

Table of contents

Study Plan	iv
Chapter 1 Introduction	1
Chapter 2 The Development of Conflict Resolution and Methods of Settlement	5
2.1 The Development of Conflict Resolution	5
2.2 Mechanisms and Methods of Dispute Settlement.....	10
2.3 Negotiation	11
2.4 Mediation	14
2.5 Conciliation.....	17
2.6 Inquiry	18
2.7 Arbitration	19
2.8 Judicial Settlement	20
2.9 The Secretary-General	22
Chapter 3 The Successes and Failures of the Incumbents in Office	39
3.1 Trygve Lie: The Pioneer	39
3.2 Dag Hammarskjold: The Peking Formula	51
3.3 U Thant: Maintaining the Status-Quo	61
3.4 Kurt Waldheim: Long sightedness	67
3.5 Javier Perez de Cuellar: Varied Roles	77
3.6 Boutros Boutros-Ghali: An Agenda for Peace	82
3.7 Kofi Annan: The Declining Role	89
Chapter 4 The Determinants of Success and Failure	95
4.1 The Personal Variable	96
4.2 The Institutional Variable	100

Chapter 5 Apportioning Responsibility	105
5.1 Regional Organizations and the U.N	105
5.2 The Organization of African Unity	106
5.3 The Organization of American States.....	107
5.4 The League of Arab States.....	108
5.5 Europe	108
Chapter 6 Proposals for the Reform of the U.N in General and the Secretariat in Particular	117
6.1 The Conservative Approach	120
6.2 The Radical Approach	123
6.3 Structural Reform	125
Chapter 7 Conclusion and Recommendations	141
7.1 Conclusion	141
7.2 Recommendations	150
References	153