

**Master of Public Affairs/
Master in International Business**

Academic year: 2016

Course Title: International Business & the New Diplomacies

Duration: 24 hrs (12x2)

Maximum no. of students: 25

Syllabus, Elective Course, (10 credits)

Course Description:

SYLLABUS

INSTRUCTORS

Last name(s), First name(s): Saner, Raymond

E-mail: saner@sciencespo.fr; saner@diplomacydialogue.org , **Title:** Faculty Member MPA-Sciences Po and Co-Founder and Director of DD/CSEND

Organization/Affiliation: Diplomacy Dialogue/ CSEND, Geneva

Short Biographies:

Raymond Saner

Raymond Saner teaches at Science Po, Paris in the MPA programme (Negotiation Theory & Practice, Trade & Development, Capstone leader) and is the co-founder of CSEND, a Geneva based NGRDO (non-governmental research and development organisation (since 1993) and the director of CSEND's Diplomacy Dialogue branch.

He is professor titular at Basle University, Dept of Economics and Management where he teaches negotiations and dispute settlement at WTO. He also teaches negotiations in multistakeholder context at the Centre for Sustainability (CSM), Leuphana University, Lüneburg.

PROFESSORS

Raymond Saner

Sciences Po, Paris
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DiplomacyDialogue, Geneva
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Doudou Sidibé
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Novancia, Paris

His research and consulting focuses on conflict studies and international negotiations at bilateral, plurilateral and multilateral levels in the field of trade (WTO), employment and poverty reduction (ILO, PRSP), trade and development (WTO, UNCTAD, EIF), human and social capital development in the educational sector (GATS/ES/WTO and OECD) and trade, investment and climate change (UNCTAD).

Raymond Saner pioneered the field of business diplomacy and contributes to the study of multi-stakeholder diplomacy within the field of diplomacy and teaches at Diplomatic Academies and Schools in Europe and North America.

Doudou Sidibé

Doudou Sidibé is a Professor-researcher at Novancia Business School. He holds a doctorate in international relations from the University Jean Moulin Lyon 3. He teaches business diplomacy, negotiation, geopolitics and political communication.

He is involved in several higher education institutions such as the University of Paris-Est Marne-La Valley, ENA Rabat (Morocco), the National Assembly of Cameroon in collaboration with ENA in France, the Schiller International University Paris-Campus, the University of Roehampton in London, Ecole de Guerre de Paris in collaboration with ESSEC Business School.

His current research focuses on Negotiation of Intractable conflict in Casamance (Senegal) and power negotiation between Areva and Niger.

He has been visiting scholar at The Institute of African Studies Columbia University (2015), at SAIS Johns Hopkins University (2015) and at CPASS Georgetown University (2006). He is the scientific coordinator of the International Biennial on negotiation. He is author of several books and articles and member of several academic associations.

COURSE DESCRIPTION

a) Business Diplomacy and International Relations:

Business Diplomacy, Economic Diplomacy, Commercial Diplomacy and NGO Diplomacy as well as other forms of New Diplomacies in the context of globalization and multi-stakeholder International Relations

b) Objective of the course:

The objective of this course is to help participants understand the strategic implications of multi-actor and multi-stakeholder relations of state actors and non-state actors. In addition, this course provides opportunities for the students to develop systematic skills in diagnosing and managing conflicts and as well as identifying opportunities for cooperation between organizations and within institutional settings at the international level with a special focus on Business Diplomacy (BD), Economic Diplomacy (ED), Commercial Diplomacy (CD) and NGO Diplomacy and other forms of New Diplomacy.

Towards that end, the students shall: 1) develop an understanding of what BD, ED, CD, NGO-D and other forms of New Diplomacies entail, 2) understand the factors and conditions that can give rise to conflict between these multi-actor/multi-stakeholder contexts; 3) understand regulatory and mediating mechanisms such as a) the UN Business and Human Rights agreement, b) the OECD guidelines of Responsible Business Conduct for Multinational Enterprises and the UN Global Compact, 4) examine the characteristics of BD, ED, CD and NGO-D conflicts and other forms of New Diplomacies at the following levels: inter-organizational and at global governance level 5) know how to search for new markets through diplomacy and how to conduct business in conflicting environments.

Students that follow this course will be better prepared to work in companies that operate internationally, in diplomatic services, in international organisations and in think tanks operating at global levels.

Methods to accomplish these objectives will include readings, lectures, case analyses, role play exercises, simulations, term papers, class discussions, and self-assessment instruments.

c) Prerequisites:

Minimum BA level in international relations or equivalent (e.g. MBA, or other international relations graduate degree). This course is also open to officials from governments, International Organisations and from internationally active NGOs.

d) Course requirements (grading & assessment):

Evaluation of student performance will be made on the basis of multiple criteria, including written case analyses, term project and in-class participation.

Assessment criteria for final grade:

Assignment I:

Two students form a team and select one of the fields of the New Diplomacies (as covered by the course programme). The team assignment should consist of writing two distinct sections- Part I being the summary of key literature available of the field under study and Part II being the relevance of the existing literature and identification of strengths and weaknesses of the existing literature.

Part I & II combined should not be longer than 1500 words. The grade given for this assignment will be a team grade. In other words, the grade will be shared by both students, hence cooperation between both members of the team is encouraged. The completed assignment should be sent by email to the professors and one hard copy be made available at the start of session #8. No late papers will be accepted. Citations must list name of author, publication and page of cited reference either as footnote or in bibliography section. The Theory paper contributes to **30%** of the final grade.

Assignment II (Term Project)

Students will form a team of four students consisting of two pairs (2x2). Each of the two pairs has previously written a theory paper together for assignment # 1. The group of four students should select a past or ongoing conflict between a state actor and a non-state actor and analyse the ensuing negotiation. The final term paper should be a maximum of 10 pages and be based on the components described below. The 10 pages should be 1,5 spaced, A4 type (figures, tables not included to be annexed at end of final term paper. The grade given will be a team grade. The deadline for the final paper is one month subsequent to the final session (session 24). A memo detailing requirements for the project will be distributed in class. The final paper contributes to **40%** of the final grade.

Paper Structure Guide:

Abstract / Executive Summary	Group	≈500 words	20%
Introduction	Group	≈1000 words	10%-
Case Study – narrative	Group	≈3-5000words	-
Analysis sections	Individual	≈3000 words	40%
Final conclusions / summary	Group	<2500 words	30%

Total ± 20,000 words for a group of 4 participants (excluding appendices, tables and figures). Pages must be numbered and the name of the particular author must be printed in the footer of each page

Assignment III (group case presentation- Assignment II)

Class Participation

Given the emphasis on skill development, the high reliance on experiential teaching methods, and the absence of examinations in this course, importance will be placed on high-quality class participation as measured by participants' contributions to class discussions, demonstrations of advance preparation, involvement in teamwork, etc. Absences will have to be compensated to ensure equitable treatment of students. Each session missed will mean that two more pages will have to be added to the final paper.

e) Course workload

Students will write two term papers and conduct one group presentation of the second term paper and be required to read case material for each session. The additional course material consists of thematic short papers and most importantly related to negotiation simulations. Students are expected to have read them in order to be able to actively participate and contribute to the class sessions.

f) Required readings (a minimum of one text of each thematic category, 10 maximum) and read the instructions for the related case exercise scheduled for the afternoon session

g) Supplementary Readings:

see session plan below

COURSE OUTLINE

Course outline consists of 10 sessions organized within a 12 days condensed teaching format.

Day 1	10.00-12.15	14.15- 17.15	5hrs
Day 2	10.00-12.15	14.15- 17.15	5hrs
Day 3	10.00-12.15	14.15- 17.15	5hrs
Day 4	10.00-12.15	14.15- 17.15	5hrs
Day 5	10.00-12.15	14.15- 17.15	5hrs
Day 6	10.00-12.15	14.15- 17.15	5hrs
Day 7	10.00-12.15	14.15- 17.15	5hrs
Day 8	10.00-12.15	14.15- 17.15	5hrs

Day 9	10.00-12.15	14.15- 17.15	5hrs
Day 10	10.00-12.15	14.15- 17.15	5hrs
Day 11	10.00-12.15	14.15- 17.00	5hrs
Day 12	10.00-12.15	14.15- 17.00	5hrs
Day 13	10.00-12.15	14.15- 17.00	5hrs
Day 14	10.00-12.15	14.15- 17.00	5hrs
Day 15	10.00-12.15	14.15- 17.00	5hrs

Total: 75 contact hours

Session 1: Business Diplomacy and the New Diplomacies

Clarifying course objectives, program, term paper and grading
The Nature of Organizational and Institutional Conflict

New Diplomacies in a globalized world

Business Diplomacy: Key Concepts and Research

Reading:

Saner, Raymond, Yiu, Lichia; Sondergaard, Mikael; (2000), "Business Diplomacy Management: A core competency for Global Companies", Academy of Management Executive, Vol.14, No. 1; 80-92

Doudou Sidibé, Raymond Saner (2012), Intersection of Roles Between States and Multinationals in Emerging Markets, in Amjad Hadjikhani, Ulf Elg, Pervez Ghauri (ed.) *Business, Society and Politics (International Business and Management, Volume 28)* Emerald Group Publishing Limited, pp.327 - 340

Session 2: Business Diplomacy & new Diplomacies Case Examples

Case 1: Areva in Niger

During the renegotiations of the agreement in the operation of uranium mining, Areva faced several stakeholders such as Civil society, international NGOs, the media and local population that tried to influence the negotiation in favour of the Government of Niger. A diplomat was appointed by Areva to help the firm handle the situation.

Case 2: Role of Multinationals in fueling the Democratic Republic of Congo

conflict with the illegal exploitation of minerals. The case points out the notion of ethics and human rights in business

Case 3 : The exploitation of oil in the Delta of Niger (Nigeria) created conflict between the oil companies (Shell) and some ethnies (Ogoni and Ijaw) forced to abandon their traditional agricultural activities.

Session 3: Economic Diplomacy

Key Concepts and Research

Saner, Raymond; Yiu, Lichia; "International Economic Diplomacy: Mutations in Post-modern Times", Discussion Papers in Diplomacy, No. 84, Clingendael Institute of International Relations, The Hague, pp. 1-37, January 2003

Ögütçü, Mehmet & Saner, Raymond; , Fine-tuning Turkey's economic diplomacy In support of its EU accession process, ICCEES Regional European Congress, Berlin, 2-4 August 2007; EurasiaCritic Magazine, July 2008, www.eurasiacritic.com
http://www.eurasiacritic.com/july/july_ogutcu_saner.html

Session 4: Economic Diplomacy Case Examples

Foreign Investment Negotiations Simulation

(adapted from Richard W. Moxon et al, 1994)

This exercise simulates a negotiating situation among several multinational corporations (MNCs) and the governments and local companies of four newly-industrializing countries (NICs) of Asia. The negotiations are concerned with the development of a high technology manufacturing industry in these countries, and may involve foreign investments, joint ventures and technology transfer agreements. The simulation is based on the hypothetical microanalyzser industry, and the multinational and local countries are all hypothetical. The countries involved are real--- Thailand, Indonesia, Malaysia. But the information provided on them is condensed and simplified.

Assignment:

Clarifying task for Case Assignment #1 due in class by Session 7

Session 5: Commercial Diplomacy

Key Concepts and Research

Ruel, H. J. M. and Visser, R. (2012). "Commercial diplomats as corporate entrepreneurs: explaining role behavior from an institutional perspective", *International Journal of Diplomacy and Economy*.

Reuvers, S. and Ruel, H. J. M., "Research on Commercial Diplomacy: Review and Implications" in *Commercial Diplomacy and International Business: a conceptual and empirical exploration*, Ruel, H. J. M., ed. (Advanced series in Management, Emerald, 2012).

Session 6: Commercial Diplomacy Case Examples

Case 1: French Embassy in Japan

The embassy of France in France is a true example of commercial diplomacy in the sense that the Ambassador of France developed a network in the political, economic and cultural milieu which will serve to ease market penetration by French companies. Between 13 000 to 15 000 Japanese VIPs will be invited every year in the embassy to build network. Under the auspices of the Ambassador French companies financed gifts to Japan to facilitate commercial relationships. Example: La Flamme de la liberté (Flame of Liberty).

Case 2: The Commercial Diplomacy units of Paris Chamber of Commerce and Industry

The Chamber of Commerce and Industry of Paris has created in 2010 a Commercial diplomacy unit in order to help French companies to explore new markets abroad. Any Head of States visiting France is advised to go to this unit to meet French companies interested to invest in his countries.

Session 7: NGO Diplomacy

Key Concepts and Research

Saner, R; Yiu, L; "The New Diplomacies and Humanitarian Work Psychology", in Carr, St, MacLahlan, M and Furnham, A, "Humanitarian Work Psychology", Palgrave Macmillan, New York, 2012, pp 129-166.

Saner, Raymond; Yiu, Lichia, (2015) "Civil Society Organisations' (CSO) Engagement in the Aid Effectiveness Discourse and related Standard Setting Negotiations", in Göymen, Korel, Lewis, Robin "Public Policymaking in a Globalized World", Sabancı University İstanbul Policy Center, Istanbul.

Session 8: NGO Diplomacy Case Examples II

Case 1: United Nations Conference on Environment and Development, held in Rio de Janeiro in 1992 where 1400 NGOs were accredited and they played a central role for the promotion of sustainable development.

Case 2: World summit on Sustainable Development in Johannesburg in 2002 where more than 3200 NGOs accredited were instrumental to the creation of partnerships for sustainable development

Case 3: Sant Egidio, a NGO as mediator in Mozambique and Casamance (Senegal) Conflicts

Session 9: Multi-stakeholder Diplomacy

Yiu, L; Saner, R; (2014) "Sustainable Development Goals and Millennium Development Goals: an analysis of the shaping and negotiation process", Asia Pacific Journal of Public Administration, 36:2, pp 89-107,

Raymond Saner & Varinia Michalun; "Negotiations between State Actors and Non-State Actors: Case Analyse from Different Parts of the World", pp 21-35, Republic of Letters, Dordrecht, NL, 2009

Session10: Multi-stakeholder Diplomacy Case Example

Case: Negotiating the establishment of the United Nations Disaster Relief Organisation (UNDRO)

It is 21 July 1971. Recent natural disasters, such as the severe floods in Central Europe, droughts in Afghanistan and Western Africa, as well as earthquakes in the USSR, Turkey, Indonesia and Peru, have prompted the United Nations to consider its structural involvement in disaster relief operations. Many UN institutions, such as United Nations Children's Fund (UNICEF), the Food and Agricultural Organisation (FAO), the World Health Organisation (WHO) and the United Nations Development Programme (UNDP) are in fact already working in this area, but their efforts are not well coordinated. Public opinion demands better coordination of relief efforts, as it does not want its (voluntary) funds to be wasted. Before the crucial plenary session of 23 July, the draft resolution will be discussed and negotiated in a Special Working Group on Disaster Relief.

Assignment due in class:

Hand in proposal for approval of your group term paper (1-2 page max) describing what negotiation case you want to analyze (BD, ED, CD, NGO Diplomacy), who will write what part of the term paper and what are the sources of information that you will use)

Assignment 1: Write-up of Case #1 due in class

Session 11: Social Diplomacy

Key Concepts and Research

Saner, Raymond; Sapienza, Emanuele Sapienza, *Development Diplomacy and Partnerships for Social Policy at the Time of PRSPs: The Case of Decent Work*", *Journal of Poverty Alleviation and International Development*, 3(2): 145-180, 2012

Decent Work and Poverty Reduction Strategies (PRS):An ILO Advocacy Guidebook for staff and constituents, ILO, Geneva, 2005
<http://www.diplomacydialogue.org/images/files/20050210-Advocacy%20Guidebook.pdf>

Session 12: Social Diplomacy Case Example

Case: EQUATORIA

Equatoria is a simulation exercise intended to facilitate the understanding of *advocacy, influencing, networking and multi-stakeholder negotiation techniques* and how they might be applied in relation to the specific policy-making process of the Poverty Reduction Strategy. Special emphasis is given to the role of the International Labour Organization, trade unions and employers' organizations in influencing the policy formulation in this context.

The simulation allows participants to engage in a hypothetical negotiation exercise in a fictitious country called "Equatoria" in sub-Saharan Africa. The time of the simulation is situated around the moment when the country's key ministries are drafting the Poverty Reduction Strategy Paper (PRSP). Anticipating the social dialogue part of the process, the Government decided to have initial informal consultations with representatives of the civil society organizations (CSOs) including workers' and employers' organizations. The Government would also be holding discussions with joint staff from the World Bank and the IMF as well as with different key donor country representatives.

Session 13: Health Diplomacy

Key Concepts and Research

Yiu, Lichia; Saner, Raymond, "Poverty Reduction Strategy Papers and the Health Sector", *Journal of Poverty Alleviation and International Development*, 1(2): 135-180, 2011

<http://www.diplomacydialogue.org/publications/health-diplomacy/88-poverty-reduction-strategy-papers-prsps.html>

Saner, Raymond & Yiu, Lichia; "Negotiation and Health Diplomacy: The Case of Tobacco"; in: I. Kickbusch, S.A. Matlin (eds), *Pathways to Global Health: Case Studies in Global Health Diplomacy*. Singapore: World Scientific Publishing, 2015, in press

Session 14: Health Diplomacy Case Examples

1. 5 country examples of WTO health sector commitments (health sector, market access, national treatment) namely Germany, Philippines, Portugal, UK, Brazil.
2. Non-traditional financing of health sector in least developed countries by Philanthropic organizations (e.g. BM Gates Foundation), Intermediaries (global fund, GAVI, MMV) and International Organizations (WHO, UNICEF)

Session 15: Migration Diplomacy

Key Concepts and Research

Saner, Raymond; Velebit, Nicolas; "Population Ageing and lack of semi-skilled workers in Switzerland: A new migration card?", *La Vie Economique*, Vol. 5, 2009

http://www.diplomacydialogue.org/images/files/VE%2020E_Saner%20%282%29.pdf

Black, Richard and Sward, Jon, "Human Research Development Paper 2009/38, Migration, Poverty Reduction and Human Development", UNDP, 2009

Session 16: Migration Diplomacy Case Example

"Negotiating a Migration Convention" –A Multi-Stakeholder Simulation Exercise.

Migration Diplomacy” simulation is a learning opportunity for participants regarding the opportunities and “threats” of migration flows between sending and receiving, developing and developed countries. It helps the multi-stakeholder constituencies (governments, business, civil society, international organizations) concerned with migration to explore possibility to negotiate a convention on migration. The simulation provides insights into how

Session 17: Trade Diplomacy

Key Concepts and Research

Saner, Raymond; Guilherme, Ricardo; “The International Monetary Fund's Influence on Trade Policies of Low-income Countries: A Valid Undertaking? Journal of World Trade 41(5): 931±981, 2007

Understanding the WTO, WTO secretariat, Geneva, 2003

Session 18: Trade Diplomacy II

Trade Diplomacy Case Example

Negotiating Tariff Reductions on Goods in WTO context
Objectives of Simulations

The simulation exercise is intended to facilitate the understanding of multilateral negotiation techniques and how they apply to WTO context of trade negotiations. Participants learn to establish offensive and defensive negotiation positions and form alliances to achieve consensus based tariff reductions, then apply negotiation methods applicable to a multi-lateral negotiation process.

Session 19: Peace Diplomacy

Key Concepts and Research

Saner, Raymond; “Cyprus conflict and social capital theory: a new perspective on an old conflict”, in Michaelene Cox, “Social Capital and Peace Building”, creating and solving conflict with trust and networks”, Routledge, London, 2009, pp 139-155.

Kägi, Wolfram; Saner, Raymond; "External Evaluation of Programme Activities Fostering the Geneva Initiative" The aim of this evaluation of the activities fostering the Geneva Initiative was to document the work that has been done by Israeli, Palestinian and other parties in the context of the Geneva Initiative and to re-examine the Swiss financial and non-financial support of it. The report is being made available with the permission of the Swiss Federal Ministry of Foreign Affairs.

<http://www.diplomacydialogue.org/publications/peace-diplomacy/106-external-evaluation-of-programme-activities-fostering-the-geneva-initiative.html>

Session 20: Peace Diplomacy II

Peace Diplomacy II Case Example

Cyprus Conflict simulation

Participants will experience a UN facilitated negotiations between the two communities in conflict (Greek and Turkish Cypriots). The negotiation requires finding solutions to several issues at the same time namely troop withdrawal, restitution of property, redrawing of a new constitution, movement of citizens across the island and number of guarantor third countries.

Session 21: Environment Diplomacy

Arquit, Anne, Saner, Raymond "Exploring the relationship between FDI flows and CDM potential", Vol. 14, pp 1-47, Transnational Corporations, UNCTAD, Geneva, 2005

Raymond Saner, Lichia Yiu and Daniel Bradley; "Poverty Reduction Strategy Papers and the Environment", 2011, CSEND Publication

Session 22: Environmental Diplomacy Case Example

Simulation "Can we make a CDM Deal?"

The objective of this simulation is to familiarize the students with the basic basic international CDM rules & procedures and to develop a realistic view of current CDM "market" situation at present & future outlook. Students will gain knowledge of institutional prerequisites for engaging in the CDM, become sensitized to the negotiable issues in CDM deals and develop awareness of issues to consider in order to maximize host country benefits

Session 23: Education Diplomacy

Key Concepts and Research

Lim, Hoe; Saner, Raymond (2011), Trade in Education Services: Market Opportunities and Risks, Life Long Learning in Europe; 1- 2011, pp 18-29; Helsinki, Finland.

Byrne, Caitlin and Hall, Rebecca, "Australia's International Education as Public Diplomacy: soft power Potential; Clingendael, Discussion Paper Nr. 212, 2011

Session 24: Education Diplomacy Case Example

WTO-GATS (Cross-border Trade in Educational Services)

This simulation exercise is intended to facilitate the understanding of multilateral negotiation techniques and how they might be applied in relation to the GATS negotiations on trade in Educational Services (ES). The formula approach basically consists of a proposal to fully liberalise trade in ES amounting to the elimination of any limitations on Market Access and National Treatment in the subsectors of Primary, Secondary, Higher, Adult Education, and Other Education Services. Other countries either support (fully or partially) or reject (either fully or partially) the idea and insist on various forms of restrictions in regard to cross-border supply, consumption abroad, commercial presence and presence of natural persons of Educational Services.

Session 25: Regulatory Measures and Diplomacy

Key Concepts and Research

Ruggie, John; Tamaryn Nelson, « Human Rights and the OECD Guidelines for Multinational Enterprises: Normative Innovations and Implementation Challenges”, May 2015, Working Paper No. 66, Kennedy Government School, Harvard University

Sauvant, Karl, "The Negotiations of the United Nations Code of Conduct on Transnational Corporations: Experience and Lessons Learned”, The journal of world investment & trade, 16 (2015) 11-87

Session 26: Regulatory Measures and Diplomacy Case Examples

Case Examples

Implementing the OECD Guidelines

Saner, R; Yiu, L, "Business Diplomacy Competence: A Requirement for Implementing the OECD's Guidelines for Multinational Enterprises", the Hague journal of Diplomacy 9 (2014) , Brill Nijhoff; Leiden, 311-333

Three case examples from three countries' National Contact Points

Session 27: Sustainable Development Goals Diplomacy

Key Concepts and Research

Saner, Raymond (2015), "Brief for GSDR 2015: Science Diplomacy to support global implementation of the Sustainable Development Goals (SDGs).http://www.csend.org/images/articles/files/GSDR_2015_Science_diplomacy_.pdf

Session 28: Sustainable Development Goals Diplomacy II

Sustainable Development Goals Diplomacy II Case Example

Negotiation Simulation of SDGs

Negotiation simulation will focus on the negotiations leading to the Outcome document for the UN Summit to Adopt the Post-2015 Development Agenda titled "Transforming our World: the 2030 Agenda for Sustainable Development", UN, 31st July 2015

Session 29: Group Presentations of final term paper II

Each group of four participants presents the main findings of their term paper II during session 29 based on the following structure:

- 1.The group presentation should outline the narrative of the case and describe the analytical frameworks and key findings

2. The group presentation should be no longer than 30 minutes plus 30 minutes discussion time.
3. Each member of the group shares part of the group presentation according to the group's decision (e.g. abstract, introduction, method or conclusion section). As a second step, each member of the group presents his/her part of the final term paper.

Session 30: Summary of Course Content

Participants will re-visit the key learning inputs and identify what were the most important learning lessons and how the acquired learning could be applied to the current and future work situations. As a second part of this closing session, the course will be assessed to help instructors further increase validity and effectiveness of their course objectives and programme components.

Further Reading

Business Diplomacy

Raymond Saner & Varinia Michalun; "Negotiations between State Actors and Non-State Actors: Case Analyse from Different Parts of the World", Introduction pp 1-21, Republic of Letters, Dordrecht, NL, 2009

Saner, Raymond, Yiu, Lichia, "Swiss Executives as Business Diplomats in the New Europe: Evidence from Swiss Pharmaceutical and Agro-Industrial Global Companies", 15 pages, Organizational Dynamics, Elsevier Publ, NY, Vol.34, Issue 3, pp 298-312, 2005

Economic Diplomacy:

Saner, Raymond; "Trade Policy Governance through Inter-Ministerial Coordination: *A source book for trade officials and development experts*" Introduction, Concepts & Theory, pp 1-23, of Republic of Letters, Dordrecht, 2009.

Berridge, G.R.(2005), *Diplomacy : Theory and Practice and practice*, Palgrave, 241 pages.

BERGEIJK, P. A.G.van.1994, *Economic diplomacy, Trade and Commercial policy*, Edward Edgar Publishing Limited. 223 pages

Fink, G. *Negotiation between the French Government and the Walt Disney Company Regarding Creation of Euro Disney* in Victor Kremenyuk, and Gunnar Sjöstedt.(2002), *International Economic Negotiation, models versus reality*, IIASA, Austria, 381 pages.

Commercial Diplomacy:

Arquit, Anne, Saner, Raymond "Exploring the relationship between FDI flows and CDM potential", Vol. 14, pp 1-47, *Transnational Corporations*, UNCTAD, Geneva, 2005

Coolsaet R. (2004), *Trade and Diplomacy : The Belgium case*, *International studies perspectives* 5, 61-65

Kopp, Harry W. (2004), *Commercial Diplomacy and the National Interest*. New York, NY: American Academy of Diplomacy; Business Council for International Understanding.

Strange, S. (1992), "State, firms and diplomacy", *International Affairs* 68, I, p.1-15.

Potter, E. H. (2004), *Canada : The renaissance of Canada's Commercial Diplomacy*, *International studies perspectives* 5, p.55-60.

Naray, O. (2008). "Commercial Diplomacy: A Conceptual Overview." Conference paper for the 7th World Conference of TPOs – The Hague, The Netherlands.

NGO-Diplomacy:

Larry Winter Roeder,Albert, *Diplomacy and Negotiation for Humanitarian NGOs*, Springer, New York, 2013

Saner, Raymond & Michalun, Varinia (2009) "Negotiations between state actors and non-state actors: case analyses from different parts of the world", *Republic of Letters*, Dordrecht, NL

Michele M. Betsill and Elisabeth Corell, *Introduction to NGO Diplomacy*, MIT press, 2007

Social Diplomacy

Saner, Raymond, Yiu, Lichia; " Business-Government-NGO relations: their impact of global economic governance" in "Global Governance in Diplomacy: World Apart?", Eds Edward Cooper, Brian Hocking, and William Maley; Palgrave MacMillan, New York, 2008 , pp. 85-104.

Byiers, Bruce and Rosengren, Anna "Common or Conflicting Interests?: Reflections on the Private Sector (for) Development Agenda", ECDPM, No. 131, July 2012, www.ecdpm.org/dp131

Health Diplomacy

Sridhar, Devi and Woods, Ngaire , "Trojan Multilateralism: Global Cooperation in Health", *Global Policy* Volume 4. Issue 4, November 2013

Global Public Health Unit, Edinburgh University and Blavatnik School of Government, Oxford University

Migration Diplomacy

Siegel, Melissa; McGregor, Elaine, "Measuring Policy Coherence for Migration and Development: A Dashboard of Indicators", Maastricht Graduate School of Governance, March 2015

Trade Diplomacy

Hallaert, Jean-Jacques, The future of Aid for Trade: challenges and options, *World Trade Review*, Article / April 2013, pp 1-16

Diana Tussie, Trade Diplomacy, *The Oxford Handbook of Modern Diplomacy*, Edited by Andrew F. Cooper, Jorge Heine, and Ramesh Thakur Yıldız Tuğba KURTULUŞ KARA, Trade as a tool of diplomacy and Global Security, <http://sam.gov.tr/wp-content/uploads/2012/02/YildizTugba.pdf>

Douglas A. Schuler , The NAFTA and the Environment: Trade, diplomacy, and limited protection, *The International Trade Journal* 09/1996; 10:353-377

Peace Diplomacy

Saner, Raymond, Private Military and Security Companies: Industry-Led Self-Regulatory Initiatives versus State-Led Containment Strategies, *The Centre on Conflict, Development and Peacebuilding*, Graduate Institute, University of Geneva, in press

Environmental Diplomacy

Saner, Raymond, Jauregui, Sergio, Yiu, Lichia (Eds) ; „Climate Change and Environmental Negotiations: Global and Local Dynamics“, *Los Amigos del Libro*, La Paz, (308 pp), 2001

Richard Matthew, Oli Brown, David Jensen, *From Conflict to Peacebuilding: The role of natural resources and the environment*

<https://www.iisd.org/publications/conflict-peacebuilding-role-natural-resources-and-environment>

Carlo Carraro, International Environmental Negotiations,
<http://www.eolss.net/sample-chapters/c14/e1-35-03-02.pdf>

Education Diplomacy

Akanksha A. Marphatia, Rachel Moussié, Anne-Marie Ainger and David Archer; "Confronting the Contradictions: The IMF, wage bills caps and the case for teachers. the case for teachers; Action Aid, London, 2007

Regulatory Measures Diplomacy

UNSG Koffi Annan, "Investing in the United Nations: for a stronger Organization worldwide_ Report of the Secretary-General, 7 March 2006.

SDG Diplomacy

Yiu, Lichia, Saner, Raymond "Sustainable Development Goals and Millennium Development Goals: an analysis of the shaping and negotiation process", Asia Pacific Journal of Public Administration, Asia Pacific Journal of Public Administration, 2014 Vol. 36, No. 2, 89–107,