

## When Corporations Rule The World

### - A Limited Vision

Squarely addressing the controversial issue of modern corporate power, this book explains how economic globalization has concentrated the power to govern in global corporations and financial markets, detaching them from the human interest. Korten presents a policy for restoring democracy and rooting power in people and communities. "A must-read."--Archbishop Desmond Tutu.

The best country-by-country assessment of human rights. The human rights records of more than ninety countries and territories are put into perspective in Human Rights Watch's signature yearly report. Reflecting extensive investigative work undertaken by Human Rights Watch staff, in close partnership with domestic human rights activists, the annual World Report is an invaluable resource for journalists, diplomats, and citizens, and is a must-read for anyone interested in the fight to protect human rights in every corner of the globe.

The book discusses governance, law, and constitutional matters in the context of international corporate constitutional governance. It examines how and why the business world, commercial relations, and company activities have increasingly become subject to legal and constitutional forms of regulation and governance at the international level. Over the past two decades, governments have delegated extensive regulatory authority to international private-sector organizations. This internationalization and privatization of rule making has been motivated not only by the economic benefits of common rules for global markets, but also by the realization that government regulators often lack the expertise and resources to deal with increasingly complex and urgent regulatory tasks. The New Global Rulers examines who writes the rules in international private organizations, as well as who wins, who loses--and why. Tim Büthe and Walter Mattli examine three powerful global private regulators: the International Accounting Standards Board, which develops financial reporting rules used by corporations in more than a hundred countries; and the International Organization for Standardization and the International Electrotechnical Commission, which account for 85 percent of all international product standards. Büthe and Mattli offer both a new framework for understanding global private regulation and detailed empirical analyses of such regulation based on multi-country, multi-industry business surveys. They find that global rule making by technical experts is highly political, and that even though rule making has shifted to the international level, domestic institutions remain crucial. Influence in this form of global private governance is not a function of the economic power of states, but of the ability of domestic standard-setters to provide timely information and speak with a single voice. Büthe and Mattli show how domestic institutions' abilities differ, particularly between the two

main standardization players, the United States and Europe.

This work investigates the growing gap between the promises of new global capitalism and the reality of insecurity, inequality, social breakdown, spiritual emptiness and environmental destruction. It looks at what went wrong and offers solutions based on examples from new biology.

Understanding the power of the corporations and how to take the struggle directly to them It's no secret that "the 1%" - the business elite that commands the largest corporations and the connected network of public and private institutions- exercise enormous control over U.S. government. While this control is usually attributed to campaign donations and lobbying, Levers of Power argues that corporate power derives from control over the economic resources on which daily life depends. Government officials must constantly strive to keep capitalists happy, lest they go on "capital strike" - that is, refuse to invest in particular industries or locations, or move their holdings to other countries - and therefore impose material hardship on specific groups or the economy as a whole. For this reason, even politicians who are not dependent on corporations for their electoral success must fend off the interruption of corporate investment. Levers of Power documents the pervasive power of corporations and other institutions with decision-making control over large pools of capital, particularly the Pentagon. It also shows that the most successful reform movements in recent U.S. history - for workers' rights, for civil rights, and against imperialist wars - succeeded by directly targeting the corporations and other institutional adversaries that initiated and benefitted from oppressive policies. Though most of today's social movements focus on elections and politicians, movements of the "99%" are most effective when they inflict direct costs on corporations and their allied institutions. This strategy is also more conducive to building a revolutionary mass movement that can replace current institutions with democratic alternatives.

The challenges to humanity posed by the digital future, the first detailed examination of the unprecedented form of power called "surveillance capitalism," and the quest by powerful corporations to predict and control our behavior. In this masterwork of original thinking and research, Shoshana Zuboff provides startling insights into the phenomenon that she has named surveillance capitalism. The stakes could not be higher: a global architecture of behavior modification threatens human nature in the twenty-first century just as industrial capitalism disfigured the natural world in the twentieth. Zuboff vividly brings to life the consequences as surveillance capitalism advances from Silicon Valley into every economic sector. Vast wealth and power are accumulated in ominous new "behavioral futures markets," where predictions about our behavior are bought and sold, and the production of goods and services is subordinated to a new "means of behavioral modification." The threat has shifted from a totalitarian Big Brother state to a ubiquitous digital architecture: a "Big Other" operating in the interests of surveillance capital. Here is the crucible of an unprecedented form

of power marked by extreme concentrations of knowledge and free from democratic oversight. Zuboff's comprehensive and moving analysis lays bare the threats to twenty-first century society: a controlled "hive" of total connection that seduces with promises of total certainty for maximum profit -- at the expense of democracy, freedom, and our human future. With little resistance from law or society, surveillance capitalism is on the verge of dominating the social order and shaping the digital future -- if we let it.

This book investigates governance practiced by non-state actors. It analyses how multinational mining companies protect their sites in fragile contexts and what that tells us about political ordering 'beyond' the state. Based on extensive primary research in the Democratic Republic of Congo, South Africa, Europe and North America, the book compares companies' political role in the 19th and 21st centuries. It demonstrates that despite a number of disturbing parallels, many contemporary practices are not a reversion to the past but unique to the present. The book discloses hybrid security practices with highly ambiguous effects around the sites of contemporary companies that have committed to norms of corporate social and security responsibility. Companies invest in local communities, and offer human rights training to security forces alongside coercive techniques of fortress protection, and stability-oriented clientele practice and arrangements of indirect rule. The book traces this hybridity back to contradictory collective meaning systems that cross borders and structure the perceptions and choices of company managers, private security officers, NGO collaborators and others practitioners. The book argues that hybrid security practices are not the result of an encounter between a supposed 'local' with the liberal 'global'. Instead, this hybridity is inherent in the transnational and part and parcel of liberal transnational governance. Therefore, more critical reflection of global governance in practice is required. These issues are sharply pertinent to liberal peacebuilding as well as global governance more broadly. The book will be of interest to anyone interested in business, politics and human rights; critical security studies; peacebuilding and statebuilding; African politics; and ethnographic and sociological approaches to global governance and international relations more generally.

*Our Choice: Democracy or Corporate Rule.* A handful of corporations and financial institutions command an ever - greater concentration of economic and political power in an assault against markets, democracy, and life. It's a "'suicide economy,'" says David Korten, that destroys the very foundations of its own existence. The bestselling 1995 edition of *When Corporations Rule the World* helped launch a global resistance against corporate domination. In this twentieth - anniversary edition, Korten shares insights from his personal experience as a participant in the growing movement for a New Economy. A new introduction documents the further concentration of wealth and corporate power since 1995 and explores why our institutions resolutely resist even modest reform. A new conclusion chapter outlines high - leverage opportunities for breakthrough change.

In an era of systemic crisis and of global critiques of the unsustainable perpetuation of capitalism, *Pervasive Powers: The Politics of Corporate Authority* critically questions the conditions for the maintenance and expansion of corporate power. The book explores empirical case studies in the realms of finance, urban policies, automobile safety, environmental risk, agriculture, and food in western democracies. It renews understanding of the power of big business, focusing on how the study of temporalities, of multi-sited influence and of sociotechnical tools is crucial to an analysis of the evolution of corporate authority. Drawing on different literatures, ranging from research on business associations and global governance to that on the social production of ignorance or on corporate crime, this book aims at contributing to existing works on the capacity of corporations to rule the world. Unlike approaches focused on economic elites and on the political activities of

firms, it goes beyond analysis of the power of corporations to influence policy-making to depict their unprecedented capacity to transform and shape the social world. Operating in numerous social spaces and mobilizing a wide range of strategies, corporate organizations have acquired the pervasive power to act far beyond mere spaces of regulation and government. Based on contributions from historians, science and technology studies scholars, sociologists and political scientists, this book will be of great interest to researchers, academics and students who wish to understand how corporations exert a pervasive influence on public policies, and to NGOs and regulatory agencies. 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.

We humans live by stories, says David Korten, and the stories that now govern our society set us on a path to certain self-destruction. In this profound new book, Korten shares the results of his search for a story that reflects the fullness of human knowledge and understanding and provides a guide to action adequate to the needs of our time. Korten calls our current story Sacred Money and Markets. Money, it tells us, is the measure of all worth and the source of all happiness. Earth is simply a source of raw materials. Inequality and environmental destruction are unfortunate but unavoidable. Although many recognize that this story promotes bad ethics, bad science, and bad economics, it will remain our guiding story until replaced by one that aligns with our deepest understanding of the universe and our relationship to it. To guide our path to a viable human future, Korten offers a Sacred Life and Living Earth story grounded in a cosmology that affirms we are living beings born of a living Earth itself born of a living universe. Our health and well-being depend on an economy that works in partnership with the processes by which Earth's community of life maintains the conditions of its own existence—and ours. Offering a hopeful vision, Korten lays out the transformative impact adopting this story will have on every aspect of human life and society.

David Korten's classic bestseller *When Corporations Rule the World* was one of the first books to articulate the destructive and oppressive nature of the global corporate economy. In *The Great Turning* he argues that corporate consolidation of power is merely one manifestation of what he calls "Empire": the organization of society through hierarchy and violence that has largely held sway for the past 5,000 years. *The Great Turning* traces the evolution of Empire from ancient times to the present day but also tells the parallel story of the attempt to develop a democratic alternative to Empire, beginning in Athens and continuing with the founding of the United States of America—although elitists with an imperial agenda have consistently sought to undermine the bold and inspiring "American experiment." Finally, Korten draws on evidence from sources as varied as evolutionary theory, developmental psychology, and religious teachings to make the case that "Earth Community"—a life-centered, egalitarian, sustainable alternative to Empire based on democratic principles of partnership—is indeed possible. And he outlines a grassroots strategy for beginning the momentous turning toward a future of as-yet-unrealized human potential.

An urgent and witty manifesto, *Monopolies Suck* "lucidly explains how monopolies threaten democracy, worsen inequality, and imperil the American Dream—and why it's more important than ever to take action" (David Cicilline). Something's not right. No matter how hard you work, life seems to only get harder. When your expenses keep going up but your income stays flat, when you're price-gouged buying medicine for your child's life-threatening allergy, when you live in a hyped-up state of fear and anxiety, monopoly power is playing a key role. In *Monopolies Suck*, antitrust expert and director at the Open Markets Institute, Sally Hubbard, shows us the seven ways big corporations rule our lives—and what must be done to stop them. Throughout history, monopolists who controlled entire industries like railroads and oil were aptly called "robber barons" because they extracted wealth from everyone else—and today's monopolies are no different. By charging

high prices, skirting taxes, and reducing our pay and economic opportunities, they are not only stealing our money, but also robbing us of innovation and choice, as market dominance prevents new companies from challenging them. They're robbing us of the ability to take care of our sick, a healthy food supply, and a habitable planet by using business practices that deplete rather than generate. They're a threat to our private lives, fair elections, a robust press, and ultimately, the American Dream that so many of us are striving for. In this "accessible guide" (Zephyr Teachout, author of *Break 'Em Up*), Sally Hubbard gives us an easy-to-understand overview of the history of monopolies and antitrust law, and urges us to use our voices, votes, and wallets to protest monopoly power. Emboldened by the previous century when we successfully broke up monopoly power in the US, we have the tools to dismantle corporate power again today—before their lobbying threatens to undermine our economy and democracy for generations to come.

Now includes "The Life Inc. Guide to Reclaiming the Value You Create" In *Life Inc*, award-winning writer Douglas Rushkoff traces how corporations went from being convenient legal fictions to being the dominant fact of contemporary life. The resulting ideology, corporatism, has infiltrated all aspects of civics, commerce, and culture—from the founding of the first chartered monopoly to the branding of the self, from the invention of central currency to the privatization of banking, from the Victorian Great Exhibition to the solipsism of Facebook. *Life Inc* explains why we see our homes as investments rather than places to live, our 401(k) plans as the ultimate measure of success, and the Internet as just another place to do business. Most important, Rushkoff illuminates both how we've become disconnected from our world and how we can reconnect to our towns, to the value we can create, and, mostly, to one another. As the speculative economy collapses under its own weight, *Life Inc* shows us how to build a real and human-scaled society to take its place.

Understanding the rise of state capitalism and its threat to global free markets *The End of the Free Market* details the growing phenomenon of state capitalism, a system in which governments drive local economies through ownership of market-dominant companies and large pools of excess capital, using them for political gain. This trend threatens America's competitive edge and the conduct of free markets everywhere. An expert on the intersection of economics and politics, Ian Bremmer has followed the rise of state-owned firms in China, Russia, the Arab states of the Persian Gulf, Iran, Venezuela, and elsewhere. He demonstrates the growing challenge that state capitalism will pose for the entire global economy. Among the questions addressed: Are we on the brink of a new kind of Cold War, one that pits competing economic systems in a battle for dominance? Can free market countries compete with state capitalist powerhouses over relations with countries that have elements of both systems—like India, Brazil, and Mexico? Does state capitalism have staying power? This guide to the next big global economic trend includes useful insights for investors, business leaders, policymakers, and anyone who wants to understand important emerging changes in international politics and the global economy.

Why is it that multinational drug companies hide or falsify unfavorable results? Why do automakers knowingly sell us unsafe cars? Why is big business allowed to poison our environment—and us? Why is our food so unhealthy, with obesity growing at such an alarming rate? Why are we working such long hours and enjoying life less? This timely and important

book places the blame for much of what ails contemporary society squarely on one institution: the modern publicly traded corporation, which enjoys the legal status of an individual but does not seem bound by the same legal and moral responsibilities, or, in fact, by its nature that is brutally and implacably selfish. While recognizing the positive contributions corporations have made over the past two centuries to science, technology, and medicine, Rowland examines the greed at the core of it all and pinpoints what went wrong and how we can free ourselves from the “Greed is good” syndrome. A New York Times Bestseller The world’s leading intellectual offers a probing examination of the waning American Century, the nature of U.S. policies post-9/11, and the perils of valuing power above democracy and human rights In an incisive, thorough analysis of the current international situation, Noam Chomsky argues that the United States, through its military-first policies and its unstinting devotion to maintaining a world-spanning empire, is both risking catastrophe and wrecking the global commons. Drawing on a wide range of examples, from the expanding drone assassination program to the threat of nuclear warfare, as well as the flashpoints of Iraq, Iran, Afghanistan, and Israel/Palestine, he offers unexpected and nuanced insights into the workings of imperial power on our increasingly chaotic planet. In the process, Chomsky provides a brilliant anatomy of just how U.S. elites have grown ever more insulated from any democratic constraints on their power. While the broader population is lulled into apathy—diverted to consumerism or hatred of the vulnerable—the corporations and the rich have increasingly been allowed to do as they please. Fierce, unsparing, and meticulously documented, *Who Rules the World?* delivers the indispensable understanding of the central conflicts and dangers of our time that we have come to expect from Chomsky.

Addresses the issue of modern corporate power, exposing the harmful effects globalization is having not only on economics, but also on politics, society and the environment

*Global Perspectives on the Rule of Law* is a collection of original research on the rule of law from a panel of leading economists, political scientists, legal scholars, sociologists and historians. The chapters critically analyze the meaning and foundations of the rule of law and its relationship to economic and democratic development, challenging many of the underlying assumptions guiding the burgeoning field of rule of law development. The combination of jurisprudential, quantitative, historical/comparative, and theoretical analyses seeks to chart a new course in scholarship on the rule of law: the volume as a whole takes seriously the role of law in pursuing global justice, while confronting the complexity of instituting the rule of law and delivering its promised benefits. Written for scholars, practitioners, and policy-makers, *Global Perspectives on the Rule of Law* offers a unique combination of jurisprudential and empirical research that will be provocative and relevant to those who are attempting to understand and advance the rule of law globally. The chapters progress from broad questions regarding current rule of development efforts and the concept of rule of law to more

specific issues pertaining to economic and democratic development. Specific countries, such as China, India, and seventeenth century England and the Netherlands, serve as case studies in some chapters, while broad global surveys feature in other chapters. Indeed, this impressive scope of research ushers in the next generation of scholarship in this area.

THE TOP 5 SUNDAY TIMES BESTSELLER ONE OF BARACK OBAMA'S BEST BOOKS OF 2019 THE TIMES HISTORY BOOK OF THE YEAR FINALIST FOR THE CUNDILL HISTORY PRIZE 2020 LONGLISTED FOR THE BAILLIE GIFFORD PRIZE FOR NON-FICTION 2019 A FINANCIAL TIMES, OBSERVER, DAILY TELEGRAPH, WALL STREET JOURNAL AND TIMES BOOK OF THE YEAR 'Dalrymple is a superb historian with a visceral understanding of India ... A book of beauty' – Gerard DeGroot, The Times In August 1765 the East India Company defeated the young Mughal emperor and forced him to establish a new administration in his richest provinces. Run by English merchants who collected taxes using a ruthless private army, this new regime saw the East India Company transform itself from an international trading corporation into something much more unusual: an aggressive colonial power in the guise of a multinational business. William Dalrymple tells the remarkable story of the East India Company as it has never been told before, unfolding a timely cautionary tale of the first global corporate power.

The contributors to Corporate Citizen explore the legal frameworks and standards of conduct for multinational corporations. In a globalized world governed by domestic and international law, these corporations can be everywhere and nowhere at once, reaping financial benefits and enjoying the protections of investor-state arbitration but rarely being held accountable for the economic, environmental, and human rights harms they may have caused. Given the far-reaching power and success of the transnational corporation, and the many legal tools allowing these companies to avoid liability, how can governments protect their citizens? Broad-ranging in perspective, colourful and thought-provoking, the chapters in Corporate Citizen make the case that because the success of corporate global citizenship risks undermining national and international democratic governance, the multinational corporation must be more closely scrutinized and controlled – in the service of humanity and the protection of the natural environment.

East Asian Business in the New World: Helping Old Economies Revitalize discusses how to conduct business in East Asia. The main objective of the book is to help American workers and businesses gain competitive advantages in a global marketplace in which the emerging Asian economies are rapidly becoming major players. The American economy appears to be on decline, especially relative to the rapidly rising economies in places such as China. To revitalize the American economy and those of the 'old world', we must pay close attention to the economies with which America competes. The objective of this book is two-fold, with an initial focus on the opportunities and challenges of doing

business in East Asia that includes tactics that will help readers understand Asian economies and business practices so that they can compete more successfully in the region. Secondly, the book seeks to teach readers how the U.S. can learn from East Asia in revitalizing its own economy. This is what sets the book apart as it analyzes the social institutions in major Asian countries, including the political, economic, and cultural institutions, and then compares them with the institutions in the U.S., identifying the strengths and weaknesses of U.S. institutions and providing strategic and policy recommendations that may help the U.S. economy and American firms compete in the global marketplace. Discuss how America and older economies can learn from Asia Provides a theoretical framework of rule-based vs. relation-based governance to help readers understand the differences in doing business in Asia vs. doing business in mature economies Offers business insights based on the author's business experience in Asia Approaches the topic from a comparative perspective

This unique title draws together in one volume some of the best thinking to date on the pressing social and environmental challenges we face as a society. These are the Top 50 Sustainability Books as voted for by the University of Cambridge Programme for Sustainability Leadership's alumni network of over 3,000 senior leaders from around the world. In addition to profiles of all 50 titles, many of the authors share their most recent reflections on the state of the world and the ongoing attempts by business, government and civil society to create a more sustainable future. Many of these authors have become household names in the environmental, social and economic justice movements – from Rachel Carson, Ralph Nader and E.F. Schumacher to Vandana Shiva, Muhammad Yunus and Al Gore. Others, such as Aldo Leopold, Thomas Berry and Manfred Max-Neef, are relatively undiscovered gems, whose work should be much more widely known. By featuring these and other seminal thinkers, The Top 50 Sustainability Books distils a remarkable collective intelligence – one that provides devastating evidence of the problems we face as a global society, yet also inspiring examples of innovative solutions; it explores our deepest fears and our highest hopes for the future. It is a must-read for anyone who wants to tap into the wisdom of our age.

ONE OF BLOOMBERG'S BEST BOOKS, 2016 FOREWORD BY NOURIEL ROUBINI \$UPERHUBS is a rare, behind-the-scenes look at how the world's most powerful titans, the -superhubs- pull the levers of our global financial system. Combining insider's knowledge with principles of network science, Sandra Navidi offers a startling new perspective on how superhubs build their powerful networks and how their decisions impact all our lives. \$UPERHUBS reveals what happens at the exclusive, invitation-only platforms - The World Economic Forum in Davos, the meetings of the International Monetary Fund, think-tank gatherings and exclusive galas. This is the most vivid portrait to date of the global elite: the bank CEOs, fund managers, billionaire financiers and politicians who, through their interlocking relationships and collective influence are transforming our increasingly fragile financial system, economy and society.

This new edition of Friedman's landmark book explains the flattening of the world better than ever- and takes a new measure of the effects of this change on each of us.

A deeply informed and unflinching look at the way corporations have slyly rebranded themselves as socially conscious entities ready to tackle society's problems, while CEO compensation soars, income inequality is at all-time highs, and democracy sits in a precarious situation. "A very important book, an arresting study directed to a central issue of the times" (Noam Chomsky), from the author of The Corporation: The

## Read PDF When Corporations Rule The World

**Pathological Pursuit of Profit and Power.** Over the last decade and a half, business leaders have been calling for a new kind of capitalism. With income inequality soaring, wages stagnating, and a climate crisis escalating, they realized that they had to make social and environmental values the very core of their messaging. The problem is corporations are still, first and foremost, concerned with their bottom line. In lucid and engaging prose, Joel Bakan documents how increasing corporate freedom encroaches on individual liberty and democracy. Through deep research and interviews with both top executives and their sharpest critics, he exposes the inhumanity and destructive force of the current order--profit-driven privatization subverting the public good, governments neglecting duties to protect the environment, the increasing alienation we experience as every aspect of life is economized, and how the Covid-19 pandemic lays bare the unjust fault lines of our corporate-led society. Beyond diagnosing major problems, in *The New Corporation* Bakan narrates a hopeful path forward. He reveals how citizens around the world are fighting back and making gains in ways that bolster democracy and benefit ordinary citizens rather than the corporate elite.

The corporation has become the core institution of the modern world. Designed to seek profit and power, it has pursued both with endless tenacity, steadily bending the framework of law and even challenging the sovereign status of the state. Where did the corporation come from? How did it get so much power? What is its ultimate trajectory? After he sold his successful computer book publishing business to a large corporation, Ted Nace felt increasingly driven to find answers to these questions. In *Gangs of America* he details the rise of corporate power in America through a series of fascinating stories, each organized around a different facet of the central question: "How did corporations get more rights than people?" Beginning with the origin of the corporation in medieval Great Britain, Nace traces both the events that shaped the evolution of corporate power and the colorful personalities who played major roles. *Gangs of America* is a uniquely accessible synthesis of the latest scholarly research, a compelling historical narrative, and a distinctive personal voice.

A wickedly satirical and outrageous thriller about globalization and marketing hype, *Jennifer Government* is the best novel in the world ever. "Funny and clever.... A kind of ad-world version of *Dr. Strangelove*.... [Barry] unleashes enough wit and surprise to make his story a total blast." --The New York Times Book Review "Wicked and wonderful.... [It] does just about everything right.... Fast-moving, funny, involving." --The Washington Post Book World Taxation has been abolished, the government has been privatized, and employees take the surname of the company they work for. It's a brave new corporate world, but you don't want to be caught without a platinum credit card--as lowly Merchandising Officer Hack Nike is about to find out. Trapped into building street cred for a new line of \$2500 sneakers by shooting customers, Hack attracts the barcode-tattooed eye of the legendary Jennifer Government. A stressed-out single mom, corporate watchdog, and government agent who has to rustle up funding before she's allowed to fight crime, Jennifer Government is holding a closing down sale--and everything must go.

Foreword by Ralph Nader. In *Corporation Nation* Derber addresses the unchecked power of today's corporations to shape the way we work, earn, buy, sell, and think—the very way we live. Huge, far-reaching mergers are now commonplace, downsizing is rampant, and our lines of communication, news and entertainment media, jobs, and savings are increasingly controlled by a handful of global—and unaccountable—conglomerates. We are, in effect, losing our financial and emotional security, depending more than ever on the whim of these corporations. But it doesn't have to be this way, as this book makes clear. Just as the original Populist movement of the nineteenth century helped dethrone the robber barons, Derber contends that a new, positive populism can help the U.S. workforce regain its self-control.

Drawing on core sociological concepts and demonstrating the power of the sociological imagination, he calls for revisions in our corporate

system, changes designed to keep corporations healthy while also making them answerable to the people. From rewriting corporate charters to altering consumer habits, Derber offers new aims for businesses and empowering strategies by which we all can make a difference. We have long been told that corporations rule the world, their interests seemingly taking precedence over states and their citizens. Yet, while states, civil society, and international organizations are well drawn in terms of their institutions, ideologies, and functions, the world's global corporations are often more simply sketched as mechanisms of profit maximization. In this book, John Mikler re-casts global corporations as political actors with complex identities and strategies. Debunking the idea of global corporations as exclusively profit-driven entities, he shows how they seek not only to drive or modify the agendas of states but to govern in their own right. He also explains why we need to re-territorialize global corporations as political actors that reflect and project the political power of the states and regions from which they hail. We know the global corporations' names, we know where they are headquartered, and we know where they invest and operate. Economic processes are increasingly produced by the control they possess, the relationships they have, the leverage they employ, the strategic decisions they make, and the discourses they create to enhance acceptance of their interests. This book represents a call to study how they do so, rather than making assumptions based on theoretical abstractions.

A landmark exposé and “deeply engaging legal history” of one of the most successful, yet least known, civil rights movements in American history (Washington Post). In a revelatory work praised as “excellent and timely” (New York Times Book Review, front page), Adam Winkler, author of *Gunfight*, once again makes sense of our fraught constitutional history in this incisive portrait of how American businesses seized political power, won “equal rights,” and transformed the Constitution to serve big business. Uncovering the deep roots of *Citizens United*, he repositions that controversial 2010 Supreme Court decision as the capstone of a centuries-old battle for corporate personhood. “Tackling a topic that ought to be at the heart of political debate” (Economist), Winkler surveys more than four hundred years of diverse cases—and the contributions of such legendary legal figures as Daniel Webster, Roger Taney, Lewis Powell, and even Thurgood Marshall—to reveal that “the history of corporate rights is replete with ironies” (Wall Street Journal). *We the Corporations* is an uncompromising work of history to be read for years to come.

From the visionary bestselling author of *The Second World* and *How to Run the World* comes a bracing and authoritative guide to a future shaped less by national borders than by global supply chains, a world in which the most connected powers—and people—will win. Connectivity is the most revolutionary force of the twenty-first century. Mankind is reengineering the planet, investing up to ten trillion dollars per year in transportation, energy, and communications infrastructure linking the world's burgeoning megacities together. This has profound consequences for geopolitics, economics, demographics, the environment, and social identity. Connectivity, not geography, is our destiny. In *Connectography*, visionary strategist Parag Mehta travels from Ukraine to Iran, Mongolia to North Korea, Pakistan to Nigeria, and across the Arctic Circle and the South China Sea to explain the rapid and unprecedented changes affecting

every part of the planet. He shows how militaries are deployed to protect supply chains as much as borders, and how nations are less at war over territory than engaged in tugs-of-war over pipelines, railways, shipping lanes, and Internet cables. The new arms race is to connect to the most markets—a race China is now winning, having launched a wave of infrastructure investments to unite Eurasia around its new Silk Roads. The United States can only regain ground by fusing with its neighbors into a super-continental North American Union of shared resources and prosperity.

Connectography offers a unique and hopeful vision for the future. Khanna argues that new energy discoveries and technologies have eliminated the need for resource wars; ambitious transport corridors and power grids are unscrambling Africa's fraught colonial borders; even the Arab world is evolving a more peaceful map as it builds resource and trade routes across its war-torn landscape. At the same time, thriving hubs such as Singapore and Dubai are injecting dynamism into young and heavily populated regions, cyber-communities empower commerce across vast distances, and the world's ballooning financial assets are being wisely invested into building an inclusive global society. Beneath the chaos of a world that appears to be falling apart is a new foundation of connectivity pulling it together. Praise for Connectography "Incredible . . . With the world rapidly changing and urbanizing, [Khanna's] proposals might be the best way to confront a radically different future."—The Washington Post "Clear and coherent . . . a well-researched account of how companies are weaving ever more complicated supply chains that pull the world together even as they squeeze out inefficiencies. . . . [He] has succeeded in demonstrating that the forces of globalization are winning."—Adrian Woolridge, The Wall Street Journal "Bold . . . With an eye for vivid details, Khanna has . . . produced an engaging geopolitical travelogue."—Foreign Affairs "For those who fear that the world is becoming too inward-looking, Connectography is a refreshing, optimistic vision."—The Economist "Connectivity has become a basic human right, and gives everyone on the planet the opportunity to provide for their family and contribute to our shared future. Connectography charts the future of this connected world."—Marc Andreessen, general partner, Andreessen Horowitz "Khanna's scholarship and foresight are world-class. A must-read for the next president."—Chuck Hagel, former U.S. secretary of defense This title has complex layouts that may take longer to download.

Hundreds of millions of people in China, India, Indonesia, and Brazil are eager to enter the marketplace. Yet multinational companies typically pitch their products to emerging markets' tiny segment of affluent buyers, and thus miss out on much larger markets further down the socioeconomic pyramid—which local rivals snap up. By applying the authors' recommendations, you can position yourself to compete innovatively in developing countries—and to unlock major new sources of revenue for your business. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make

