INTERNATIONAL ORGANISATIONS AND MANAGEMENT:  
THE UNITED NATIONS SYSTEM (P11.2210-001)  
Mondays, 8.35-10.15 p.m., Silver 712  
Prof. Ahmad Kamal, former Ambassador of Pakistan

Course Description:

The transition from the end of the Twentieth Century to the beginning of the Twenty-First Century coincides with a period of exciting and fundamental change in international relations, characterized by an increasing awareness and debate about the role of the international organizations. Never has the challenge been greater for international organizations as they come to terms with the problems connected with their role in international peace and security, the regulation of the international commons, the promotion of economic and social development, the provision of public services to refugees and displaced persons, and the enforcement of global human rights norms. All this is being done under relentless public scrutiny.

In a much lauded, much maligned, much misunderstood environment, the United Nations System is being subjected to varying interpretations, about its structure, its role, its challenges, its potential, and its essential work. Some believe it is a supra-national structure to be kept firmly under control;, others, that it is the forum for the solution of all problems. Students will come to appreciate its strengths and weaknesses.

The course will be a complement to the other courses on International Organizations being taught at the University. It will focus on the political aspects of negotiations at the United Nations system, including the Bretton Woods Institutions, and cover the different parameters of the debate about relevance and reform.

By the end of the course, the student should be able to:

• build up a critical view of the United Nations system, in all sectors of its activities;
• understand the challenges, the potential, and the shortcomings;
• explain the role of governmental and non-state actors in international politics;
• identify the differing views of governmental and non-governmental actors;
• synthesize information and articulately ask questions and state positions;
• describe a variety of global topics and the roles and responsibilities of the relevant national, regional, and international actors involved in particular topics;
• be able to list the economic and political policy tools available to governments and international organizations, and how these tools are used to create alliances, resolve international disputes, maintain peace, or punish a nation;
• know the numerous global and regional issues today and as we move deeper into the twenty first century;
**REQUIRED READINGS**

In keeping with the rapidly changing international environment and the course emphasis on the use of technology in learning, various required website and electronic readings, which will be the basis for class discussions, will be listed for each class. Additional materials may be distributed from time to time via email.

1) A critical text which should be purchased, and which will serve as background reading for class discussions is:

2) In addition, the following required reference text should also be purchased:
   *The United Nations Handbook, 2008-2009* (or later) Edition, published by the New Zealand Foreign Office. (heavily discounted copies may be obtainable by the Instructor from the UN Bookshop)

3) A third book that can be a most useful purchase would be:
   *A Global Agenda, 2009-2010*, published by the United Nations Association-USA.

4) Students will also be encouraged to refer constantly to the books used in other courses on International Organizations, and available in the Library, namely,

5) In order to be aware of current events and contribute fully to class discussions, the reading of at least one leading daily American newspaper (for example, the New York Times at [http://www.nytimes.com/](http://www.nytimes.com/), or the Washington Post at [http://www.washingtonpost.com/](http://www.washingtonpost.com/), and one major foreign weekly, (for example, The Economist at [http://www.economist.com/](http://www.economist.com/)) is required of all students.
4) Students will also find it most useful and intellectually satisfying to regularly read the Foreign Affairs magazine, published by the Council for Foreign Affairs six times a year (available at http://www.cfr.org/).

5) Some useful web-sites which can be constantly consulted are the following:
   - <http://www.globalpolicy.org/>
   - <http://www.unfoundation.org/>

**CLASS POLICIES**

**Class Participation:** Class participation is essential in this course, and therefore, timely and regular class attendance is mandatory. Class attendance will be marked at the very beginning of each class. Attendance will be graded. Except for serious emergencies, and medical reasons, which must be brought to notice before start of class over email, absences will not be “excused” during this semester. It should be clearly noted that almost one-third of the Final Grade is dependant on punctuality and attendance.

**Drafting:** Particular emphasis will be placed in this class on building up an ability to draft home-works and papers in a grammatically correct and logical manner, in presentations that can carry weight and conviction with the reader. The same will hold true of oral presentations in class. Tips will be circulated to all students by email.

**Email:** Because of the importance attached to email and web pages, all students must have proper email accounts, and must check them regularly every day. (All email addresses will be collected in the first class, and circulated to all). Students should also maintain a group address (Listserv) of all classmates, including the Professor, so that messages of common interest can be circulated to all. All emails to the Professor are to be sent to kamal@un.int using the Reference Formula as the Subject Line (with kamal@unitar.org as the back-up email address).

**Reference Formula:** All assignments are normally to be submitted in Hard Copy in Microsoft Word format exclusively. All assignment submissions must also contain the following four-part Reference Formula in FOUR places, namely, (a) as the only “subject” of the email; (b) as the only first line of the text of the email; (c) as part of the “header” of the attached assignment, and as the “filename” of the attachment: (initials of university)-(course symbol)-(initials of student)-(assignment number)

Example of the four-part Reference Formula: NYU-UN-XXX-A# (where NYU stands for New York University, UN stands for this United Nations course, XXX are the student’s initials in capital letters, and A# is the assignment number).

**Web-Sites:** Each student will be expected to maintain a personal web-site on which all assignments will be uploaded. Personal web-sites will be graded. (Some tips on the quickest means to establish student web-sites will be discussed in the first class).
addition, each student will have to provide a personal “thumbnail” picture and a few lines of descriptive text for a Class Web-Page.

HOMEWORK ASSIGNMENTS

All home-works and other instructions will be given through e-mail. All students are therefore expected to provide their e-mail contacts, and to check and respond over this medium regularly. Home-works are normally to be submitted in hard copy.

CLASS NOTES

The objective is to maintain a complete record of the notes from each. The assigned student(s) will be responsible for preparation of the class notes. Class notes MUST be written within one day after the class, and then circulated via email to all colleagues. Class notes should not be longer than one page and should contain the following

1. The topic discussed in class.
2. The lessons learned

FINAL PAPER

The Final Paper will be based on a critical analysis of different challenges facing the United Nations. Students will be required to develop a paper based on a current challenge, while also making projections into the future for this topic. The text of papers should be 12-16 pages long, single spaced, page numbered, and fully justified, in Garamond 12 or 14 point or equivalent, with 1" margins. In addition, papers should have a Cover Page, an Index of Contents Page, a properly formatted Bibliography Page, and supporting Graphics (photographs, charts, graphs). Standard Footnotes (not text-notes) are expected for all works cited or quotes used. The Final Paper will have to be submitted in hard copy, two full weeks before the last class.

The following is a preliminary list of topics. All must be reform oriented. Additional topics can be proposed by students, but any additional topic ideas or variations on the following must first be submitted to the Professor for approval in advance. In order to ensure a wide coverage of topics, each subject can be chosen by not more than two students.

- The United Nations and its Relevance to the Real World.
- UN Peacekeeping - Evolution and Future Trends.
- Economic and Social Development Trends in a Globalised World.
- Military Threats and Military Expenditures in a Uni-Polar World.
• Multilateralism, Regionalism, and Isolationism.
• Disarmament - the Nuclear v/s Conventional Debate.
• The Environment Agenda and its Future.
• International Health Issues - Views from the North and the South.
• Sovereignty and its Erosion in the Face of Human Rights.
• The Role of Civil Society in Tomorrow’s Multilateral World.
• The Private Sector - Partner, Competitor, or Usurper?
• The UN, the IBRD, the IMF, and the WTO - Coherence or Dissonance.
• International Law and Norm Setting – the Emergence of New Doctrines.
• The UN and its Actions against Terrorism.
• Recent UN Reforms in the Face of New Political Paradigms.
• The Potential for Future Conflicts over Water.
• The Role of the UN in the Face of Food Shortages and Malnutrition.
• The Role of Energy in World Politics.
• Global Patterns of Consumption and Pollution.
• The Limits of Development.
• Women and Gender Equality.
• The Millennium Development Goals.
• Global Trafficking.
• International Trade – Impediments and Potential.
• Territorial Disputes – Origins, Analysis and Solutions in Typical Cases
• Africa as a Continental Case Study.

**Grading Policy**

In judging the quality of all assignments, the total grade for each of these will be divided into three portions, one-third for the visual quality and formatting of the presentation, one-third for the factual accuracy of research, and one-third for the strength and persuasiveness of the opinions expressed. Extra weight will be given for any noticeable improvement of work manifested over the semester.

**Grading Scale**

The following grading scale will be used in class. The School may have a slightly modified grading scale, so class grades will be rounded off upwards under the School grading scale at the end of the semester.
A+ (98-100)  B (84-87)  C- (70-73)
A    (94-97)  B- (80-83)  D (60-69)
A-  (90-93)  C+ (78-79)  
B+ (88-89)  C (74-77)  F (59 or less)

GRADING STRUCTURE

Regularity in Attendance  30%
Student Web Sites  10%
Home-works and Class Notes  30%
Final Paper  30%

SCHEDULE OF LECTURES :

SESSION 1: COURSE INTRODUCTION:
OVERVIEW OF THE UN SYSTEM AND ITS CHALLENGES, UN CHARTER.
Readings (additional to text books):
UN background : <http://www.un.org/aboutun/>
Milestones in UN History : <http://www.un.org/aboutun/milestones.htm>
UN Charter : <http://www.un.org/aboutun/charter>

SESSION 2: PROBLEMS IN THE STRUCTURE AND FUNCTIONS OF THE UN:
ORGANS AND THEIR INTER-RELATIONSHIP
Homework Assignment One due (UN Charter)
Readings (additional to text books):
Principal Organs : <http://www.un.org/aboutun>
The Veto : <http://www.globalpolicy.org/security/data/>

SESSION 3: CHALLENGES IN PEACE AND SECURITY:
DEVELOPMENTS IN THE PEACEKEEPING FUNCTION
Readings (additional to text books):

SESSION 4: THE DISARMAMENT DEBATE:
NUCLEAR versus CONVENTIONAL, THE RELATIONSHIP WITH DEVELOPMENT
Readings (additional to text books):
SESSION 5: THE PROBLEMS OF FUNCTIONAL PRIORITIES:
PEACE AND SECURITY VERSUS ECONOMIC AND SOCIAL DEVELOPMENT
*Homework Assignment Two due (Planetary emergencies)*
Readings (additional to text books):

SESSION 6: THE ENVIRONMENTAL AGENDA:
CONGRUENCE AND CONFRONTATION IN VIEWS
Readings (additional to text books):
Rio Declaration: <http://www.unep.org/>

SESSION 7: THE CONFLICT BETWEEN HUMAN RIGHTS AND SOVEREIGNTY:
THE IMPLICATIONS OF ARTICLE 2.7
*Homework Assignment Three due (Index of Contents of Final Paper)*
Readings (additional to text books):

SESSION 8: INTERNATIONAL LAW AND NORM SETTING:
OPPOSING VIEWS ON THE INTERNATIONAL CRIMINAL COURT
Readings (additional to text books):
The Role of the Legal Counsel, Hans Corell

COHERENCE OR DISSONANCE
*Homework Assignment Four due (Expanded Index of Contents of Final Paper)*
Readings (additional to text books):
Ten Common Misunderstandings about the WTO:
<http://www.wto.org/english/thewto_e/whatis_e/10mis_e/10m00_e.htm>
The World Bank’s Mission Creep, Jessica Einhorn, Foreign Affairs, Sep-Oct 2001

SESSION 10: THE RELATIONSHIP BETWEEN THE UN, CIVIL SOCIETY, AND THE PRIVATE SECTOR
PARTNERS OR DANGERS
Readings (additional to text books):
Background: <http://www.globalpolicy.org/reform/indexbiz.htm>
Global Compact: <http://www.unglobalcompact.org/Portal/>
The Global Economy and the Nation State, Peter Drucker, Foreign Affairs, Sep/Oct 1997

SESSION 11: REGIONAL ORGANISATIONS AND THEIR IMPACT ON GLOBALISM:
EU, NAFTA, FTAA, ASEAN,
Optional Homework Assignment Five due (Final Paper draft)
Readings (additional to text books):
Europe, the Necessary Partner, William Wallace, Foreign Affairs, May-Jun 2001
EU relationship with the UN:
ASEAN: http://www.aseansec.org/menu.asp?action=2&content=2

SESSION 12: UN REFORM:
HISTORY OF THE “NEVER ENDING DEBATE”, MANAGEMENT REFORM
(Final Papers due)
Readings (additional to text books):
Background: <http://www.un.org/secureworld/>
Background: <http://globalpolicy.igc.org/reform/>
Background: Report of the High Level Panel

SESSION 13: FUTURE CHALLENGES AND SOLUTIONS:
BORDERS, ETHNICITY, CONFLICTS, AND TRUSTEESHIP
Readings (additional to text books):
The Knowledge Gap, Avinesh Persaud, Foreign Affairs, Mar-Apr 2001
The Clash of Globalisations, Peter van Ham, Foreign Affairs Jan-Feb 2001
Information Insecurity, Gelbstein and Kamal,
<http://www.un.int/kamal/information_insecurity>

SESSION 14: UN RELEVANCE & IMAGE
COURSE WRAP-UP AND EVALUATION