPMENT**

This course examines how commercial, government and non-profit stakeholders are engaging market forces to a range of crucial services to jumpstart livelihoods and improve lives of those living and working at the base of the economic pyramid. From social impact investing at a macro level to the grassroots work of NGOs at a micro level, each class explores a different approach to tapping value chains and market ecosystems to promote economic and human development. The course has no strict prerequisites though B241 is a suggested prerequisite. Spring semester. Kim Wilson

#### **EIB B260: INTERNATIONAL MARKETING**

This course introduces students to the fundamentals of marketing in a global environment. It addresses the problems encountered by all organizations—small and large, for profit and non-profit—as they operate in an international environment. The full range of marketing activities is covered: marketing research, product policy, branding, pricing, distribution, advertising and promotion, customer service, planning, organization, and control. While internationally oriented in nature, the aim of the course is also to build a significant understanding of classic marketing management principles. Non-traditional aspects of international marketing (e.g., nation branding) will also be considered for a variety of constituencies. Not offered in 2012–2013. Bernard Simonin

#### **EIB B261: ADVANCED TOPICS IN MARKETING**

This course offers comprehensive coverage of both fundamental and emerging issues in the fields of marketing that continue to capture marketers’ time and

attention. The first three modules of the course (market orientation; customer orientation; learning orientation) follow a classic marketing paradigm centered on best marketing practices and superior organization performance. Issues will be examined with respect to various contexts (e.g., for-profit vs. non-profit; organizational vs. individual behavior). The fourth module co-designed and moderated by students, will be centered on students’ specific interests. Not offered in 2012–2013. Bernard Simonin

#### **EIB B262: MARKETING RESEARCH AND ANALYSIS**

This course adopts a comprehensive hands-on approach to designing and conducting research. From classic opinion research to social media analytics, a wide range of contexts, problem areas, and methods are covered that are relevant across disciplines and fields of study. Students will be exposed to the various stages of the research process from recognizing the need for research and defining the problem to analyzing data and interpreting results. Proper design of research methods, fieldwork, questionnaires, and surveys (e.g., online surveys) is covered. Both qualitative (e.g., focus groups, projective techniques) and quantitative approaches (e.g., cluster, discriminant, and factor analysis) are presented. Various analytical techniques are introduced “hands on” via a series of computer exercises and cases (using SPSS and Excel). Not offered in 2012–2013. Bernard Simonin

#### **EIB B263M: MARKETING MANAGEMENT**

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

**EIB B264: STRATEGIC MARKETING FOR NONPROFIT ORGANIZATIONS**

This course offers a comprehensive coverage of the fundamental issues in marketing and branding in nonprofits. The aim of this course is to arm students with the analytical skills and knowledge necessary to make, evaluate, and critique marketing and branding strategy decisions facing nonprofit organizations in an increasingly global arena. The course addresses how to craft a nonprofit marketing strategy; implement a coherent marketing plan and optimize the use of marketing resources, develop brand identity and positioning statements; leverage brand alliances and partnerships; and perform financial brand valuations. Not offered in 2012–2013. Bernard Simonin

**EIB B265: ENTREPRENEURIAL MARKETING – BUILDING A WINNING BUSINESS PLAN**

This course guides students through the development of a new product/ service strategy and detailed business plan. It is an applied, project based course, designed to weave together field research, theory, case studies, class discussions, lectures and workshops into a comprehensive approach. Students actively engage in their own learning as they construct the building blocks of their business plan, working in teams throughout the semester. The objective of this course is to craft a comprehensive business plan which students present to a panel of investors at the end of the course. This course is relevant for business students and social entrepreneurs alike. Spring semester. Natalie Laidler-Kylander

**EIB B270M: BUSINESS GROUPS IN ASIA**

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

**EIB B271M: SOCIO-ECONOMIC AND BUSINESS ENVIRONMENT OF INDIA**

This course, offered in the second half of the term, helps students develop a deep understanding of the complexities of (i) policy making and policy execution, and (ii) the emerging business environment in India, so that either as an executive working for multinationals in India, or as a member of the executive team of an Indian business house, or of an entrepreneurial venture, he/she will have the ability to design and develop, manage or improve innovative solutions/ business models for both privileged and less privileged segments of India. For MIB students, this course is one of the regional options. One-half credit. Spring semester. Partha Ghosh

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

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

**EIB B280: THE GLOBAL FOOD BUSINESS**

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

**EIB B281M: FAST COMPANIES: HOW THE WORLD'S BEST INDUSTRIAL COMPANIES—BOTH MULTINATIONAL AND EMERGING MARKET-BASED—MANAGE, OPERATE AND COMPETE TODAY**

A management-oriented, case study-based course on how companies develop strategy and compete in global industrial businesses. The core topics are: the

creation and exercise of competitive advantage in manufacturing businesses; management of supply chains; globalization of production operations and R & D activities; innovation of new products and processes; identifying and serving needs of different global customer groups; and building modern network-based businesses. Competition between established global multinationals and emerging market-based companies is highlighted, and macro competitive trends between developed and developing economies are examined and projected. One-half credit. Not offered 2012–2013. Instructor to be announced.

**EIB B284: PETROLEUM IN THE GLOBAL ECONOMY**

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

**EIB B292: NON-PROFIT MANAGEMENT: IMPORTANT IDEAS FOR MOTIVATING AND LEADING CHANGE**

Aspiring leaders in today's global community of non-profit organizations face an extraordinary set of opportunities and challenges—appealing to divergent stakeholders, leading diverse and often dispersed teams, transforming social networks into coalitions, and aligning collective values and resources with targeted strategic objectives. The aim of this course is to increase students' non-profit management and leadership potential by expanding their repertoires of motivational strategies, enhancing their competence in building global teams, sharpening their analysis of social networks, strengthening their command of nonprofit management practices, and deepening their understanding of how management and leadership decisions contribute to organizational performance and strategic coherence. Spring semester. Hannah Riley Bowles



**EIB 300-399: INDEPENDENT STUDY**

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

**EIB 400: READING AND RESEARCH**

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

## FIELDS OF STUDY

### INTERNATIONAL BUSINESS FIELDS OF STUDY FOR MIB STUDENTS

The following four fields of study are the International Business fields for the MIB degree. Students in the MIB program must complete one of these four International Business Fields of Study along with one International Affairs (MALD/PhD) Field of Study. The International Affairs Fields are listed on the subsequent pages. MIB students must complete a minimum of three course credits in a single field to fulfill the International Business Field of Study requirement. Modular courses (1/2 credit courses) must be matched up to make a full credit. Each field has one required course and two electives. An asterisk (\*) denotes the required course for the field.

Through petition to the Committee on Student Academic Programs, MALD students may offer one of the MIB International Business Fields of Study. However, it should be noted that in doing so, they are ineligible to officially offer the International Business Relations Field toward their plan of study.

#### KEY

- \* This course is required for constitution of the field.
- ++ Any one of these courses may be used as the required course in the field.
- + Any one of these courses may be used as the second required course in the field.
- [ ] Bracketed courses are those not offered 2012–2013.

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

### INTERNATIONAL FINANCE AND BANKING

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

\*EIB B221 International Financial Management

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

EIB B208	Financial Statement Analysis
EIB B209m	Managerial Accounting
EIB B220	Global Financial Services
EIB B226	Large Investment and International Project Finance
EIB B228m	Risk Management in Banking
EIB B229m	Global Investment Management

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

EIB E233m	Finance, Growth and Business Cycles
EIB B225	Corporate Finance and Banking: A Comparative East Asian Perspective
EIB B227	Islamic Banking and Finance
EIB B234	Strategic Management in Privatizing and Deregulating Industries

### STRATEGIC MANAGEMENT AND INTERNATIONAL CONSULTANCY

This field is relevant for students pursuing general management careers with multinational corporations, as well as management consulting careers. The field provides students with a deep grounding in the basic logic of competitive advantage, premised on a careful analytical treatment of the distinct qualities and positions of individual firms, and an understanding of broader competitive dynamics. This background positions students well for guiding strategy at both established and emerging enterprises pursuing both domestic and international strategies.

Foreign market entry strategies through exporting, licensing, franchising, acquisitions, or foreign direct investments are also emphasized.

- \*EIB B231 International Business Strategy and Operations  
Or  
\*EIB B212 Starting New Ventures

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

- EIB B209m Managerial Accounting  
EIB B213 Managing the Growing Enterprise  
EIB B234 Strategic Management in Privatizing and Deregulating Industries  
EIB B235 Managing the Global Corporation  
EIB B236 Strategy and Innovation in the Evolving Context of International Business  
EIB B237 Field Studies in Global Consulting  
[ EIB B281m ] Fast Companies

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

- ILO L237 Mergers and Acquisitions: An International Perspective  
[ ILO L239m ] Corporate Governance in International Business and Finance  
DHP D216m Social Networks in Organizations – Part One  
DHP D217m Social Networks in Organizations – Part Two  
EIB B220 Global Financial Services  
[ EIB B239m ] Corporate Governance in International Business and Finance  
EIB B265 Entrepreneurial Marketing – Building a Winning Business Plan  
EIB B270m Business Groups in Asia  
EIB B284 Petroleum in the Global Economy

## MARKETING

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

- \*[EIB B262 ] Marketing Research and Analysis  
EIB B212 Starting New Ventures  
EIB B213 Managing the Growing Enterprise  
EIB B237 Field Studies in Global Consulting  
[ EIB B261 ] Advanced Topics in International Marketing  
EIB B263m Marketing Management  
[ EIB B264 ] Strategic Marketing for Nonprofit Organizations  
EIB B265 Entrepreneurial Marketing – Building a Winning Business Plan  
EIB B280 The Global Food Business

## PUBLIC AND NGO MANAGEMENT

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

- [ ILO L221 ] Actors in Global Governance  
++DHP D206 Ethics of Development and Humanitarian Aid  
DHP D216m Social Networks in Organizations – Part One  
DHP D217m Social Networks in Organizations – Part Two  
DHP P228m Advanced Evaluation and Learning in International Organizations  
++EIB B210 Governmental and Non-Profit Accounting  
[ ++DHP P209 ] International NGOs: Ethics and Management Practice  
EIB B209m Managerial Accounting  
EIB B212 Starting New Ventures  
EIB B220 Global Financial Services  
EIB B292 Non-Profit Management: Important Ideas for Motivating and Leading Change  
EIB B234 Strategic Management in Privatizing and Deregulating Industries  
EIB B237 Field Studies in Global Consulting  
EIB B241 Microfinance and Financial Inclusion  
EIB B242 Market Approaches to Economic and Human Development  
[ EIB B264 ] Strategic Marketing for Nonprofit Organizations

## FIELDS OF STUDY

### KEY

- \* This course is required for constitution of the field.
- ++ Any one of these courses may be used as the required course in the field.
- + Any one of these courses may be used as the second required course in the field.
- [ ] Bracketed courses are those not offered 2012–2013.

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

## INTERNATIONAL AFFAIRS FIELDS OF STUDY FOR MALD, MIB, AND PHD STUDENTS

### PUBLIC INTERNATIONAL LAW

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

*ILO L200	The International Legal Order
*ILO L201	Public International Law
ILO L203	International Law in International Relations
ILO L209	International Treaty Behavior: A Perspective on Globalization
ILO L210	International Human Rights Law
ILO L211	Current Issues in Human Rights
ILO L212	Nationalism, Self-Determination, and Minority Rights
[ ILO L216 ]	International Humanitarian Law
ILO L220	International Organizations
[ ILO L221 ]	Actors in Global Governance
ILO L223	International Environmental Law
ILO L224	Peace Operations
ILO L240	Legal and Institutional Aspects of International Trade
[ ILO L262 ]	Foreign Relations and National Security Law

[ ILO L264m ]	Non-Proliferation Law and Institutions
[ ILO L270m ]	Legal Research, Writing and Oral Advocacy

### INTERNATIONAL ORGANIZATIONS

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

ILO L203	International Law in International Relations
ILO L210	International Human Rights Law
ILO L211	Current Issues in Human Rights
[ ILO L213 ]	International Criminal Justice
[ ILO L216 ]	International Humanitarian Law
*ILO L220	International Organizations
[ ILO L221 ]	Actors in Global Governance
ILO L223	International Environmental Law
ILO L224	Peace Operations
ILO L240	Legal and Institutional Aspects of International Trade
ILO L252	Rule of Law in Post Conflict Societies
[ ILO L264m ]	Non-Proliferation Law and Institutions
DHP D200	Diplomacy: History, Theory, and Practice
DHP P203	Analytic Frameworks for International Public Policy Decisions
[ DHP P209 ]	International NGOs: Ethics and Management Practice
[ EIB B264 ]	Strategic Marketing for Nonprofit Organizations

## INTERNATIONAL BUSINESS AND ECONOMIC LAW

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

ILO L203	International Law in International Relations
*ILO L230	International Business Transactions
ILO L232	International Investment Law
ILO L233	International Financial and Fiscal Law
ILO L234	International Intellectual Property Law and Policy
ILO L236m	Securities Regulations: An International Perspective
ILO L237	Mergers and Acquisitions: An International Perspective
[ ILO L239m ]	Corporate Governance in International Business and Finance
ILO L240	Legal and Institutional Aspects of International Trade
[ ILO L243 ]	International Legal Aspects of Globalization
ILO L250	Law and Development
ILO L251	Comparative Legal Systems

## LAW AND DEVELOPMENT

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

[ ILO L214 ]	Transitional Justice
ILO L232	International Investment Law
ILO L233	International Financial and Fiscal Law
[ ILO L239m ]	Corporate Governance in International Business and Finance
*ILO L250	Law and Development
ILO L251	Comparative Legal Systems
ILO L252	Rule of Law in Post Conflict Societies
EIB E240	Development Economics: Macroeconomic Perspectives
EIB E241	Development Economics: Policy Perspectives
[ EIB B239m ]	Corporate Governance in International Business and Finance

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

## UNITED STATES

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

ILO L209	International Treaty Behavior: A Perspective on Globalization
[ ILO L262 ]	Foreign Relations and National Security Law
DHP D204	U.S. Public Diplomacy
DHP D271	International Relations of the United States and East Asia: 1945 to the Present
++DHP H200	The Foreign Relations of the United States to 1917
++DHP H201	The Foreign Relations of the United States Since 1917
[ DHP H270 ]	The United States and East Asia
DHP P214	The Evolution of Strategy

## PACIFIC ASIA

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

++DHP D271	International Relations of The United States and East Asia: 1945 to the Present
DHP H202	Maritime History and Globalization
DHP H203	The International Relations of the China Seas
[ DHP H270 ]	The United States and East Asia
[ DHP H272 ]	China: From “Sick Man” to Superpower (1800-Present)
[ DHP P273 ]	The Strategic Dimensions of China’s Rise
DHP P274	The Politics of the Korean Peninsula: Foreign and Inter-Korean Relations
DHP P275	North Korean State and Society
[ DHP P277 ]	Topics in Chinese Foreign Policy
DHP P279	China Politics

**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 2012–2013.

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.

**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 D264 ] History of the Turks and the International Politics of Eurasia
- DHP D265 The Globalization of Politics and Culture for Iran, Afghanistan and Pakistan
- DHP D267 The Globalization of Central Asia and the Caucasus
- [ DHP H261 ] War and Society in the Middle East in Historical Perspective
- DHP P201 Comparative Politics
- DHP P260 Islam and the West
- DHP P262 Contemporary South Asia
- DHP P263 Islam and Politics: Religion and Power in World Affairs
- [ DHP P264 ] Iran in Global Politics

**INTERNATIONAL INFORMATION AND COMMUNICATION**

International information and communication is a critical component of international 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.

- ILO L230 International Business Transactions
- [ ILO L239m ] Corporate Governance in International Business and Finance
- DHP D204 U.S. Public Diplomacy
- DHP D216m Social Networks in Organizations – Part One
- DHP D217m Social Networks in Organizations – Part Two
- DHP P203 Analytic Frameworks for International Public Policy Decisions
- \*DHP P231 International Communication
- DHP P232 Communications Policy Analysis and Modeling
- DHP P233 Information and Communications Technologies for Development
- [ DHP P248 ] Technology and International Security
- [ EIB B239m ] Corporate Governance in International Business and Finance

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

- EIB E210m Quantitative Methods Module
- EIB 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 Processes of International Negotiation (DHP D220). To constitute the field, a student must choose two additional courses from the list below.

- ILO L224 Peace Operations
- \*DHP D220 Processes of International Negotiation
- DHP D221 International Mediation
- ◇ DHP D223 Theories of Conflict and Conflict Resolution
- DHP D225 Conflict Resolution Practice
- [ DHP D228m ] Protracted Social Conflict: Dynamics, Major Issues and Possible Consequences
- [ DHP D229m ] Politics and Processes of Reconciliation: Transitional Justice and Multicultural Citizenships
- DHP D232 Gender, Culture and Conflict in Complex Humanitarian Emergencies
- DHP P227 Advanced Development and Conflict Resolution
- DHP P247 Civil-Military Relations in Post-Conflict Environments
- DHP P251 International Environmental Negotiations

◇ PhD students offering International Negotiation and Conflict Resolution as a field of study are required to take this course.

## INTERNATIONAL TRADE AND COMMERCIAL POLICIES

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

**Note:** This field requires 4.5 credits, unless you pass the E210m Equivalency Exam, which waives the course, E210m, and enables you to complete the field with 4 credits. Also, if you pass the E201 Equivalency Exam, which waives the course, E201, you are still required to complete the field with 4.5 credits. Review the Special Note regarding the three Economics Fields of Study on page 33 for more detailed information.

### Core Requirements for the Field:

EIB E201	Introduction to Economic Theory
EIB E210m	Quantitative Methods Module
EIB E211	Microeconomics

### Field Specific Required Core Course:

EIB E220	International Trade and Investment
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### Elective courses:

ILO L240	Legal and Institutional Aspects of International Trade
EIB E214	International Economic Policy Analysis
[ EIB E215m ]	Empirical Topics in Globalization
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; the appropriate exchange rate regime, a question recently addressed in the move towards a single European currency; the causes and consequences of large trade deficits, an issue that is currently facing the United States; and the appropriate role of international institutions like the IMF. Courses in this field offer both theory that provides students with frameworks for understanding issues and presentation of timely policy issues and recent experience that provides a context for the use of economic models.

**Note:** This field requires 4.5 credits. If you pass the E201 Equivalency Exam, which waives the course, E201, you are still required to complete the field with 4.5 credits. Review the Special Note regarding the three Economics Fields of Study on page 33 for more detailed information.

### Core Requirements for the Field:

EIB E201	Introduction to Economic Theory
EIB E212	Macroeconomics
EIB E213	Econometrics
EIB E233m	Finance, Growth and Business Cycles

### Field Specific Required Core Course:

EIB E230	International Finance
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### Elective Courses:

EIB E214	International Economic Policy Analysis
[ EIB E215m ]	Empirical Topics in Globalization
[ EIB E232m ]	Economic Growth
EIB E250	Macroeconomic Problems of Middle Income Countries: Focus on Latin America
EIB E270	History of Financial Turbulence and Crises

## 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 on page 33 for more detailed information.

### Core Requirements for the Field:

EIB E201	Introduction to Economic Theory
EIB E210m	Quantitative Methods Module
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 Perspectives
Or	
EIB E242	Development Economics: Micro Perspectives

### Elective Courses:

EIB E214	International Economic Policy Analysis
[ EIB E232m ]	Economic Growth
EIB E243	Agriculture and Rural Development in Developing Countries
EIB E244m	Political Economy of Reform, Growth, and Equity
EIB E246	Environmental Economics
EIB E247	Econometric Impact Evaluation for Development
EIB E250	Macroeconomic Problems of Middle Income Countries: Focus on Latin America
EIB E262	The Economics of Global Health and Development

## INTERNATIONAL ENVIRONMENT AND RESOURCE POLICY

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

ILO L223	International Environmental Law
ILO L240	Legal and Institutional Aspects of International Trade
DHP D250	Water Diplomacy III: Synthesis of Science, Policy, and Politics of Boundary Crossing Water Problems
*DHP P250	Elements of International Environmental Policy
DHP P251	International Environmental Negotiations
DHP P253	Sustainable Development Diplomacy
DHP P254	Climate Change and Clean Energy Policy
DHP P255	International Energy Policy
DHP P256	Innovation for Sustainable Prosperity
DHP P257	Corporate Management of Environmental Issues
DHP P258	Clean Energy Technologies and Policy
EIB E240	Development Economics: Macroeconomic Perspectives
EIB E243	Agriculture and Rural Development in Developing Countries
EIB E246	Environmental Economics
EIB B284	Petroleum in the Global Economy

## POLITICAL SYSTEMS AND THEORIES

The study of political systems and theories represents an essential basis for explaining, understanding, and comparing the units and actors that comprise the world of the early 21st century. As a field, Political Systems and Theories encompasses courses whose focus is alternative theoretical approaches for the conduct of research and analysis about political systems, major forces shaping the emerging world, the nature of international change and continuity, and the basis for theoretical development. The Political Systems and Theories field offers students the opportunity to explore, evaluate, and compare theories about such crucially important phenomena as power, legitimacy, institutions, cooperation, conflict, peace, and war. Conceptually, the field is (or should be) integral to, and an essential prerequisite for, courses that comprise the “practice” parts of the curriculum. Students taking this field are expected to acquire basic knowl-

edge about the major theories that shape international and comparative politics. Specifically, the field includes courses on such topics as international relations theory; non-governmental organizations in international politics; geography as a factor in international politics; theories of statecraft, bureaucracy, democratization, ethno-religious conflict, identity, sovereignty, nationalism, and self-determination. This field should be of great importance to students preparing MALD theses or PhD dissertations and/or planning academic careers focused on political science. It should also be of interest to students seeking to understand the theories that help explain behavior and assumptions that guide policymakers. All students offering this field of study are required to take P200. Students taking the Political Systems and Theories field for the PhD must take P200 and at least three other courses. A second required course for PhD students should be selected from a list that includes P205, D210, and P224.

ILO L212	Nationalism, Self-Determination, and Minority Rights
DHP D206	Ethics of Development and Humanitarian Aid
[ DHP D210 ]	Art and Science of Statecraft
[ DHP D211 ]	The Politics of Statecraft
[ DHP H204 ]	Classics of International Relations
*DHP P200	International Relations: Theory and Practice
DHP P201	Comparative Politics
DHP P202	Leadership in Public and Private Sector Organizations
DHP P214	The Evolution of Strategy
DHP P205	Decision Making and Public Policy
DHP P206	Foundations of Policy Analysis
[ DHP P209 ]	International NGOs: Ethics and Management Practice
DHP P224	Culture, Human Values and Development
DHP P240	The Role of Force in International Politics

## INTERNATIONAL SECURITY STUDIES

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



[ ILO L216 ]	International Humanitarian Law
ILO L224	Peace Operations
[ ILO L262 ]	Foreign Relations and National Security Law
DHP D267	The Globalization of Central Asia and the Caucasus
DHP P202	Leadership in Public and Private Sector Organizations
DHP P205	Decision Making and Public Policy
DHP P206	Foundations of Policy Analysis
DHP P214	The Evolution of Strategy
*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 in Post-Conflict Environments
[ DHP P248 ]	Technology and International Security
[ DHP P273 ]	The Strategic Decisions of China's Rise

## INTERNATIONAL POLITICAL ECONOMY

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

++DHP P217	Global Political Economy
++DHP P219	The Political Economy of Development
EIB E244m	The Political Economy of Return, Growth, and Equity
EIB E250	Macroeconomic Problems of Middle Income Countries: Focus on Latin America
EIB B234	Strategic Management in Privatizing and Deregulating Industries
EIB B284	Petroleum in the Global Economy

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

ILO L240	Legal and Institutional Aspects of International Trade
[ DHP D210 ]	The Art and Science of Statecraft
[ DHP D211 ]	The Politics of Statecraft
EIB E220	International Trade and Investment
EIB E230	International Finance

### KEY

- \* This course is required for constitution of the field.
- ++ Any one of these courses may be used as the required course in the field.
- + Any one of these courses may be used as the second required course in the field.
- [ ] Bracketed courses are those not offered 2012–2013.

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

## HUMANITARIAN STUDIES

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

DHP D206	Ethics of Development and Humanitarian Aid
++DHP D213	Humanitarian Studies in the Field
++DHP D230	Humanitarian Aid in Complex Emergencies
DHP D232	Gender, Culture and Conflict in Complex Humanitarian Emergencies
DHP D235	Introduction to Research Methods
DHP D237	Nutrition in Complex Emergencies: Policies, Practice and Decision-making
DHP D239	Forced Migration
[ ILO L216 ]	International Humanitarian Law

**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 2012–2013.

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

**HUMAN SECURITY**

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

ILO L210	International Human Rights Law
ILO L211	Current Issues in Human Rights
[ ILO L214 ]	Transitional Justice
ILO L250	Law and Development
ILO L252	Rule of Law in Post-Conflict Societies
DHP D206	Ethics of Development and Humanitarian Aid
DHP D220	Processes of International Negotiation
DHP D221	International Mediation
DHP D223	Theories of Conflict and Conflict Resolution
DHP D225	Conflict Resolution Practice
[ DHP D228m ]	Protracted Social Conflict: Dynamics and Major Issues and Possible Consequences
DHP D230	Humanitarian Action in Complex Emergencies
++DHP D232	Gender, Culture and Conflict in Complex Humanitarian Emergencies
◇ DHP P201	Comparative Politics
DHP P222	Development Aid in Practice
++DHP P227	Advanced Development and Conflict Resolution
++[DHP P229 ]	Development and Human Rights
EIB E240	Development Economics: Macroeconomic Perspectives
EIB E241	Development Economics: Policy Perspectives
EIB E247	Econometric Impact Evaluation for Development

◇ PhD students offering the Human Security Field are required to take this course.

**INTERNATIONAL BUSINESS RELATIONS\*\***

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

ILO L230	International Business Transactions
ILO L232	International Investment Law
ILO L233	International Financial and Fiscal Law
ILO L234	International Intellectual Property Law and Policy
ILO L236m	Securities Regulations: An International Perspective
ILO L237	Mergers and Acquisitions: An International Perspective
[ ILO L239m ]	Corporate Governance in International Business and Finance
DHP D216m	Social Networks in Organizations – Part One
DHP D217m	Social Networks in Organizations – Part Two
DHP P203	Analytic Frameworks for Public Policy Decisions
DHP P232	Communications Policy Analysis and Modeling
* EIB B200	Foundations in Financial Accounting and Corporate Finance
EIB B205	Data Analysis and Statistical Methods
EIB B206	Data Analysis and Statistical Methods for Business
EIB B207	Financial Statement Management
+EIB B208	Financial Statement Analysis
EIB B209m	Managerial Accounting
EIB B210	Governmental and Non-Profit Accounting
+EIB B212	Starting New Ventures
+EIB B213	Managing the Growing Enterprise
EIB B220	Global Financial Services
+EIB B221	International Financial Management
EIB B225	Corporate Finance and Banking: A Comparative East Asian Perspective
EIB B226	Large Investment and International Project Finance
EIB B227	Islamic Banking and Finance
EIB B228m	Risk Management in Banking
EIB B229m	Global Investment Management
EIB B230	Strategy and Policy for Competitive Advantage
+EIB B231	International Business Strategy and Operations
EIB B233	Best (or more plausibly, widely used) Practices
EIB B234	Strategic Management in Privatizing and Deregulating Industries
EIB B235	Managing the Global Corporation
+EIB B236	Strategy and Innovation in the Evolving Context of International Business

*International Business Relations courses continued on next page.*

*International Business Relations courses continued.*

EIB B237	Field Studies in Global Consulting
EIB B238m	Strategic Management
[ EIB B239m ]	Corporate Governance in International Business and Finance
EIB B241	Microfinance and Financial Inclusion
EIB B242	Market Approaches to Economic and Human Development
+ [ EIB B260 ]	International Marketing
[ EIB B261 ]	Advanced Topics in Marketing
[ EIB B262 ]	Marketing Research and Analysis
EIB B263m	Marketing Management
[ EIB B264 ]	Strategic Marketing for Non-Profit Organizations
EIB B265	Entrepreneurial Marketing – Building a Winning Business Plan
EIB B270m	Business Groups in Asia
EIB B272m	The Economic and Business Environments of Greater China
EIB B280	The Global Food Business
EIB B284	Petroleum in the Global Economy

\*\* 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. 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 courses 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 2012–2013 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>.

## 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:

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

### **INTERNATIONAL FINANCE & BANKING**

For students aspiring to careers in the global financial services industry, Fletcher's international business program offers a rigorous sequence of courses in Accounting, Finance and Banking that, coupled with International Business Transaction and Securities Law, uniquely prepares our graduates for the fast-paced world of international finance. This Certificate program requires students to intern with a financial institution and to write a thesis on a related topic.

### **STRATEGIC MANAGEMENT & INTERNATIONAL CONSULTANCY**

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

### **HUMAN SECURITY**

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

## **DIPLOMATIC STUDIES**

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

## **INTERNATIONAL DEVELOPMENT**

For students aspiring to careers in international development, the 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**

## BREADTH REQUIREMENTS

All MALD degree candidates will be required to take:

- two courses in the Division of Diplomacy, History, and Politics,
- one course in the Division of International Law and Organization,
- one course in the Division of Economics and International Business,
- one course in Quantitative Reasoning.

Specific requirements/options for each of the three divisions as well as Quantitative Reasoning are noted below. Students who have performed equivalent graduate level work for courses listed below may apply for equivalence with the approval of the appropriate Fletcher instructor. Students who receive equivalence must still meet the requirement of pursuing one or two courses in the division but may choose from any course in the division rather than just those listed below. MA degree candidates can meet the breadth requirement by taking one course from each division (ILO, DHP, and EIB). LL.M degree candidates are required to take one course in both the DHP and EIB divisions. MIB degree candidates satisfy the breadth requirement by the nature of the structured curriculum. PhD degree candidates must complete at least two courses in your choice of two of the three divisions and at least one course from the remaining division.

### DIVISION OF DIPLOMACY, HISTORY, AND POLITICS (DHP)

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

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

### DIVISION OF INTERNATIONAL LAW AND ORGANIZATIONS (ILO)

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

ILO L200	The International Legal Order
ILO L210	International Human Rights Law
ILO L220	International Organizations
ILO L230	International Business Transactions
ILO L232	International Investment Law
ILO L250	Law and Development
ILO L251	Comparative Legal Systems

## DIVISION OF ECONOMICS AND INTERNATIONAL BUSINESS (EIB)

Each MALD student is required to take EIB E201: Introduction to Economic Theory. Students who pass the E201 equivalency exam must take another economics course for their breadth requirement. They may choose from the following list:

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

## QUANTITATIVE REASONING

Each MALD student who does not pass one of the quantitative reasoning equivalency exams will be required to take one of the following courses:

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

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

+ EIB E213 may not be used to satisfy both the Quantitative Reasoning Requirement and the Economics Requirement. Students must determine which breadth requirement it will satisfy.

## FACULTY BIOGRAPHIES

**Jenny C. Aker** is an Assistant Professor of Economics at The Fletcher School and Department of Economics at Tufts University. She is also a Non-Resident Fellow at the Center for Global Development and a member of the Advisory Board for Frontline SMS. After working for Catholic Relief Services as Deputy Regional Director in West and Central Africa between 1998 and 2003, Aker returned to complete her PhD in agricultural economics at the University of California-Berkeley. Aker works on economic development in Africa, with a primary focus on the impact of information technology (mobile phones) on development outcomes, namely agriculture, education, and health; the impact of drought on agricultural food market performance and famine; the determinants of agricultural technology adoption; and impact evaluations of NGO projects. Aker has conducted field work in many countries in West and Central Africa, including Benin, Burkina Faso, Burundi, DRC, The Gambia, Ghana, Liberia, Mali, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, and Sudan, as well as Haiti and Guatemala.

**Cecile Aptel**, Associate Professor of International Law, specializes in international criminal law, transitional justice, and the rights of women and children. She has worked in these areas since the early 1990s, and advised on rule of law, human rights, and judicial reforms, in Africa, the Balkans, and the Middle-East. From 1995 to 2005, she contributed to the activities of the UN International Tribunals for Rwanda and the former Yugoslavia. She then participated in international investigations for human rights violations and terrorism, including at the UN International Independent Investigation Commission ('Hariri Commission'), and supported the establishment of the Tribunal for Lebanon and the Court of Bosnia-Herzegovina. She has also directed the International Center for Transitional

Justice's program on children and justice and has advised UNICEF on related issues. Since 2009, she is Co-Chair of the International Bar Association's War Crimes Committee.

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

**Eileen F. Babbitt** is Professor of Practice, Director of the International Negotiation and Conflict Resolution Program, and Co-Director of the Program on Human Rights and Conflict Resolution at The Fletcher School. She is also a Faculty Associate of the Program on Negotiation at the Harvard Law School. Her research interests include identity-based conflicts, coexistence and

trust-building in the aftermath of civil war, and the interface between human rights concerns and peacebuilding. Her practice as a facilitator and trainer has included work in the Middle East, the Balkans, and with the United Nations, U.S. government agencies, regional inter-governmental organizations, and international and local NGOs. Before joining Fletcher, Professor Babbitt was Director of Education and Training at the U.S. Institute of Peace in Washington, D.C. and Deputy Director of the Program on International Conflict Analysis and Resolution at the Weatherhead Center for International Affairs, Harvard University. Professor Babbitt's latest publications include: "Conflict Resolution and Human Rights in Peacebuilding: Exploring the Tensions," *UN Chronicle: Pursuing Peace-Commemorating Dag Hammarskjöld* (2011); "Conflict Resolution as a Field of Inquiry: Practice Informing Theory," *International Studies Review* (2011) with Fen Osler Hampson; *Human Rights and Conflict Resolution in Context*, co-edited with Ellen Lutz; and *Negotiating Self-Determination*, co-edited with Hurst Hannum. Babbitt holds a Master's Degree in Public Policy from the Kennedy School of Government at Harvard University, and a PhD from MIT.

**Miguel E. Basáñez** is Research Professor of Culture, Human Values, and Development and Director, Special Research and Educational Projects. He was a Fulbright Visiting Professor at the University of Michigan (1995-1996) and, since 1970, has been a Professor in Mexico at ITAM, UAEM, UNAM, and Ibero. He is member of the World Values Survey group that studies culture as shared belief and value systems in around 100 countries through public opinion surveys conducted every five years, and was President of the World Association for Public Opinion Research (1998-1999). He assisted in the expansion of democracy in México through the introduction of opinion polling for elec-



tions in 1985. He has combined a career in academia, opinion research, and government. He was Pollster of the President of Mexico, General Attorney of the State of Mexico, and Chief of Staff for the Secretary of Energy. He received his Law degree in Mexico (UNAM); a Masters in Public Administration (Warwick University, UK); and, from the London School of Economics, a Master in Political Philosophy and a PhD in Political Sociology. He has published and edited 12 books and more than 150 articles. His current research projects focus on Timor Leste, Italy, Russia, and Mexico.

**Hugh-Joel Bessis**, Visiting Professor of Finance, holds a primary appointment as Professor at HEC Paris. His teaching focuses on areas of Corporate Finance, Financial Markets, and Risk Management. Joel Bessis has more than 20 years of professional experience in business; he was in charge of risk analytics at the risk department of CDC IXIS, Investment Bank in Paris, until 2008, and was previously Director of Research at Fitch, a leading global rating agency. Joel Bessis has been a consultant to risk departments of several banking institutions in Europe, and held a seven-year consultancy position in the Risk Department at Banque Paribas. Joel Bessis is the author of books and articles in academic and business journals. Bessis received his DES from University of Paris I- Sorbonne, an MBA from Columbia University, and a Doctorate in Business from the University of Paris IX-Dauphine and Group HEC, as well as a PhD in finance from University of Paris IX-Dauphine.

**Amar Bhidé** is the Thomas Schmidheiny Professor in International Business, member of the Council of Foreign Relations, editor of *Capitalism and Society*, and a founding member of the Center on Capitalism and Society. He is the author of *A Call for Judgment: Sensible Finance for a Dynamic Economy* (Oxford, 2010), *The Venturesome Economy: How Innovation Sustains Prosperity in a More Connected World*, (Princeton, 2008), *The Origin and Evolution of New Businesses* (Oxford, 2000) and *Of Politics and Economics Reality* (Basic Books, 1984). In addition, he has written numerous articles in the *Harvard Business Review*, the *Wall Street Journal*, the *New York Times*, *BusinessWeek*, and *Forbes*. Bhidé was previously the Glaubinger Professor

of Business at Columbia University and served on the faculties of Harvard Business School and the University of Chicago's Graduate School of Business. A former Senior Engagement Manager at McKinsey & Company and Proprietary Trader at E.F. Hutton, Bhidé served on the staff of the Brady Commission which investigated the stock market crash. Bhidé earned a DBA and MBA from Harvard School of Business with High Distinction and a B. Tech from the Indian Institute of Technology.

**Steven A. Block** is Professor of International Economics and Director of the Program on International Development. His research focuses on food and agricultural policy in developing countries, and on the political economy of policy reform. Much of his work concentrates on sub-Saharan Africa and his current research focuses on agricultural productivity there. He is co-author of a leading textbook on development economics. His other recent publications include: "The Political Economy of Agricultural Trade Interventions in Africa" (with Robert Bates), and "Up in Smoke: Tobacco Use, Expenditure on Food, and Child Malnutrition in Developing Countries" (with Patrick Webb). He teaches courses on development economics, agricultural policy, and political economy. Professor Block earned his MPP and PhD (in political economy) from Harvard University.

**Stephen W. Bosworth** is the Dean of The Fletcher School, a position he assumed in February 2001. From February 2009–November 2011, he served as the Special Representative for North Korea Policy reporting to the U.S. Secretary of State and to the President of the United States. Prior to his appointment at The Fletcher School, he served as the United States Ambassador to the Republic of Korea from 1997 to 2001. From 1995–1997, Dean Bosworth was the Executive Director of the Korean Peninsula Energy Development Organization [KEDO], an inter-governmental organization established by the United States, the Republic of Korea, and Japan to deal with North Korea. Before joining KEDO, he served seven years as President of the United States Japan Foundation. Dean Bosworth has had an extensive career in the United States Foreign Service, including service as Ambassador to Tunisia from 1979–1981 and Ambassador to the Philippines

from 1984–1987. He has served in a number of senior positions in the Department of State, including Director of Policy Planning, Principal Deputy Assistant Secretary of State for Inter-American Affairs, and Deputy Assistant Secretary for Economic Affairs. Bosworth is a former member of the Board of Directors of the Council on Foreign Relations and is currently on the Board of Directors of the Japan Society of Boston. He is a member of the Trilateral Commission and a member of the American Academy of Arts and Sciences. Bosworth is a graduate of Dartmouth College where he was a member of the Board of Trustees from 1992 to 2002 and served as Board Chair from 1996 to 2000. He is married to the former Christine Holmes; they have two daughters and two sons.

**Hannah Riley Bowles** is a Visiting Associate Professor from the Harvard Kennedy School. Her research illuminates ways that gender and other status-linked identities, such as race, influence career opportunities, and rewards. For instance, she has several publications explaining how gender effects in negotiation contribute to the gender gaps in pay and leadership positions. She currently teaches executive education for women in leadership and courses in management and leadership. She has developed numerous case studies on leadership in crisis and multi-party conflict. She won the Harvard Kennedy School's 2003 Manuel Carballo Award for Excellence in Teaching. Her scholarship and teaching have been publicized in U.S. and overseas news media, including research profiles in *The New York Times*, *Washington Post*, and *ABC News Good Morning America*. Earlier in her career, she was a technical advisor to the Minister of Natural Resources, Energy & Mines of Costa Rica. She has been a research associate at the Conflict Management Group and Harvard Business School and a research fellow in the Argentinean National Institute of Public Administration, the West German Parliament, and Oxford University's Forestry Institute. She has a DBA from Harvard Business School, MPP from the Harvard Kennedy School, and BA from Smith College.

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

**H. Zeynep Bulutgil** is Assistant Professor of Comparative Politics. She received her PhD from the University of Chicago in 2009 and was a post-doctoral researcher at the Woodrow Wilson School at Princeton University prior to joining The Fletcher School. Her book manuscript, *Territorial Conflict and Ethnic Cleansing: Europe and Beyond*, develops a theory that explains the conditions under which states decide to deport or exterminate ethnic groups living in their territory. She has received several competitive awards including a National Science Foundation Grant, which funded her fieldwork in Bosnia-Herzegovina, as well as a research fellowship at Harvard's Belfer Center for Science and International Relations. Her general research interests include mass ethnic violence, comparative state formation, civil wars, territorial conflict, and European history.

**John Burgess**, Adjunct Professor of International Law, teaches courses on international finance transactions, international securities regulation and cross-border mergers and acquisitions. Burgess has practiced law at Wilmer Cutler Pickering Hale and Dorr for 33 years, and during that time has chaired the firm's corporate and international practice groups, as well as serving on its Management Committee. He has represented for profit, NGO, and university clients in a range of transactions throughout Western Europe, Asia, and the Middle East. He is listed in *Best Lawyers in America* and *Massachusetts "Super Lawyers"* in areas of international trade, finance, mergers and acquisitions,

and securities law. A graduate of Yale University (BA in history) and Harvard Law School (JD), he is a member of the Council on Foreign Relations, a Fellow of Branford College at Yale University, and former President of the Massachusetts Foundation for the Humanities.

**Katrina Burgess** is Associate Professor of Political Economy. Before joining the Fletcher faculty, she taught at Syracuse (the Maxwell School), Brown, UCLA, and the Autonomous Technological Institute of Mexico (ITAM). She is author of *Parties and Unions in the New Global Economy*, which won the 2006 Outstanding Book Award for the best publication on labor issues granted by the Section on Labor Studies and Class Relations of the Latin American Studies Association, and co-editor with Abraham F. Lowenthal of *The California-Mexico Connection*. She has also published numerous book chapters, as well as articles in *World Politics*, *Latin American Politics & Society*, *Studies in Comparative International Development*, *South European Politics and Society*, *Comparative Political Studies*, *Política y gobierno*, and *International Studies Review*. Her current project addresses the impact of migration and remittances on the quality of democracy in developing countries. Burgess received a B.A. in political science from Swarthmore College, an M.A. in international relations from the University of Southern California, and a PhD in politics from Princeton University. She has also served as Assistant Director of the U.S.-Mexico Project at the Overseas Development Council in Washington, D.C. and Associate Director of the California-Mexico Project at USC in Los Angeles.

**Bhaskar Chakravorti** is the Senior Associate Dean for International Business and Finance, Executive Director of Fletcher's Institute for Business in the Global Context and Center for Emerging Markets, and Professor of Practice. Prior to Fletcher, he was a Partner of McKinsey & Company, a Distinguished Scholar at MIT's Legatum Center for Development and Entrepreneurship and on the faculty of the Harvard Business School and the Harvard University Center for the Environment. He was a leader of McKinsey's Innovation and Global Forces practices and served on the Firm's Knowledge Services Committee. In a 20+ year career as consultant and educator, he has advised over 30 companies in the

Fortune 500 and worked across multiple geographies: the Americas, EU, Asia, and Africa. At Harvard, he taught innovation and entrepreneurship. Bhaskar is the author of the book, *The Slow Pace of Fast Change: Bringing Innovations to Market in a Connected World*, more than 40 articles in top-tier peer-reviewed academic journals, multiple books, and widely-read publications, e.g., *HBR*, *The New York Times*, *WSJ*, *Financial Times*, *CNBC*, over a dozen HBS case studies, and a video HBS Faculty Seminar. Bhaskar's work is featured in multiple publications, e.g., *BusinessWeek*, *The Economist*, *Fortune*, *WSJ*, *BBC*, *Fast Company*, *CNN Money*, *CBS MarketWatch*. Bhaskar's economics PhD is from the University of Rochester where he was a University Fellow. He is a graduate of the Delhi School of Economics and in economics with honors from Delhi's St. Stephen's College.

**Antonia Chayes** is Professor of Practice of International Politics and Law. Prior to her coming to The Fletcher School, she taught at Harvard's Kennedy School and Law School. She chaired the Project on International Institutions and Conflict Management at the Program on Negotiation at the Harvard Law School. Her interests encompass international conflict, international law, and security. Her government experience is extensive, having served as Assistant and later Under Secretary of the U.S. Air Force, where she was awarded the Distinguished Service Medal. She has served on several Federal Commissions, including the Vice President's White House Aviation Safety and Security Commission, and the Commission on Roles and Missions of the U.S. States Armed Forces. As Board member of United Technologies Corporation for 21 years, she chaired its Public Issues Review Committee, and served on its Executive Committee until retiring in 2002. She also practiced law in a Boston law firm, and served as mediator at JAMS/Endispute. She is a member of the Council on Foreign Relations; serves as a consultant to the Office of Compliance, Adviser, Ombudsman of IFC and MIGA of the World Bank. She was elected to the Executive Council of the American Society of International Law in 2009. She is the author of a number of books and articles. Her most recent publication is "How American Treaty Behavior Threatens National Security" in *33 International Security*, 45 (2008). Most

cited book: Chayes and Chayes, *The New Sovereignty: Compliance with International Regulatory Agreement*.

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

**Tara Clancy**, Adjunct Associate Professor of International Law, is a partner at K&L Gates, where her law practice concentrates on patent, trademark, and copyright litigation. She has handled matters dealing with chemical compositions, nutritional supplements, medical devices and procedures, transport systems, electrical and mechanical devices, and packaging. From 1985–1991, Clancy worked for Procter & Gamble as a technical engineer in the papermaking division and then as a business manager in the industrial chemicals division and has experience in mechanical and chemical manufacturing processes. Ms. Clancy has a BS in Mechanical Engineering from Lafayette College, and a JD from Suffolk University.

**Bridget Conley-Zilkic** is Assistant Professor of Research and Research Director at the World Peace Foundation. Her specializations include mass atrocities, genocide, museums, and memorialization. Before joining the WPF, she served as research director for the U.S. Holocaust Memorial Museum’s Committee on Conscience, where she helped establish the Museum’s program on contemporary genocide. Over her ten years at the Museum, she led many of the Museum’s signature projects on genocide, including case study and issue analysis, educational programs, exhibitions, and its podcast series, *Voices on Genocide Prevention*, which she hosted from 2008–2011. She received a PhD in Comparative Literature from Binghamton University in 2001.

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

**Daniel W. Drezner** is Professor of International Politics, as well as a senior editor at *The National Interest*. He has previously taught at the University of Chicago and the University of Colorado at Boulder. He is the author of four books,

including *All Politics Is Global* (Princeton University Press, 2007). He is the editor of two other books, including *Avoiding Trivia: The Future of Strategic Planning in American Foreign Policy* (Brookings Institution Press, 2009). Drezner has published more than fifty book chapters and journal articles, as well as essays in *The New York Times*, *Wall Street Journal*, *Washington Post*, and *Foreign Affairs*. He has received fellowships from the German Marshall Fund of the United States, the Council on Foreign Relations, and Harvard University, and has previously held positions with Civic Education Project, the RAND Corporation and the Treasury Department. He received his B.A. from Williams College and his M.A. in economics and PhD in political science from Stanford University. He is a regular commentator for *Newsweek International* and NPR’s *Marketplace*, and keeps a daily blog for *Foreign Policy* magazine.

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

**Leila Fawaz** is the Issam M. Fares Professor of Lebanese and Eastern Mediterranean Studies and was founding Director of the Fares Center for Eastern Mediterranean Studies at Tufts University. Fawaz, a social historian who specializes in the Eastern Mediterranean region, with specific emphasis on late Ottoman Arab history, holds a joint appointment as Professor of Diplomacy at The Fletcher School and Professor of History at Tufts University. She is on Harvard University's Board of Overseers and serves as President of the Board for 2011–2012. She is a member of the Council on Foreign Relations as well as a member of the Comité Scientifique of the Maison Méditerranéenne des Sciences de l'Homme at the University of Provence. Her editorial posts have included editor of the *International Journal of Middle East Studies* (IJMES) and editorial board positions with the *American Historical Review*, *IJMES*, and the *British Journal of Middle East Studies*, among others. Fawaz received a Carnegie Scholar award for 2008–2010 to undertake research on World War I. Her publications include *Transformed Landscapes* (co-editor), *Modernity and Culture* (co-editor), *An Occasion for War, State and Society in Lebanon*, and *Merchants and Migrants in Nineteenth Century Beirut*. Fawaz received a PhD in History from Harvard University.

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

**Maria Flytzani-Stephanopoulos** is the Robert and Marcy Haber Endowed Professor in Energy Sustainability and Graduate Program Chair, Department of Chemical and Biological Engineering. She joined the Chemical Engineering Faculty of Tufts University as the Raytheon Professor of Pollution Prevention in January 1994. Her prior appointments were at MIT, Department of Chemical Engineering, and the Jet Propulsion Laboratory, in Pasadena, CA. Her research uses heterogeneous catalysis principles to solve problems in the production of clean and efficient energy. Specifically, she investigates properties of nanoscale metals and oxides as catalysts and sorbents for fuel processing and the production of hydrogen for fuel cell applications. At Tufts, she directs the Nanocatalysis and Energy Laboratory. Since 2002, she has served as Editor of *Applied Catalysis B: Environmental*.

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

**Kelly Sims Gallagher** is Associate Professor of Energy and Environmental Policy. She directs the Energy, Climate, and Innovation (ECI) research program in the Center for International Environment and Resource Policy's (CIERP). She is also Senior Research Associate at the Harvard Kennedy School's Belfer Center for Science and International Affairs, where she previously directed the Energy Technology Innovation Policy

(ETIP) research group. Broadly, she focuses on energy and climate policy in both the United States and China. She is particularly interested in the role of policy in spurring the development and deployment of cleaner and more efficient energy technologies, domestically, and internationally. A Truman Scholar, she has a MALD and PhD in international affairs from The Fletcher School at Tufts University, and an A.B. from Occidental College. She speaks Spanish and basic Mandarin Chinese. She is the author of *China Shifts Gears: Automakers, Oil, Pollution, and Development*, editor of *Acting in Time on Energy Policy*, and numerous academic articles and policy reports.

**Partha Ghosh**, Visiting Professor of Strategic Management, is a renowned management consultant and policy advisor with an extensive record of solving strategic, operational, and complex organizational issues in technology-based industries. He is currently in an advisory role with multiple organizations worldwide, and runs his own boutique advisory firm Partha S Ghosh & Associates focused on policy and strategic issues. Previously, Ghosh was a partner at McKinsey & Company. Ghosh has two advanced degrees from the Massachusetts Institute of Technology, where he studied from 1975 to 1977. He holds Master's Degrees in (i) Chemical Engineering with emphasis on New Energy Systems & Biotechnologies, and (ii) Business Administration. He earned his Bachelor of Technology in Chemical Engineering with honors at the Indian Institute of Technology (IIT) in Kharagpur, India, and won the Institute medal as Number One graduating student of his class.

**Carolyn Gideon** is Assistant Professor of International Communication and Technology Policy. She is also Director of the Hitachi Center for Technology and International Affairs. Gideon's research focus is policy, access, and industry structure issues of information and communication technology. She has been a Fellow at the Belfer Center for Science and International Affairs and at the Center for Business and Government at Harvard Kennedy School, and a research affiliate with the MIT Program on Internet and Telecoms Convergence. Past experience includes Asst. Vice President of Parker/Hunter Incorporated, Manager of Manville Personal Injury Settlement Trust, and Consultant with Strategic Planning Associates (now Mercer Management

Consulting). She is a member of the International Telecommunication Society, International Communications Association, Society for Benefit Cost Analysis, and President-Elect of the Transportation and Public Utility Group of the American Economic Association.

**Michael J. Glennon** is Professor of International Law. Prior to going into teaching, he was Legal Counsel to the Senate Foreign Relations Committee (1977–1980). He has since been a Fulbright Distinguished Professor of International and Constitutional Law, Vytautas Magnus University School of Law, Kaunas, Lithuania (1998); a Fellow at the Woodrow Wilson International Center for Scholars in Washington D.C. (2001–2002); Thomas Hawkins Johnson Visiting Scholar at the United States Military Academy, West Point (2005); Director of Studies at the Hague Academy of International Law (2006); and professeur invité at the University of Paris II (Panthéon-Assas) since 2006. Professor Glennon has served as a consultant to various congressional committees, the U.S. State Department, and the International Atomic Energy Agency. He is a member of the American Law Institute and the Council on Foreign Relations and served on the Board of Editors of the American Journal of International Law from 1986 to 1999. Professor Glennon is the author of numerous articles on constitutional and international law as well as several books. He has testified before the International Court of Justice and numerous congressional committees. A frequent commentator on public affairs, he has spoken widely within the United States and abroad and appeared on *Nightline*, the Today Show, NPR's *All Things Considered* and other national news programs. His op-ed pieces have appeared in *The New York Times*, *Washington Post*, *Los Angeles Times*, *International Herald-Tribune*, *Financial Times*, and Frankfurt *Allgemeine Zeitung*.

**John Hammock**, Associate Professor of Public Policy, is also co-founder (2007) of the Oxford Poverty and Human Development Initiative at Oxford University. He is the co-author of *Practical Idealism: Changing the World and Getting Paid* and has been the Executive Director of ACCION International and Oxfam America. He was the founder and first director of the Tufts Feinstein International Center focused on humani-

tarian aid in zones of armed conflict. He serves on the Board of several U.S. non-profits, including the Human Development and Capability Association. He was born in Cuba and now splits his time between Boston and Oxford.

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

**Alan K. Henrikson**, Lee E. Dirks Professor of Diplomatic History, is also Director of Diplomatic Studies. He teaches the history of the foreign relations of the United States, U.S.–European relations, political geography, and the theory and practice of diplomacy. During the year 2010–2011 he was Fulbright Schuman Professor at the College of Europe in Bruges. He previously has taught as Fulbright Professor at the Diplomatic Academy in Vienna, at the China Foreign Affairs University in Beijing, and the National Institute for Defense Studies in Tokyo. He has been Lloyd I. Miller Visiting Professor

of Diplomatic History at the U.S. Department of State, and also a Fellow at the Woodrow Wilson International Center for Scholars. Recent publications of his include: “FDR and the ‘World-wide Arena,’” in *FDR’s World: War, Peace and Legacies*; “The Washington Diplomatic Corps,” in *The Diplomatic Corps as an Institution of International Society*; the monograph, *What Can Public Diplomacy Achieve?*; “Diplomacy’s Possible Futures,” *The Hague Journal of Diplomacy*; and “Niche Diplomacy in the World Public Arena: The Global ‘Corners’ of Canada and Norway,” in *The New Public Diplomacy: Soft Power in International Relations*. A graduate of Harvard University (A.B., A.M., PhD) in History, he is also a graduate of the University of Oxford (B.A., M.A.) where he studied Philosophy-Politics and -Economics as a Rhodes Scholar at Balliol College.

**Andrew C. Hess** is Professor of Diplomacy and Director of the Southwest-Central Asia and Islamic Civilization Programs. He has a B.S. in engineering from the University of Michigan, an MBA from Kent State University, an M.A. from the University of Pittsburgh, and an A.M. and PhD in Middle Eastern History from Harvard University. He teaches courses on the modern history and politics of the South Caucasus, Central Asia, and Southwest Asia. He has a long record of developing and running, with student assistance, diplomatic and ministerial training programs for numerous Gulf and Central Asian states. His book, *The Forgotten Frontier*, was translated into Arabic and Turkish editions and the English language version was republished in 2010. In 2008, *The Fletcher Forum* featured his article on Central Eurasia and the Geopolitics of Gas. Hess has been an officer in the United States Marine Corps, a steel mill foreman, the Assistant Director of the Center for Arabic Studies at the American University in Cairo, taught Middle Eastern history at Temple University, was appointed to a visiting research position at the Institute for Advanced Studies in Princeton, held a management post in Saudi Arabia with the Arabian American Oil Company (ARAMCO), and has served as the Academic Dean of The Fletcher School. Professor Hess is renowned for his travels in Central Eurasia where he acquired an interest in the use of Turkish re-curved bow.

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

**Thomas F. Holt, Jr.**, Adjunct Professor of International Law, is a partner at K&L Gates law firm maintaining an active practice before federal and state courts and administrative agencies. He has experience presenting public and private companies, and state and local governments in the prosecution and avoidance of complex civil litigation. At K&L Gates, he represents clients in a wide variety of matters including business disputes, the protection of intellectual property assets, and environmental and land use litigation. Holt serves as Legal Advisor to The Fletcher School's Center for Emerging Business Enterprise's Sovereign Wealth Fund Initiative. He has also served as the chair of the Massachusetts Continuing Legal Education Program entitled, "How to Protect and Preserve IP Assets." He is a member of the Board of Trustees of the Dana-Farber Cancer Institute, the Dana-Farber Trustees Science Committee, and the Board of Directors of the New England Council. Holt received his B.A. from Trinity College, Dublin; an M.A. and MALD from The Fletcher School; and a JD from Boston College.

**Karen Jacobsen** is Associate Professor of Research at The Fletcher School and directs the Refugees & Forced Migration Program at the Feinstein International Center. She

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

**Laurent L. Jacque** is the Walter B. Wriston Professor of International Finance & Banking and Director of the International Business Studies Program. From 2004–2007 he was the Academic Dean of The Fletcher School and engineered the successful launch of the Master of International Business Program. Since 1990 he has also held a secondary appointment at the HEC School of Management (France). He is the author of three books, *Management and Control of Foreign Exchange Risk* and *Management of Foreign Exchange Risk: Theory and Praxis* and the newly released, *Global Derivative Debacles: from Theory to Malpractice* (also available in French, Chinese, and Russian), as well as more than 25 refereed articles on Risk Management, Insurance, and International Finance. He served as an advisor to Wharton Econometrics Forecasting Associates and as a director of Water Technologies Inc. A recipient of four teaching awards at Wharton, Carlson, and HEC, Jacque received the James L. Paddock award in 1996 and the CEMS-HEC award in 2008. He has taught in a number of Executive Development Programs and consulted for several multinational corporations and banks, as well as the IFC (World Bank). A native of France, Jacque graduated from HEC (Paris), taught at the University of Tunis before receiving the M.A., MBA, and PhD degrees from the Wharton School at the University of Pennsylvania where he taught for

eleven years. He is currently involved in research in the area of International Financial Risk, Capital Markets, and Global Strategic Management for Financial Institutions.

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

**Ian Johnstone**, Professor of International Law, is currently working on a book on legal discourse in international organizations. Prior to joining The Fletcher School, he served for seven years in the United Nations, including five in the Office of the Secretary-General. From 2005–2007 he was the first editor of the *Annual Review of Global Peace Operation*, a new series on the "state of the world's peacekeepers." Other recent publications include *United States Peace Operations Policy: A Double-Edged Sword?* (Editor); "Law-making through the operational activities of international organizations," *George Washington International Law Review*; "Legislation and adjudication in the UN Security Council: bringing down the deliberative deficit," *American Journal of International Law*; "The Secretary-General as norm entrepreneur," in *Secretary or General? The Role of the UN*

*Secretary-General in World Politics* (2007); “The plea of necessity in international law: humanitarian intervention and counter-terrorism,” *Columbia Journal of Transnational Law*. Johnstone, recipient of the James L. Paddock Teaching Award in 2005, teaches courses in international organizations and peace operations. He is currently a Senior Visiting Fellow at the Center on International Cooperation, New York University and Co-Chair of the International Organizations Interest Group of the American Society of International Law. A citizen of Canada, he holds an LL.M degree from Columbia University and JD and BA degrees from the University of Toronto.

**Michael W. Klein** is the William L. Clayton Professor of International Economic Affairs. He served as the Chief Economist in the Office of International Affairs of the United States Department of the Treasury from 2010–2011. He is a Research Associate of the National Bureau of Economic Research, a Non-Resident Senior Fellow of the Brookings Institution, and an Associate editor of the *Journal of International Economics*. He has been a visiting scholar at the International Monetary Fund, the Board of Governors of the Federal Reserve, the Federal Reserve Bank of Boston, the Federal Reserve Bank of New York, and the Federal Reserve Bank of San Francisco. His research and teaching focus on international macroeconomics. He has published three books and over two dozen articles on topics such as exchange rate policy, international capital flows, the impact of trade on the U.S. labor market, and the determinants of foreign direct investment. His most recent economics book is *Exchange Rate Regimes in the Modern Era*, published by MIT Press. His research has been supported by grants from the Upjohn Institute for Employment Research and the Bill and Melinda Gates Foundation. He received a PhD in economics from Columbia University and a B.A. from Brandeis University.

**Carsten Kowalczyk** is Associate Professor of International Economics. He is Honorary Professor at Aarhus University. He has taught at Harvard University, Dartmouth College, and Pennsylvania State University. He has consulted for the WTO, the World Bank, and Microsoft. He is on the Midwest

International Economics Group Scientific Board, and he is the Book Review Editor for the *Review of International Economics*. He has been a Visiting Fellow at City University of Hong Kong, and a Faculty Research Fellow at the NBER. He received the James L. Paddock Award for Excellence in Teaching in 1995, and an Award for Outstanding Instruction from the Global Master of Arts Class of 2002. He is editor of *Economic Integration and International Trade and The Theory of Trade Policy Reform*, and author of numerous articles in professional journals, including in the *American Economic Review*, *Economic Theory*, *Economica*, *International Economic Review*, *Journal of International Economics*, and *Review of International Economics*. He holds a Cand. Polit. (Economics) from the University of Copenhagen, and an M.A. and PhD (Economics) from the University of Rochester.

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

**Erwan Lagadec** is a Lecturer in European Studies. He is an Adjunct Professor at the Elliott School of International Affairs at the George Washington University, an Adjunct Associate Professor at Tulane University, and a fellow at SAIS’ Center for Transatlantic Relations. He is also an affiliate at Harvard’s Center for European Studies and a member of the International Institute for Strategic Studies in London. Prior to this, he was an affiliate at MIT’s Security Studies Program, and a Public Policy Scholar at the Woodrow Wilson International Center for Scholars. A reserve officer in the French Navy, he has been an external consultant at the French Foreign Ministry’s Policy Planning Staff, the French Ministry of Defense, the French military representation to the European Union, the military mission at the French embassy in the U.S., and the U.S. missions to the European Union and NATO. His latest publication is the 2012 book, *Transatlantic Relations in the 21st Century: Europe, America, and the Rise of the Rest* (Routledge). In addition to French and English, he speaks or reads German, Russian, Spanish, Italian, Latin, and Ancient Greek. He holds a D.Phil. in History from the University of Oxford.

**Nathalie Laidler-Kylander** is an Adjunct Assistant Professor of International Business. Her current teaching and research interests center on nonprofit branding as well as nonprofit – private sector partnerships, and multi-sector entrepreneurial marketing. Her publications include a book on international nonprofit brands, articles on nonprofit brand equity, and numerous case studies on nonprofit branding and international marketing. She is currently working on a book on the role of brands in the nonprofit sector to be published by Jossey Bass in 2013. Nathalie also teaches classes at the China Europe International Business School (CEIBS) in Shanghai, and at the Kennedy School, Harvard University, where she is a Senior Research Fellow at the Hauser Center. Prior to Fletcher, Laidler-Kylander taught undergraduate and graduate marketing courses at Boston University and has held a number of executive marketing positions in both the private and nonprofit sectors. She holds a B.S. in Biochemistry, an MBA from Harvard Business School, and a PhD from The Fletcher School. Nathalie is married and has four children. She enjoys running and triathlons.

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

**William C. Martel** is Associate Professor of International Security Studies. His research and teaching interests are in international security and public policy. Some of his most recent publications include *Victory in War: Foundations of Strategy* (Cambridge UP, 2011); *Grand Strategy of 'Restraint'*, (Orbis, 2010); *A Strategy for Victory and Implications for Policy* (Orbis, 2008); and *Victory in War: Foundations of Modern Military Policy* (Cambridge UP, 2007). Formerly a Professor of National Security Affairs at the Naval War College, he also served on the professional staff of the RAND Corporation in Washington. He has been a consultant to Defense Advanced Research Projects Agency, Office of Secretary of Defense, U.S. Air Force and USAF Scientific Advisory Board, and the National Security Council. Martel is the Principal Investigator in joint The Fletcher School – MIT Lincoln Laboratory

studies on formulating a code of conduct for space and cyber, Academic Director for the Fletcher Summer Institute on the Advanced Study of Nonviolent Conflict, served on the Defense Department's Threat Reduction Advisory Committee, and lectures on national security to government agencies and Fortune 100 companies. He is a member of the International Institute for Strategic Studies and is on the board of the World Affairs Council of New Hampshire. He received his AB from St. Anselm College, his doctorate from the University of Massachusetts, Amherst, and was a Post-Doctoral Research Fellow at the Center for Science and International Affairs at Harvard's Kennedy School of Government.

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

**Dyan Mazurana** is a Research Director at the Feinstein International Center and an Associate Professor at the Friedman School of Nutrition Science and Policy. Mazurana's focus areas include women's and children's human rights, gender and armed conflict, war-affected civilian populations, armed

opposition groups, grave violations during armed conflict, and peacekeeping. Mazurana has published more than 60 scholarly and policy books and essays, including *After the Taliban: Life and Security in Rural Afghanistan* (co-author); *Gender, Conflict, and Peacekeeping* (co-author); *Where Are the Girls? Girls in Fighting Forces in Northern Uganda, Sierra Leone, and Mozambique* (co-author); and *Women, Peace and Security: Study of the United Nations Secretary-General as Pursuant Security Council Resolution 1325* (co-author). She has developed training materials regarding gender, human rights, and armed conflict for UN and NATO peacekeeping operations. With international human rights groups, she contributed to materials now widely used to document human rights abuses against women and girls during conflict periods. She worked with ICRC's Women and War project to engage with leaders of armed opposition groups worldwide to better understand their experiences and motivations and help to strengthen their adherence to international humanitarian and human rights law. She has worked throughout sub-Saharan Africa and in Afghanistan, the Balkans, and Nepal.

**William Moomaw** is Professor of International Environmental Policy. He directs the Center for International Environment and Resource Policy at Fletcher, and serves on the Boards of several organizations that work on climate change, conservation, and consensus building. He is a chemist turned policy scientist with a PhD from MIT, whose research focuses on integrating science and technology into international agreements. His scholarly and policy research focuses on mitigation and adaptation to climate change, forestry, nitrogen pollution, and energy and water policy. He has been a lead author on five Intergovernmental Panels on Climate Change reports most recently as a coordinating lead author of the newest report on the role of renewable energy in addressing climate change. He is also a co-author of reports on forest financing, *The Millennium Ecosystem Assessment*, and has prepared policy papers for the UN Framework Convention on Climate Change Secretariat. He is currently working on a book on forest diplomacy. He is the Director of Faculty of the International



Programme in the Management of Sustainability, held annually in The Netherlands, and served on the Integrated Nitrogen Committee of the U.S. Environmental Protection Agency Science Advisory Board.

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

**Shawn R. O'Donnell** is Adjunct Assistant Professor of International Politics. O'Donnell is an engineer-turned-industry analyst for the telecommunications and media industries. His research interests focus on the intersection of technology, policy, and economics in the development of new markets. He has studied consumer and market reactions to new communications technologies for the MIT Media Lab and corporate and NGO clients. O'Donnell served as project manager for the World Bank's InfoDev project with Russian telecommunications industry. Some of his publications include: "An Economic Map of the Internet," *MIT Program on Internet & Telecom Convergence*; "Broadband architectures, ISP Business Plans, and Open Access," *Communications Policy in Transition: The Internet and Beyond*; "A Taxonomy of Communications Demand" (co-author), *The Internet Uplheaval: Raising Questions,*

*Seeking Answers in Communications Policy*; and "Journalists' use of the web in campaign coverage" (co-author), *International Communications Association*. O'Donnell received his SB, SM, and PhD from the Massachusetts Institute of Technology.

**Barbara Parmenter**, a Lecturer, teaches the GIS courses in the Department of Urban and Environmental Policy and Planning, as well as a course on the history of U.S. urban policy. As a member of Tufts' Geospatial Technology Services group, she also provides guidance in spatial analysis for researchers across the Tufts system, and develops university-wide GIS. She earned a PhD in Geography from The University of Texas at Austin, and a BA in Arabic from the University of Chicago. Her interests focus on the evolution of cities and metropolitan regions. Recent research collaborations include a National Institute of Health grant to study the influence of neighborhood factors on the maintenance of physical activity in minority women in Texas, and two EPA grants examining the impacts of urbanization on regional climate change. She is the author of *Giving Voice to Stones: Place and Identity in Palestinian Literature* (The University of Texas Press, 1994), and has translated two books of short stories by Arab women writers (*On the Waiting List: An Iraqi Woman's Tales of Alienation*, by Daisy al-Amir, 1995; and *Year of the Elephant: A Moroccan Woman's Journey Toward Independence*, by Leila Abuzeid, 1989, both published by the University of Texas at Austin).

**John Curtis Perry**, Henry Willard Denison Professor, attended Friends schools in Washington D.C. and New York City, subsequently graduating from Yale College and receiving the PhD from Harvard. Before coming to Fletcher in 1980, he taught at several American liberal arts colleges and in Japan. He studies history and defines it as one of the humanities. In his earlier career, his teaching and research focus was American-East Asian relations, especially Japan, about which he published several books. The Japanese Government awarded him an imperial decoration, the Order of the Sacred Treasure, for his contributions to American-Japanese relations. In 2000,

Fletcher students and friends established the John Curtis Perry fellowship for a deserving Fletcher student. For the past ten years or so, human interactions with the salt water have dominated Perry's interests, and he is now finishing a book on that subject. At various times he has been a consultant to several foreign governments and currently advises a maritime startup company. He is president of the Institute for Global Maritime Studies, a non-profit research organization. With his artist wife, he lives in an old house, which constantly battles the ravages of wind, sun, and salt, on the shores of Ipswich Bay. Their five children and ten grandchildren visit, especially to enjoy the pleasures of the summer. Two dogs are year round residents.

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

**Michalis Psalidopoulos** is the Constantine Karamanlis Chair in Hellenic and European Studies. Prior to joining The Fletcher School and Tufts University, he was Professor of the History of Economic Thought at the Department of Economics, University of Athens, Greece. He received his first degree in Economics from the University of Athens, before pursuing postgraduate studies in politics, sociology, and economics at the Free University of Berlin, Germany. He has also been a Fulbright Fellow at Duke University (1993), Stanley J. Seeger Fellow at Princeton University (1996), and Visiting Research Professor at King's College, London (1998). His research focuses on national traditions in the History of Economics and the relation between economic thought, economic policy and good governance, with a particular emphasis on Southeastern Europe. An author and editor of numerous books and articles, he has been awarded the prize for the best economic treatise by the Academy of Athens in 2007 for his monograph *International Conflict and Economic Thought* (in Greek). He is currently coordinating an international research project devoted to the comparative economic experiences (and policy responses) of Europe's less industrialized countries during the Great Depression. He speaks English, German, and French fluently, as well as Greek.

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

to climate change, voluntary initiatives related to companies and the environment, and contemporary issues in corporate social responsibility. She co-directs the Tufts Climate Initiative, the university commitment to meet or beat the emission reductions associated with the Kyoto Protocol.

**Elizabeth Remick** is Associate Professor of Political Science at Tufts University, specializing in Chinese domestic politics. After graduating from Wellesley College with degrees in Chinese Language and Political Science, she taught English at the Xiangtan Mining Institute in Xiangtan, Hunan, China. She subsequently obtained her Master's Degree and PhD in Government at Cornell University, and came to Tufts in 1997. Her research interests are most broadly in Chinese local government in the 20th and 21st centuries, and she has particular expertise related to local-level taxation, public finance, and, more recently the intersections between gender/sexuality and local statebuilding. Her publications include *Building Local States: China in the Republican and Post-Mao Eras*; "Police-Run Brothels in Republican Kunming," *Modern China*; "Prostitution Taxes and Local State-Building in Republican China," *Modern China*; "The Significance of Variation in Local States: The Case of Twentieth-Century China," *Comparative Politics*; and "Big Plans, Empty Pockets: Local Exactions in Republican and Post-Mao China," *Twentieth-Century China*. She is currently working on a book entitled, *Regulating Prostitution in China*, about how different prostitution regulation strategies adopted by local officials in the late Qing and early Republican era (1905–1937) affected the process of modern statebuilding in China.

**Dan Richards** is Professor of Economics at Tufts University. He has also taught at Queen's University and the Sloan School of Management, and served as consultant to the Federal Trade Commission. Current scholarship focuses on imperfect competition. Recent publications include "Advertising, Spillovers and Market Concentration," *American Journal of Agricultural Economics* (2008) and "Entrepreneurial First Movers, Brand-

Name Fast Seconds, and the Evolution of Market Structure," *The B.E. Journal of Economic Analysis & Policy* (2008), both with Lynne Pepall and George Norman. He is also a co-author of *Industrial Organization: Contemporary Theory and Practice*, now in its fourth edition.

**Nadim N. Rouhana** is Professor of International Negotiation and Conflict Studies. His current research includes work on the dynamics of protracted social conflict and power asymmetry, collective identity and democratic citizenship in multiethnic states, the questions of reconciliation and multicultural citizenship, transitional justice, and international negotiations. His research and writing is focused on the Arab-Israeli conflict and on Israeli and Palestinian societies. His publications include *Palestinian Citizens in an Ethnic Jewish State: Identities in Conflict* (Yale University Press, 1997) and numerous academic articles. He is currently completing a book on a new paradigm in conflict resolution. Prior to joining The Fletcher School he was the Henry Hart Rice Professor of conflict analysis and resolution at George Mason University. He was a co-founder of the Program on International Conflict Analysis and Resolution at Harvard's Weatherhead Center for International Affairs where he co-chaired the Center's seminar on international Conflict Analysis and Resolution from 1992–2001. He is also the Founding Director of "Mada al-Carmel—The Arab Center for Applied Social Research" in Haifa. The center focuses on issues of identity, citizenship and democracy, and the future relationship between Palestinians and Israelis.

**William A. Rugh** is the Edward R. Murrow Visiting Professor of Public Diplomacy at The Fletcher School. He was a United States Foreign Service Officer 1964–1995. He held positions abroad for the U.S. Information Agency in Cairo, Riyadh and Jidda, and in Washington as USIA's Director for Near East and South Asia. He also held State Department assignments as the United States ambassador to Yemen, ambassador to the United Arab Emirates, and Deputy Chief of Mission in Syria. He was President and CEO of the educational NGO AMIDEAST 1995–2003. He holds

a PhD in international relations from Columbia University and an MA from Johns Hopkins. He taught at Fletcher 1984–1986 and 2008–2011. He is the author of books, journal articles, and op-eds on public diplomacy, on Arab media and on U.S.–Arab relations. His edited volume, *The Practice of Public Diplomacy*, was published in 2011. He is a member of the Public Diplomacy Council, and a board member of AMIDEAST and of the Middle East Policy Council. He is a Trustee of the American University in Cairo, and he serves on the Editorial Board of Arab Media and Society. He is also an Adjunct Scholar at the Middle East Institute.

**Malcolm Russell-Einhorn**, an Adjunct Professor of International Law at The Fletcher School, and lawyer, has spent most of his professional career in the international development arena, having worked for a variety of organizations engaged in legal, regulatory, and public administration reform initiatives in developing and transition countries. Most recently, he has served as Research Professor of Public Administration and Director of the Center for International Development in the Rockefeller College of Public Affairs and Policy at the State University of New York at Albany (SUNY/CID). There, he directs a staff of 18, who in turn work on, or oversee, field projects with over 120 local staff in Bangladesh, Bosnia, Kenya, Uganda, Afghanistan, Haiti, and Lebanon, providing technical assistance and training in the areas of parliamentary development, local government reform, and legal and regulatory reform. He also works on a number of research initiatives involving administrative and regulatory reform overseas. He has taught courses on Law, Public Policy, and Economic Development in Brandeis University's Sustainable International Development (SID) Program and American University's Washington College of Law, administrative law at Rockefeller College of Public Affairs and Policy, and comparative law courses at Georgetown University Law Center and the Boston College and Boston University Law Schools.

**Kate Sadler** is Assistant Professor at the Friedman School of Nutrition and Senior Researcher for nutrition in emergencies at the Feinsein International Center. She is a public nutritionist with over ten years experience in the design, management, and evaluation of nutrition interventions in sub-Saharan Africa. She completed an M.Sc. in Public Nutrition at the London School of Hygiene & Tropical Medicine in 1997 and went on to work for an Irish INGO as a nutrition field officer in several countries in Africa. Prior to joining Tufts, she worked as a technical and research advisor with Valid International, an organization that aims to optimize the impact of humanitarian intervention through advocacy, research, and development. With Valid she had a strong research focus, specifically with the aim of improving approaches for the identification and management of children and adults suffering from acute malnutrition using new ready-to-use therapeutic foods. With this work she completed her doctorate in 2008 with the Institute of Child Health, University College London. Other research interests include community-based programming, the nutritional support of people living with HIV, delivery science, and institutional capacity building.

**Jeswald W. Salacuse**, Henry J. Braker Professor of Law, served as the Fletcher School Dean for nine years and was previously Dean of the Southern Methodist University Law School. His teaching and research interests include international negotiation, law and development, and international investment law. With a J.D. from Harvard University, Salacuse has been a lecturer in law at Ahmadu Bello University, Nigeria, a Wall Street lawyer, professor and research director at the National School of Administration, Congo, the Ford Foundation's Middle East advisor on law and development based in Lebanon, and later the Foundation's representative in the Sudan. He has been a visiting professor in the United Kingdom, France, and Spain and held the Fulbright Distinguished Chair in Comparative Law in Italy. Salacuse has served as the Chairman of the Institute of Transnational Arbitration, Chairman of the Board of the Council for International Exchange of Scholars,

and the founding President of the Association of Professional Schools of International Affairs (APSIA). A consultant to multinational companies, government agencies, international organizations, universities, foundations and foreign governments, he is a member of the Council on Foreign Relations, the American Law Institute, and the executive committee and faculty of the Program on Negotiation at Harvard Law School. He is also lead independent director of several mutual funds, chairman of the India Fund and Asia Tigers Fund, and president and member of international arbitration tribunals of the World Bank's International Centre for Settlement of Investment Disputes. His recent books include *The Law of Investment Treaties* (Oxford University Press 2010) *Seven Secrets for Negotiating with Government* (2008) *Leading Leaders* (2006); and *The Global Negotiator* (2003).

**Julie Schaffner** is Visiting Associate Professor of International Economics. Her teaching focuses on skills required for analytical, evidence-based involvement in poverty reduction, and development work. She is completing a textbook on development economics for Wiley-Blackwell, which emphasizes the practical ways in which economic theory, empirical research, and a structured approach to policy analysis contribute to the effective design and evaluation of development programs and strategies. Her research interests include econometric study of labor markets and poverty dynamics in developing countries, and program evaluation. In 2008, she received the James L. Paddock teaching award. Before coming to Fletcher, she was Assistant Professor in the Economics Department at Stanford University, where she also served as Deputy Director of the Center for Research on Economic Development and Policy Reform. She has consulted for the World Bank and UNESCO. She received her PhD in economics from Yale University.

**Cheyenne Scharbatke-Church**, a Lecturer in Human Security, has been involved in peacebuilding research and practice around the world with specific geographic expertise in West Africa, the Balkans and Northern Ireland. She is currently the West Africa Liaison for the Reflecting on Peace Practice (RPP) project of Collaborative for Development Action (CDA), which seeks to improve the effectiveness of peace practice. In this role, Scharbatke-Church has been an advisor to the United Nations Mission in Liberia and the Peacebuilding Fund in Liberia. In addition, she works as an independent consultant predominately on evaluations 'in' and 'on' conflict issues for a wide range of organizations such as the International Committee of the Red Cross, CARE International, and the United Nations. She has published on evaluation and peacebuilding, corruption in humanitarian agencies, single identity work, and policy impact on conflict issues. Her recent publications include *Designing for Results*, a practitioner focused manual on design, monitoring, and evaluation for peacebuilding, co-authored with Mark M. Rogers; *NGOs at the Table: Strategies for Influencing Policy in Areas of Conflict*, which she co-edited with Mari Fitzduff, and *Mind the Gap – Policy Development and Research on Conflict Issues*. She was also a contributor to the Reflecting on Peace Practice study, "What difference has peacebuilding made in Kosovo?"

**Klaus Scharioth** is Professor of Practice at The Fletcher School and Dean of the Mercator College for International Affairs in Germany. He was a member of the German Foreign Service for more than 35 years (1976–2011). He served from 2006–2011 as German Ambassador to the U.S. and from 2002–2006 as State Secretary of the German Foreign Office. Before that he was, *inter alia*, Political Director and Director-General of the Political Department, Director of the North America and Security Policy Directorate, Head of the Office of the German Foreign Minister, Director of the Private Office of the NATO Secretary General, as well as Vice Chairman of the UN Legal and Charter Committees. He also served in Ecuador, the International Law Division,

and the Policy Planning Staff of the Foreign Office. He holds a German Law Degree, a PhD, MALD, and MA from The Fletcher School, as well as honorary doctoral degrees from The College of Idaho, Chatham University and Old Dominion University. He is also a senior non-resident Fellow of the Transatlantic Academy in Washington D.C., a member of the board of Humanity in Action, a member of the International Advisory Council of the Istanbul Policy Center, and a member of the European Council on Foreign Relations.

**Patrick J. Schena** is Adjunct Assistant Professor of International Business Relations, with a teaching focus in corporate finance. Simultaneous he is principal, investment management services, at Genpact, a global consultancy. Prior to joining Genpact, Schena held leadership positions in a number of firms that provide financial, technology, and business consultancy services to the global financial services community. Most recently he was a founding partner and CEO of iX Partners, Ltd, a technology and investment operations servicing firm. Schena's research interests span both corporate finance and private equity and include a strong area focus in Asia. He is a Senior Fellow, Center for Emerging Market Enterprises, where he co-heads the Sovereign Wealth Fund Initiative. Additionally, he is an associate in research at the Fairbank Center for Chinese Studies, Harvard University. He holds B.A. and M.A. degrees from Boston College and a MALD and PhD from The Fletcher School.

**Richard H. Shultz** Professor of International Politics and Director, International Security Studies Program. He has held three chairs: Olin Distinguished Professor of National Security, U.S. Military Academy; Secretary of the Navy Senior Research Fellow, Naval War College; and Brigadier General Oppenheimer Chair of War-fighting Strategy, U.S. Marine Corps. Since the mid-1980s, he has served as a security consultant to various U.S. government agencies concerned with national security. He will publish this academic year a new book on the U.S. Marine Corps' 2004-2008 counterinsurgency campaign in Iraq titled, *The Marines Take Anbar: The Four-Year*

*Fight to Defeat al Qaeda in Iraq*. He has recently initiated a new research project with Dr. Querine Hanlon of United States Institute of Peace that will focus on designing a new U.S. approach to Security Sector Reform that draws on existing theory and international practice, as well as U.S. experience, to identify flexible tools for addressing dysfunctional security sectors in fragile states. His most recent book is *Insurgents, Terrorists, and Militias: The Warriors of Contemporary Combat* (Columbia University Press, 2006; 2009 Paperback). Recent articles include "A QDR for all Seasons," *Joint Forces Quarterly* (September 2010) and "The Sources of Instability in the Twenty-First Century Weak States, Armed Groups, and Irregular Conflict," *Strategic Studies Quarterly* (Summer 2011).

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

**Bernard L. Simonin** is Professor of Marketing and International Business. He holds a PhD in International Business from the University of Michigan, an MBA from Kent State University, and a graduate degree in computer sciences from a French engineering school. His research interest in knowledge management and strategic

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

**Bridget Leigh Snell**, a Lecturer in Human Security, has a career spanning more than twenty years in corporate and nonprofit management in the U.S. and internationally. She currently serves as the Organizational Learning and Knowledge Manager of Oxfam America, and has been an adjunct professor at Brandeis University since 2006. In the early 2000s, Snell was part of a small project team that established the Global Reporting Initiative (GRI), an international non-governmental institution that develops guidelines for corporations and other organizations to report on their social, environmental, and economic performance. From 2000–2002, she guided strategic planning and organizational development efforts for the institution, including incorporation of the Secretariat and design of an innovative multi-stakeholder network-based governance structure. In 2004, Snell joined Oxfam America and has played a major role in defining the agency's standards for program design and evaluation, as well as instituting new development management practices for organizational

accountability and learning. She has been serving on the organization's Board of Directors since 2010. Snell is a graduate of Wheaton College, magna cum laude, and has a Masters in International and Intercultural Management from the SIT Graduate Institute.

**Elizabeth Stites**, a Lecturer in Human Security at The Fletcher School and Senior Researcher for Conflict and Livelihoods at the Feinstein International Center, has been a member of Tufts faculty with the Nutrition School since 2006. Her work focuses on the effects of conflict on civilian livelihoods and the ways in which communities, households, and individuals adapt or change their livelihood strategies in conflict environments and the repercussions of these changes. She is particularly interested in intra-household shifts in roles, responsibilities and vulnerabilities based on age and gender. At the policy level, Stites focuses on the effects of international and national humanitarian, development and military policies on gender roles and livelihood strategies. Her field work aims to improve these policies and programs through evidenced-based research reflecting the lived experiences of local communities. She has worked throughout sub-Saharan Africa and in Afghanistan, Bosnia, and Nepal. She is currently leading Feinstein projects in Uganda and Nepal.

**Shinsuke Tanaka** is Assistant Professor of Economics. His research interests are in the fields of health economics and environmental economics, with a focus in developing countries. Broadly, he is interested in the interactions between environmental issues, human capital development, and economic activities, and how the interactions relate to economic development in low-income countries. His current work investigates the effect of environmental regulations in China on air pollution and infant mortality; the effect of environmental regulations on industrial activities in China; the impact of abolishing user fees from healthcare on child health status in South Africa, and its long-term effect on schooling; and long-term impact of early childhood exposure to heat in the United States. He has a PhD in Economics from

Boston University, a MA in international and development economics from Yale University, and a BA in liberal arts from Soka University of America.

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

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

**Joel P. Trachtman** is Professor of International Law. Recent books include *The International Law of Economic Migration: Toward the Fourth Freedom*; *Ruling the World: Constitutionalism, International Law, and Global Governance*; *Developing Countries in the WTO Legal System*; *The Economic Structure of International Law*; and *International Law and International Politics*. He has consulted for the United Nations, the OECD, APEC, the World Bank, the Organization of American States, and the U.S. Agency for International Development. Trachtman has served on the Boards of the *American Journal of International Law*, the *European Journal of International Law*, the *Journal of International Economic Law*, the *Cambridge Review of International Affairs*, and the *Singapore Yearbook of International Law*. He is a member of the bar of the State of New York. From 1998–2001, he was Academic Dean of The Fletcher School, and during 2000 and 2001, he served as Dean ad interim. In 2002, he was Manley O. Hudson Visiting Professor of Law, and in 2004 he was Nomura Visiting Professor of International Financial Systems, at Harvard Law School. He graduated in

1980 from Harvard Law School, where he served as editor in chief of the *Harvard International Law Journal*. His undergraduate education was at the London School of Economics and Columbia College.

**Ashley Tsongas**, a Lecturer in Human Security, has twelve years of experience in global development program and project design, execution, and oversight, with a focus on programming that addresses poverty and the underlying imbalances in power. She is currently managing Oxfam America's engagement in a major organizational change process to align the programming and operations of the Oxfam confederation's fourteen affiliates. Tsongas has been an advisory member of Oxfam America's Executive Leadership Team since 2008. She helped to launch and execute Oxfam's \$10 million post-Hurricane Katrina program, which included grant-making and technical support to national, state and local partner organizations, commissioning and publishing research, lobbying, and media. She supported the creation of new alliances of civil society organizations in Mississippi and Louisiana that are still active in post-Katrina recovery and BP oil spill reparations. As a member of the global Oxfam humanitarian response and advocacy network, Tsongas developed strategies and advocated for effective humanitarian response in Ethiopia, Niger, and tsunami-affected countries with donor governments, U.S. Congress, international institutions, and media. Tsongas is a graduate of Yale University and has a MALD from The Fletcher School. She was a Peace Corps volunteer in Amparafaravola, Madagascar.

**Christopher (Rusty) Tunnard**, Adjunct Assistant Professor of International Business, is the Hitachi Fellow for Technology and International Affairs at Fletcher and a Senior Fellow in the Center for Emerging Markets. He is also an independent management consultant and a Visiting Professor at HHL—the Leipzig Graduate School of Management. He has spent more than thirty years in international business and management consulting, and he is a recognized expert on innovation and technology-led change in the international communications, travel, and financial service industries. He has successfully led board-level strategy

assignments for some of the world's most respected companies and for many government ministries in Europe, Asia, Africa, and the United States. Professor Tunnard's dissertation focused on the use of technology in the formation of resistance networks in Serbia in the 1990s. As part of his doctoral research on communications technology and new media, he joined the growing group of practitioners that studies all kinds of networks and their impact on public and private organizations. Currently, he is examining the roles that social networks and social media can play in building up institutions and civil society in countries where they have been used effectively in bringing down long-time democratic dictatorships. Tunnard holds MA, MALD, and PhD degrees from The Fletcher School of Law and Diplomacy, and he received his A.B. from Harvard.

**Phil Uhlmann**, Adjunct Assistant Professor, has an extensive background in international banking, finance, and economics. He received his Bachelor of Commerce, with a specialization in Finance, from the University of British Columbia. Uhlmann holds graduate degrees in business and international relations, respectively from the Rotman School, University of Toronto, and the Maxwell School, Syracuse University. He received his PhD from The Fletcher School. Prior to undertaking his doctoral studies, Uhlmann worked for more than 25 years at the Canadian Imperial Bank of Commerce, primarily in Vancouver and Toronto. He has substantial international risk management expertise, particularly in the areas of country risk and international banking systems. His dissertation, "See How They Run: Linkages Between National Elections and the Behavior of International Banking Flows in Developing Countries," deals with how banking funds flow into and out of emerging market countries around national election dates. His research interests include international finance, economics and political business cycles, especially as these areas relate to multinational financial services, country risk management, and international relations. He also has a special interest in International Project/Infrastructure Finance and Western Asia, including Armenia where he taught in August 2004. He currently teaches International Finance,

Operations of Financial Institutions, Large Investments and International Project Finance, and Corporate Financial Strategy – the MSF capstone course, at Bentley University, Waltham, MA. He has taught at Fletcher since 2003.

**Peter Uvin** is Academic Dean and Henry J. Leir Professor of International Humanitarian Studies at The Fletcher School. He has written extensively on development, food, NGO scaling up, and the intersection between human rights, development, and conflict resolution. His area of interest is mainly Africa, and especially Burundi and Rwanda. He has been a frequent consultant to bilateral and multilateral agencies working in Africa on these very same issues. His 1998 book, *Aiding Violence: The Development Enterprise in Rwanda*, won the Herskovits Award for the most outstanding book on Africa. In 2006–2007, he received the prestigious Guggenheim Fellowship, which led to his latest book, *Life after Violence. A People's History of Burundi*. He also wrote a book on *Development and Human Rights*.

**Patrick Verkooijen** is Professor of Practice of Sustainable Development Diplomacy at The Fletcher School and Visiting Professor at Wageningen University and Research Center. A Dutch national, he became Special Representative for Climate Change at the World Bank in July 2012, and represents the World Bank in UN meetings on climate change, and serves as principal advisor to the Vice President SDN, specifically engaging with the UN and other partners leading global efforts in the climate change area. Prior to his appointment as Special Representative, Professor Verkooijen served in the Bank as Head, Agriculture and Climate Change, and as Senior Partnership Specialist. Before his appointment to the Bank, he acted as key negotiator for the Department of International Affairs at the Ministry of Agriculture, Nature and Food Quality in the Netherlands. He has extensive experience in multilateral environmental negotiations and in negotiations within the EU with a particular emphasis on sustainable development issues. He received his doctorate degree from Wageningen University, in close collaboration with The Fletcher School. His thesis,

*Transforming Sustainable Development Diplomacy: Lessons Learned from Global Forest Governance*, is widely perceived as an important contribution to the emerging field of sustainable development diplomacy. He received his Master's degree in Public Administration from Harvard University, a Master's degree in social and political philosophy from the University of Amsterdam, and an engineering degree in environmental science from the University of Utrecht.

**Peter Walker** is the Irwin H. Rosenberg Professor of Nutrition and Human Security at the Friedman School of Nutrition and the Director of the Feinstein International Center, a research center studying on humanitarian crises, human rights and livelihood analysis of marginalized communities. His research at the center focuses on the long term consequence of globalization and climate change for humanitarian action. Active in development and disaster response since 1979, he has worked for a number of British based NGOs and environmental organizations in several African countries, as well as having been a university lecturer and director of a food wholesaling company. Walker joined the International Federation of Red Cross and Red Crescent Societies in Geneva in 1990 where he was Director of Disaster Policy for ten years before moving to Bangkok as Head of the Federation's regional programs for Southeast Asia. He has traveled extensively in the Middle East, Africa, Eastern Europe, and the Former Soviet Union, and has published widely on subjects as diverse as the development of indigenous knowledge and famine early warning systems, to the role of military forces in disaster relief. Walker was the founder and manager of the World Disasters Report and played a key role in initiating and developing both the Code of Conduct for disaster workers and the Sphere humanitarian standards. He is a founding member of the International Humanitarian Studies Association.

**Ibrahim Warde** is Adjunct Professor of International Business. He is Carnegie scholar working on informal and underground finance in the Islamic world. His books include *The Price of Fear: The Truth Behind the Financial War on Terror*, which has been translated into French,

Italian, Japanese, and Czech, and was selected by *Foreign Affairs* as one of the best books of the year about economic, social, and environmental issues, and *Islamic Finance in the Global Economy*, now in its second edition. He has previously taught at the University of California, Berkeley, at MIT's Sloan School of Management, and at other universities in the United States and abroad. He is also a writer for *Le Monde diplomatique* and a consultant. He holds a B.A. from Université Saint Joseph in Beirut, Lebanon, an M.B.A. from France's Ecole des Hautes Etudes Commerciales, and an M.A. and a PhD in Political Science from the University of California, Berkeley.

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

**Lawrence Weiss**, Professor of International Accounting, research focuses on three themes. The first is the reorganization of financially distressed firms. He is a recognized expert on U.S. corporate bankruptcy and has testified before the U.S. Congress on bankruptcy reform. The second is how managers gather and use information for decision making. The third is the transition from country specific accounting standards (Local GAAP) to one set of global standards (IFRS). He has over forty publications, has been cited over 500 times and won the All Star Paper award from the *Journal of Financial Economics*. He is the co-author of *Corporate Bankruptcy: Economic and Legal Perspectives* (1996). Professor Weiss earned his B.Sc., a Diploma in public accounting and MBA from McGill University and his D.B.A. from Harvard Business School. Prior teaching appointments include Georgetown University, The University of Lausanne, HEC, MIT-Sloan School of Management and INSEAD.

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

from the Massachusetts Institute of Technology (MIT).

**Kim Wilson**, Lecturer in International Business and Human Security, began her interest in development when she entered the microfinance field in its infancy, after a career in mainstream venture financing. She began as a volunteer, a first step that led her to professional employment as a loan officer, MFI director, and investment fund advisor for both non-profit and for-profit microfinance ventures. She also oversaw the microfinance portfolio of a large international NGO. Her work in micro-finance 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 Wirth**, Visiting Professor of International Law, holds a primary appointment at Boston College Law School where he is Professor of Law, teaching courses on environmental law, administrative, public international, and foreign relations law. Previously, he was Senior Attorney and Co-director of International Programs for the Natural Resources Defense Council and Attorney-Advisor for Oceans and International Environmental and Scientific Affairs for the U.S. Department of State. A graduate of Yale Law School, he holds undergraduate and graduate degrees in chemistry from Princeton and Harvard, respectively. Wirth served as law clerk to Judge William H. Timbers of U.S. Court of Appeals for the Second Circuit. He has been the recipient of a Fulbright Scholarship and a National Science Foundation Fellowship. A life member of the Council on Foreign Relations, Wirth has served on advisory boards to a number of institutions of higher learning, domestic agencies, and international organizations, including Vermont Law

School, the Environmental Protection Agency, and the European Bank for Reconstruction and Development. He has been a consultant to the United Nations Development Program, the United Nations Environment Program, the North American Commission for Environmental Cooperation, the C.S. Mott Foundation, the German Marshall Fund of the United States, and the Belgian State Secretary for Energy and Sustainable Development. Wirth is the author of more than five dozen books, articles, and reports on international environmental law and policy for both legal and popular audiences.

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



## EMERITUS FACULTY

**Allan B. Cole**

*PhD (University of Chicago), Professor  
Emeritus of East Asian Affairs*

**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*

**Alfred P. Rubin**

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

**Arpad von Lazar**

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

## ACADEMIC CALENDAR

## FALL 2012 SEMESTER

## AUGUST

- |    |     |  |
|----|-----|--|
| 13 | Mon | • MIB Pre-Session begins and continues until August 24.  |
| 27 | Mon | • Mandatory Orientation Week activities begin.   |
| 31 | Fri | • Equivalency Exams administered in the morning for E201, E210m and B205/B206 (Equivalency Exams are administered, without exception, twice during the academic year). |

## SEPTEMBER

- |    |      |   |
|----|------|---|
| 3  | Mon  | • Labor Day Observed – University Holiday.  |
| 4  | Tues | • Registration Material pick-up in the Registrar's Office for returning students.   |
| 4  | Tues | • Shopping Day for all seminar courses, new courses, and courses taught by new and adjunct faculty members.   |
| 5  | Wed  | • Classes begin.<br>• First day of Cross-Registration for non-Fletcher students.  |
| 7  | Fri  | • Convocation – start of program: 2:00 PM.  |
| 12 | Wed  | • Online course enrollment via HSF Online ends at 12:00 noon.   |
| 14 | Fri  | • Last day for non-Fletcher students to submit Cross-Registration Petitions.<br>• Last day to sign up for the Fall Semester Written Foreign Language Exams. |
| 29 | Sat  | • First Written Foreign Language Exam.  |

## OCTOBER

- |    |     |  |
|----|-----|--|
| 5  | Fri | • Last day of the Drop Period.                             |
| 8  | Mon | • Columbus Day Observed – University Holiday – NO CLASSES. |
| 10 | Wed | • Follow MONDAY Class Schedule.                            |
| 19 | Fri | • First half of the term ends.                             |
| 22 | Mon | • Second half of term begins.                              |

## NOVEMBER

- |    |     |  |
|----|-----|--|
| 12 | Mon | • Veterans Day Observed – University Holiday – NO CLASSES. |
| 21 | Wed | • Thanksgiving Recess begins at the end of classes.        |
| 26 | Mon | • Thanksgiving Recess ends; classes resume.                |

## DECEMBER

- |    |       |   |
|----|-------|---|
| 10 | Mon   | • Last day of classes for the Fall 2012 term.                               |
| 11 | Tues  | • Reading Day.  |
| 12 | Wed   | • Reading Day.  |
| 13 | Thurs | • The Final Exam Period begins for In-Class and Self-Scheduled Final Exams. |
| 19 | Wed   | • The Final Exam Period Ends.   |

**SPRING 2013 SEMESTER****JANUARY**

- 2 Wed • Fall 2012 grades due by 12:00 noon.
- 4 Fri • Deadline for completion of all February 2013 degree requirements.
- 9–11 Wed–Fri • Orientation for incoming January students.
- 10 Thurs • Equivalency Exams administered in the morning for E201, E210m and B205/B206 (Equivalency Exams are administered, without exception, twice during the academic year).
- 11 Fri • NYC Career Trip.
- 14 Mon • Registration Material pick-up in the Registrar's Office for returning students.
- 14 Mon • Shopping Day for all seminar courses, new courses, and courses taught by new and adjunct faculty members.
- 15 Tues • Classes begin.
- First day of Cross-Registration for non-Fletcher students.
- 21 Mon • Martin Luther King, Jr. Day Observed – University Holiday – NO CLASSES.
- 23 Wed • Follow MONDAY Class Schedule.
- 24 Thurs • Online course enrollment via HSF Online ends at 12:00 noon.
- 25 Fri • Last day for non-Fletcher students to submit Cross-Registration Petitions to the Registrar's Office.
- Last day to sign up for the February Written Foreign Language Exams.
- 31 Thurs • Deadline for submission of May 2013 degree petitions.

**FEBRUARY**

- 1 Fri • For May 2013 and Fall 2013 PhD degree candidates, preliminary review of draft chapters must be completed.
- 13 Wed • Submit MALD/MIB theses by 5:00 PM to the Registrar's Office if candidate to graduate in May 2013.
- 15 Fri • Last day of the Drop Period.
- 15 Fri • Second Written Language Exam.
- 18 Mon • Presidents' Day Observed – University Holiday – NO CLASSES.
- 21–22 Thurs–Fri • Washington, D.C. Career Trip – NO CLASSES.

**MARCH**

- 4 Mon • First half of the term ends.
- 5 Tues • Second half of the term begins.
- 15 Fri • Spring Break begins at the end of classes.
- 25 Mon • Spring Break ends; classes resume.
- 30 Sat • Third and Final Written Foreign Language Exam.

**APRIL**


- 15 Mon • Patriots' Day – University Holiday – NO CLASSES.
- 16 Tues • Follow MONDAY Class Schedule.
- 29 Mon • Last day of classes for the Spring 2013 term.
- Other than Spring 2013 grades, deadline for all degree requirements (grades from prior terms, oral exams, MA oral exams, capstone projects, and foreign language requirements) to be completed by candidates for the May 19, 2013 degree.
- 30 Tues • Reading Day.

**MAY**

- 1 Wed • Reading Day.
- 2 Thurs • The Final Exam Period begins for In-Class and Self-Scheduled Final Exams.
- 8 Wed • The Final Exam Period ends.
- 9 Thurs • Spring 2013 grades due by 12:00 noon.
- 16 Thurs • Executive and Full Faculty Meeting for degree vote.
- 19 Sun • Commencement.
- 20 Mon • Summer Session begins.
- 27 Mon • Memorial Day Observed – University Holiday – NO CLASSES.

**JUNE**

- 27 Thurs • Last day of classes for Summer Session.
- 28 Fri • Summer Session Exams.



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

All inquiries and applications for Admissions should be addressed to:  
Office of Admissions and Financial Aid  
The Fletcher School  
Tufts University  
160 Packard Ave.  
Medford, MA 02155-7082  
USA

phone +1.617.627.3040  
fax +1.617.627.3712  
fletcheradmissions@tufts.edu  
fletcher.tufts.edu