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164FVP - HERRERA KENNEDY

In contemporary economies, businesses must consistently make strides to remain competitive and profitable at both national and international levels. Unlike in the developed world, corporations in developing nations face a different set of challenges for achieving growth. *Multinational Enterprise Management Strategies in Developing Countries* is an authoritative reference source for the latest scholarly research on diverse opportunities and obstacles facing multinational corporations in emerging economies. Highlighting innovative perspectives and real-world examples, this book is ideally designed for researchers, practitioners, upper-level students, and industry professionals interested in management approaches for achieving success in international corporations.

A ground-breaking 2005 exploration of multinational corporations that differs from other books on the subject by offering the reader a totally global perspective of multinationals without portraying them simply as economic entities. Written by experts on various aspects of the history, development, cultural and social implications of the multinational corporation, the book paints a compelling and coherent picture of the way these businesses affect almost all areas of our existence. As we might expect, the multinational company is shown to play a major role in the globalization that is reshaping so much of our lives.

Multinational Corporations in Political Environments advances and tests a theory of why foreign corporations leave host states. Theories of international business have often ignored the complexity of corporate decisions about leaving foreign countries, generally assuming that the economic and competitive reasons that prompt multinational corporations to enter host states also explain their subsequent reasons for leaving. Alternatively, this book proposes a theory of how different stakeholders' values and ethics shape multinationals' strategic leaving behaviors. Tested in South Africa when US multinationals were facing diverse pressures from stockholders, governments and consumers to leave, the research provides a prism to isolate how different stakeholders' actions influenced multinationals' behaviors. Detailed analyses of subsidiary-level archival data over a period of four crucial years revealed that the multinationals engaged in diverse forms of leaving reflecting their involvements, strategies and stakeholders' influences. The research, the first to test which stakeholders' strategies, including boycotts and sanctions, influenced multinationals and which did not, and to identify their effects on multinationals' behaviors, has enormous implications for policy makers, managers and social activists. The book also applies the findings and explores implications for recent stakeholders' attempts at influencing multinationals and governments, such as Nike in Asia and the Burmese government, through sanctions, resolutions and boycotts. Contents: Multinational Corporations as Catalysts; Multinational Corporations as Change Agents; Reassessing Theories of Multinational Corporations; Applying the Theories to South Africa during Apartheid; Multinational Corporations as Chameleons; The Development of Multinational Corporations; Why Multinational Corporations Leave Host States; Data, Analyses and Results; Methodology; Analyses and Results; Theoretical and Strategic Implications; Understanding and Influencing Multinational Corporations; Readership: Academics and graduate students in international business, international relations, strategic management and international economics. Keywords: International Business; Multinational Corporations; Sanctions; Boycotts; Disinvestments; Foreign Direct Investment; South Africa; Corporate Strategy; Apartheid; Business Ethics. Reviews: "... an in-depth 10-year survey on South African sanctions casts new doubt on their effectiveness. Usha C V Haley, an associate professor of business at the University of Tennessee, Knoxville, studied what led 322 multinationals to leave South Africa in the 1980s in her new book 'Multinational Corporations in Political Environments: Ethics, Values and Strategies' ... "From "US Puts European Firms in the Crosshairs", by Richard Minter Wall Street Journal Europe "This book is likely to remain a valuable addition to the literature on the multinational firm for years to come." Ingo Walter Charles Simon Professor of Applied Financial Economics and Director Salomon Center, Stern School of Business, New York University "This important book is the first to study systematically why multinationals leave host states and the circumstances that prompt their leaving." William D Guth Professor of Management and Strategy Stern School of Business, New York University "Haley is to be applauded for tackling such a complex issue head on. She does a thorough job of explaining the gaps she sees in extant theories and cogently posits why she believes these theories fall short in explaining what mode firms chose to leave South Africa in the mid-1980s and in predicting what mode would be chosen in

another empirical testing ground (such as she illustrates in her mini case studies of Nike and Myanmar). A more fertile context in which to highlight [her] chameleon theory is hard to imagine ... Thought-provoking research." Candace Agrella Martinez Academy of Management Review

Joseph Nye coined the term "soft power" in the late 1980s. It is now used frequently—and often incorrectly—by political leaders, editorial writers, and academics around the world. So what is soft power? Soft power lies in the ability to attract and persuade. Whereas hard power—the ability to coerce—grows out of a country's military or economic might, soft power arises from the attractiveness of a country's culture, political ideals, and policies. Hard power remains crucial in a world of states trying to guard their independence and of non-state groups willing to turn to violence. It forms the core of the Bush administration's new national security strategy. But according to Nye, the neo-conservatives who advise the president are making a major miscalculation: They focus too heavily on using America's military power to force other nations to do our will, and they pay too little heed to our soft power. It is soft power that will help prevent terrorists from recruiting supporters from among the moderate majority. And it is soft power that will help us deal with critical global issues that require multilateral cooperation among states. That is why it is so essential that America better understands and applies our soft power. This book is our guide.

In *Business Diplomacy by Multinational Corporations*, Huub Ruël turns to Catholic Social Thought (CST), to provide a clear, distinctive instrument for MNCs to reflect on their purpose and role in the global society while also guiding and directing their relationship-building actions with other actors in the global society.

Realizing Utopia is a collection of essays by a group of innovative international jurists. Its contributors reflect on some of the major legal problems facing the international community and analyse the inconsistencies or inadequacies of current law. They highlight the elements - even if minor, hidden, or emerging - that are likely to lead to future changes or improvements. Finally, they suggest how these elements can be developed, enhanced, and brought to fruition in the next two or three decades, with a view to achieving an improved architecture of world society or, at a minimum, to reshaping some major aspects of international dealings. Contributions to the book thus try to discern the potential, in the present legal construct of world society, that might one day be brought to light in a better world. As the impact of international law on national legal orders continues to increase, this volume takes stock of how far international law has come and how it should continue to develop. The work features an impressive list of contributors, including many of the leading authorities on international law and several judges of the International Court of Justice.

Responding to the growing interest in the role of language in international business, this book presents language as a critical management challenge for the internationalizing firm. Several perspectives are explored, including the individual, the firm

In this theoretically original work, two distinguished authors explore the mutual interdependence of states and firms throughout the world. They show how global structural changes - in finance, technology, knowledge and politics - often impel governments to seek the help and cooperation of managers of multinational enterprises. Yet, as Professors Stopford and Strange demonstrate, this is constrained by each country's economic resources, its social structures and its political history. Based on grass-roots research into the experience of over 50 multinationals and more than 100 investment projects in three developing countries - Brazil, Malaysia and Kenya - the authors develop a matrix of agendas. They present the impact on projects of the multiple factors affecting the bargaining relationships between the government and the foreign firm at different times and in a variety of economic sectors. In conclusion they offer some guidelines for actions to both governments and firms and some points to future interdisciplinary research.

Research Paper (undergraduate) from the year 2010 in the subject Politics - International Politics - Topic: International Organisations, grade: 1, -, language: English, abstract: "We live in a world where markets are not less important than countries and where multinational companies are not less important than governments" - this claim by Shimon Peres (cited in Rosenau, 1998, p.28) shows two essential developments in the area of international relations: nation states' power has suffered a decrease, while transnational corporations (TNCs) have become more powerful political actors (Hildebrandt, 2003). Some of the TNCs have annual sales that are higher than the GDP of countries: 21 companies

were among the 100 largest economies in 2000 if salaries and benefits, depreciation, amortization, and revenues summed (Sarfati, 2009). The central question then is how much power TNCs nowadays have and what their actual role and influence in the area of international relations is. Do TNCs dictate the conditions under which they operate? Or are states still the unchallenged main actor of international relations? And how do TNCs, states, and nongovernmental organizations (NGOs) work together? In this environment of economic globalization, global rules for global markets are essential. The question is how these should be implemented, and who should do so. Taking into account the mentioned declining regulatory capacity of nation states it becomes obvious that there have to be other institutions fulfilling the demand for international rules, in order to achieve a balance between market and social concerns (Brown, 2010). Taking these developments into consideration, this paper will discuss the research question, in how far TNCs are able to fill existing institutional voids, and what their motives are. Do they initiate actions because they are willing to do so, or are they forced to? The hypothesis is that TNCs are able to cope with existing institutional voids by using codes of conduct, which emerge as informal institutions that set international rules. In order to analyze this problem the paper will take the United Nations Global Compact (GC) as an example of one specific code of conduct that has been set up to create global rules.

"The ongoing COVID-19 pandemic marks the most significant, singular global disruption since World War II, with health, economic, political, and security implications that will ripple for years to come." -Global Trends 2040 (2021) Global Trends 2040-A More Contested World (2021), released by the US National Intelligence Council, is the latest report in its series of reports starting in 1997 about megatrends and the world's future. This report, strongly influenced by the COVID-19 pandemic, paints a bleak picture of the future and describes a contested, fragmented and turbulent world. It specifically discusses the four main trends that will shape tomorrow's world: - Demographics-by 2040, 1.4 billion people will be added mostly in Africa and South Asia. - Economics-increased government debt and concentrated economic power will escalate problems for the poor and middleclass. - Climate-a hotter world will increase water, food, and health insecurity. - Technology-the emergence of new technologies could both solve and cause problems for human life. Students of trends, policymakers, entrepreneurs, academics, journalists and anyone eager for a glimpse into the next decades, will find this report, with colored graphs, essential reading.

Explores three related issues of foreign direct investment (FDI) from the point of view of the host country: benefits and risks; the effectiveness of international markets in providing FDI to developing countries; and the kinds of policies that allow countries to capture the benefits and avoid the risks of FDI. Annotation copyrighted by Book News, Inc., Portland, OR

This book offers a new framework for analysing government policies relating to corporate social responsibility (CSR) in multinational corporations: direct and indirect policies for CSR. It is a must read for scholars and graduate students in CSR, sustainability, political economy and economic sociology, as well as policymakers and consultants in international development and trade.

This book presents theories and case studies for corporations in developed nations, including Japan, for designing strategies to maximize opportunities and minimize threats in business expansion into developing nations. The case studies featured here focus on Asia, including China and India, and use examples of Japanese manufacturers. Five case studies are provided, including Hitachi Construction Machinery and Shiseido in China and Maruti Suzuki in India. These cases facilitate the reader's understanding of the business environments in emerging economies. This volume is especially recommended for business people responsible for international business development, particularly in China and India. In addition, the book serves as a useful resource for students in graduate-level courses in international management.

Consular Affairs and Diplomacy analyses the nature of diplomacy's consular dimension in international relations. It contributes to our understanding of key themes in consular affairs today, the challenges that are facing the three great powers, as well as the historical origins of the consular institution.

This book uses an innovative interdisciplinary approach to explain how communication is a necessary condition for diplomacy in a digital and relationship-driven world. Divided into three parts, it highlights the importance of communication strategies and processes in contemporary society and in current global socio-politi-

cal events in general, particularly within the field of diplomacy. The first part discusses the main theoretical debates that shaped the central concepts of the project, while the second part of the book presents further practical approaches and examples of diplomatic practice. Lastly, the third part focuses on pedagogical and methodological approaches, which can be useful in diplomacy and communication classes and for the implementation of a European curriculum. This interdisciplinary book will appeal to students, researchers, policy-makers, and practitioners from various disciplines, including international relations, political science, business, and communication.

Managers of multinational organizations are struggling to win the strategic competition for the hearts and minds of external stakeholders. These stakeholders differ fundamentally in their worldview, their understanding of the market economy and their aspirations and fears for the future. Their collective opinions of managers and corporations will shape the competitive landscape of the global economy and have serious consequences for businesses that fail to meet their expectations. This important new book argues that the strategic management of relationships with external stakeholders – what the author calls "Corporate Diplomacy" – is not just canny PR, but creates real and lasting business value. Using a mix of colourful examples, practically relevant tools and considered perspectives, the book hones in on a fundamental challenge that managers of multinational corporations face as they strive to compete in the 21st century. As falling communication costs shrink, the distance between external stakeholders and shareholder value is increasingly created and protected through a strategic integration of the external stakeholder facing functions. These include government affairs, stakeholder relations, sustainability, enterprise risk management, community relations and corporate communications. Through such integration, the place where business, politics and society intersect need not be a source of nasty surprises or unexpected expenses. Most of the firms profiled in the book are now at the frontier of corporate diplomacy. But they didn't start there. Many of them were motivated by past failings. They fell into conflicts with critical stakeholders – politicians, communities, NGO staffers, or activists – and they suffered. They experienced delays or disruptions to their operations, higher costs, angry customers, or thwarted attempts at expansion. Eventually, the managers of these companies developed smarter strategies for stakeholder engagement. They became corporate diplomats. The book draws on their experiences to take the reader to the forefront of stakeholder engagement and to highlight the six elements of corporate diplomacy.

Including chapters from some of the leading experts in the field this Handbook provides a full overview of the nature and challenges of modern diplomacy and includes a tour d'horizon of the key ways in which the theory and practice of modern diplomacy are evolving in the 21st Century.

Veiled Power conducts a thorough historical study of the relationship between international law and business corporations. It chronicles the emergence of the contemporary legal architecture for corporations in international law between 1886 and 1981. Doreen Lustig traces the relationship between two legal 'veils': the sovereign veil of the state and the corporate veil of the company. The interplay between these two veils constitutes the conceptual framework this book offers for the legal analysis of corporations in international law. By weaving together five in-depth case studies – Firestone in Liberia, the Industrialist Trials at Nuremberg, the Anglo-Iranian Oil Company, Barcelona Traction and the emergence of the international investment law regime – a variety of contexts are covered, including international criminal law, human rights, natural resources, and the multinational corporation as a subject of regulatory concern. Together, these case studies offer a multifaceted account of the history of corporations in international law over time. The book seeks to demonstrate the facilitative role of international law in shaping and limiting the scope of responsibility of the private business corporation from the late-nineteenth century and throughout the twentieth century. Ultimately, Lustig suggests that, contrary to the prevailing belief that international law failed to adequately regulate private corporations, there is a history of close engagement between the two that allowed corporations to exert influence under a variety of legal regimes while obscuring their agency.

This volume utilizes empirical and theoretical approaches to shed light on an exciting set of emerging, stimulating new uses of technology that stretch creativity beyond conventional limits. Understand how the social media revolution is pushing boundaries and challenging anyone involved in the management of people.

Based on a wealth of empirical studies and case studies, this book explains the strategic choices companies have to make in order to remain consistent. In each chapter, real-life examples illuminate the key message managers should take away from the book. It offers a purely managerial viewpoint focused on what managers can do to manage the business environment in any situation.

Multinationals in the Global Political Economy looks at the new diplomacy between the multinational firm and the nation-state, focusing on the interdependencies, conflictual and co-operative, between the two primary actors in the global economy. An international group of scholars (the United Kingdom, the United States, Ca-

nada and Sweden) from a variety of disciplines (international relations, political science, public policy, economics and business studies) discuss the theory and practice of MNE-state relations in the 1990s.

How have Western governments, multinational companies, and international NGOs sought to influence democratic trends in developing countries? This major new study uses extensive empirical material to present a fresh analysis of Western policies in a number of developing regions since the 1990s.

The economic liberalization of Eastern Europe, the single European market and the rise of industrialization in Asia call for a fresh approach to international business. This book shows how to analyze the economic, social and political changes and to develop appropriate responses.

Business diplomacy involves developing strategies for long-term, positive relationship building with governments, local communities, and interest groups, aiming to establish and sustain legitimacy and to mitigate the risks arising from all non-commercial or exogenous factors in the global business environment.

Moderne Diplomatie wirkt heute in viele Bereiche des modernen Lebens hinein. Sie ist zugleich selbst neuen Einflüssen ausgesetzt. Faktoren, die unsere Gesellschaften verändern, verändern auch unser Regierungshandeln, auch in der Außenpolitik, seien es Digitalisierung, emotionalisierte Sensibilitäten unserer Öffentlichkeit oder nicht-staatliche internationale Akteure. Derartige Entwicklungen müssen von der Diplomatie aufgenommen werden, damit sie weiter als Instrument einer Regierung funktionieren kann. Regierungen sollten Wege finden, zwischen den neuen Bedürfnissen der Gesellschaft und den Notwendigkeiten legitimen Regierungshandelns zu vermitteln. Das Ziel sollte sein, als souveräner Staat handeln zu können und zugleich das Potential der tiefgreifenden gesellschaftlichen Veränderungen zu nutzen. Mit Beiträgen von Volker Stanzel, Sascha Lohmann, Andrew Cooper, Christer Jönsson, Corneliu Bjola, Emillie V. de Keulenaar, Jan Melissen, Karsten D. Voigt, Kim B. Olsen, Hanns W. Maull und R. S. Zaharna

Building the Republican State is an insightful analysis of the new state and the new public management that is emerging in the twenty-first century. It presents the historical stages that led to the modern state, identifies a crisis of the nation-state and its origins in a fiscal crisis and in globalization, and situates public management in the last phase – the social-liberal and republican state. To understand such stages the author develops the theory of republican rights, as a fourth type of citizenship right, after the civil, the political, and the social rights. The book contains an original model of reform, in which the roles of the state, the forms of ownership, the types of public administration, and the organizational-institutions indicated in each situation are put together. Additionally, the book discusses the political theories behind the reform, and its political implications. Throughout the book, the author underlines the complementary roles of markets and the state, and the importance of building state capacity to assure administrative efficiency, always having in count the 'democratic constraint', i.e., the prevalence of the political over the economic realm. This is essential reading both for those studying political theory and government reform, as well as for anyone interested in state politics and globalization.

Foreign direct investment (FDI) and multinational corporations (MNCs) – for better and worse – play a large and growing role in shaping our world. The integrating thesis of this book is the inevitability of heterogeneity in FDI and MNCs and, accordingly, the imperative of disaggregation. Large companies doing business on a global basis increasingly dominate the production and marketing of the world's goods and services. The importance of these companies continues to grow while the debate about their nature and effects remains mired in a long-standing stalemate couched in strong black and white terms. Stephen D. Cohen seeks to reconcile this impasse by analyzing multinational corporations and foreign direct investment in an eclectic, nuanced manner. The core thesis is that an accurate understanding of the nature and impact of these phenomena comes from acknowledging the dominance of heterogeneity, perceptions, and ambiguity and the paucity of universal truths. This approach should contribute significantly to both a better academic understanding and a more productive policy debate of an increasingly important element of the world economy.

The papers that comprise this book could hardly been conceived of 10 years ago. The idea of commercial republics having a positive impact on peaceful international relations was, of course, not new. Kant and Montesquieu argued for the idea and the idea that trade and peace might be linked has been standard political rhetoric in the west for decades. These were macro-level analyses of commerce and peace. This remains a field in its infancy and this book provides a foundation for further in-depth analysis and inquiry. Previously published in the *Journal of Business Ethics*, Volume 89 Supplement 4, 2009

Here is a stunning and provocative guide to the future of international relations—a system for managing global problems beyond the stalemates of business versus government, East versus West, rich versus poor, democracy versus authoritarianism, free markets versus state capitalism. Written by the most esteemed and

innovative adventurer-scholar of his generation, Parag Khanna's *How to Run the World* posits a chaotic modern era that resembles the Middle Ages, with Asian empires, Western militaries, Middle Eastern sheikhdoms, magnetic city-states, wealthy multinational corporations, elite clans, religious zealots, tribal hordes, and potent media seething in an ever more unpredictable and dangerous storm. But just as that initial "dark age" ended with the Renaissance, Khanna believes that our time can become a great and enlightened age as well—only, though, if we harness our technology and connectedness to forge new networks among governments, businesses, and civic interest groups to tackle the crises of today and avert those of tomorrow. With his trademark energy, intellect, and wit, Khanna reveals how a new "mega-diplomacy" consisting of coalitions among motivated technocrats, influential executives, super-philanthropists, cause-mopolitan activists, and everyday churchgoers can assemble the talent, pool the money, and deploy the resources to make the global economy fairer, rebuild failed states, combat terrorism, promote good governance, deliver food, water, health care, and education to those in need, and prevent environmental collapse. With examples taken from the smartest capital cities, most progressive boardrooms, and frontline NGOs, Khanna shows how mega-diplomacy is more than an ad hoc approach to running a world where no one is in charge—it is the playbook for creating a stable and self-correcting world for future generations. *How to Run the World* is the cutting-edge manifesto for diplomacy in a borderless world.

This volume analyzes changing patterns of authority in the global political economy with an in-depth look at the new roles played by state and non-state actors, and addresses key themes including the provision of global public goods, new modes of regulation and the potential of new institutions for global governance.

Modern corporations are key participants in the new globalized economy. As such, they have been accorded tremendous latitude and granted extensive rights. However, accompanying obligations have not been similarly forthcoming. Chief among them is the obligation not to commit atrocities or human rights abuses in the pursuit of profit. Multinational corporations are increasingly complicit in genocides that occur in the developing world. While they benefit enormously from the crime, they are immune from prosecution at the international level. Prosecuting Corporations for Genocide proposes new legal pathways to ensure such companies are held criminally liable for their conduct by creating a framework for international criminal jurisdiction. If a state or a person commits genocide, they are punished, and international law demands such. Nevertheless, corporate actors have successfully avoided this through an array of legal arguments which Professor Kelly challenges. He demonstrates how international criminal jurisdiction should be extended over corporations for complicity in genocide and makes the case that it should be done promptly.

After 9/11, which triggered a global debate on public diplomacy, 'PD' has become an issue in most countries. This book joins the debate. Experts from different countries and from a variety of fields analyze the theory and practice of public diplomacy. They also evaluate how public diplomacy can be successfully used to support foreign policy.

It is not in the US interest to adopt tax and regulatory policies that would discourage global engagement by US multinational corporations (MNCs). Research presented in this book shows that the expansion of foreign affiliates of US MNCs is positively associated with more production, greater employment, higher exports, and more research and development (R&D) in the United States. These findings suggest that less investment abroad by US firms would weaken—not strengthen—the US economy. This analysis by no means implies that there are only winners and no losers from outward investment. Changing patterns of MNC investment, like changing patterns of technology and production more generally, contribute to job losses and dislocations for some workers and to new opportunities for others. To benefit the US economy and US workers most broadly, the United States will want to search for ways to strengthen the appeal of the United States as a base for the operations of international firms. High among the recommendations to accomplish this, the United States should adopt a territorial tax system, like the great majority of developed countries.

A comprehensive volume that offers the most current thinking on the practice and theory of engagement. With contributions from an international panel of leaders representing diverse academic and professional fields *The Handbook of Communication Engagement* brings together in one volume writings on both the theory and practice of engagement in today's organizations and societies. The expert contributors explore the philosophical, theoretical, and applied concepts of communication engagement as it pertains to building interaction and connections in a globalized, networked society. *The Handbook of Communication Engagement* is comprehensive in scope with case studies of engagement from various disciplines including public relations, marketing, advertising, employee relations, education, public diplomacy, and politics. The authors advance the current thinking in engagement theory, strategy, and practice and provide a review of foundational and emerging research in engagement topics. *The Handbook of Communication Engagement* is an important text that: Provides an overview of the foundations and philosophies of engagement Identifies the contexts of engagement relating to specific areas across

government and corporations, including CSR, consumer, activism, diplomacy, digital, and social impact. Includes examples of contemporary engagement practice. Presents applications of engagement and technology. Offers insights on the future directions of engagement. The Handbook of Communication Engagement offers an essential reference for advanced undergraduate, graduate students, practitioners and scholars from communication, media, advertising, public relations, public policy, and public diplomacy areas. The volume contains a compendium of the writings on the most recent advances on the theory and practice of engagement. Winner of the 2018 PRIDE Award for Innovation, Development, and Educational Achievement from the Public Relations Division of the National Communication Association.

International law, corporate law, and governance gaps -- Global policy initiatives to regulate business responsibility and human rights -- Human rights conflicts and the creation of corporate responsibility collaborations -- Information and accountability : regulating the corporate social responsibility to respect human rights through ranking and reporting -- Competition, choice, and change : activist investors and concerned consumers as ethical enforcement agents -- From voluntary to obligatory : corporate reporting and codes of conduct to promote respect for human.

In China's Public Diplomacy, Ingrid d'Hooghe provides a thorough analysis of how China's approach to public diplomacy is shaped by the country's political system and Chinese culture.

Nations, even the most powerful, cannot cope by themselves with many of the problems confronting them. Collective efforts are needed, and diplomacy is a key element in this process. This text examines how diplomacy serves global governance, how the diverse international actors use it, and what it accomplishes. The focus is on diplomatic practice, looking at the diverse methods used by the international actors involved and how they contribute to its effectiveness. The first section examines how various levels of international actors practice diplomacy. Nation states are still key

actors and they use many methods in embassies, international conferences, international organizations, summit meetings, and more. International organizations are both a forum for multilateral diplomacy and a major set of international actors still growing in significance for global governance diplomacy. In addition, a multiplicity of regional or limited membership institutions play a role in global governance. At the transnational level, there is the increasing role of civil society institutions and nongovernmental organizations in international affairs. This is where a new kind of international actors is found, unevenly contributing to global governance diplomacy beyond the control of public authorities. The second section explores the functional level, looking at how diplomacy operates in five areas of global governance: peace and security, economic governance, social issues, human rights, and environmental protection. Each of these presents different challenges for global governance diplomacy and requires the development of different diplomatic strategies and new techniques. Some of the issues are more amenable to global governance while others, such as the eradication of global poverty remain fairly intractable. The text extends beyond the usual description of diplomatic apparatus and dynamics to explore "diplomacy at work" in specific, current policy areas that are very relevant to the present debates in international politics.

"A true master class in the art of making the impossible possible."

—Paul Polman One of the most vexing human rights issues of our time has been how to protect the rights of individuals and communities worldwide in an age of globalization and multinational business. Indeed, from Indonesian sweatshops to oil-based violence in Nigeria, the challenges of regulating harmful corporate practices in some of the world's most difficult regions long seemed insurmountable. Human rights groups and businesses were locked in a stalemate, unable to find common ground. In 2005, the United Nations appointed John Gerard Ruggie to the modest task of clarifying the main issues. Six years later, he had accomplished much more than that. Ruggie had developed his now-famous "Guiding

Principles on Business and Human Rights," which provided a road map for ensuring responsible global corporate practices. The principles were unanimously endorsed by the UN and embraced and implemented by other international bodies, businesses, governments, workers' organizations, and human rights groups, keying a revolution in corporate social responsibility. Just Business tells the powerful story of how these landmark "Ruggie Rules" came to exist. Ruggie demonstrates how, to solve a seemingly unsolvable problem, he had to abandon many widespread and long-held understandings about the relationships between businesses, governments, rights, and law, and develop fresh ways of viewing the issues. He also takes us through the journey of assembling the right type of team, of witnessing the severity of the problem firsthand, and of pressing through the many obstacles such a daunting endeavor faced. Just Business is an illuminating inside look at one of the most important human rights developments of recent times. It is also an invaluable book for anyone wanting to learn how to navigate the tricky processes of global problem-solving and consensus-building and how to tackle big issues with ambition, pragmatism, perseverance, and creativity.

Across an amazing sweep of the critical areas of business regulation - from contract, intellectual property and corporations law, to trade, telecommunications, labour standards, drugs, food, transport and environment - this book confronts the question of how the regulation of business has shifted from national to global institutions. Based on interviews with 500 international leaders in business and government, this book examines the role played by global institutions such as the WTO, the OECD, IMF, Moody's and the World Bank, as well as various NGOs and significant individuals. The authors argue that effective and decent global regulation depends on the determination of individuals to engage with powerful agendas and decision-making bodies that would otherwise be dominated by concentrated economic interests. This book will become a standard reference for readers in business, law, politics and international relations.