

1: The Future of Jobs - Reports - World Economic Forum

This book advances a social-theoretic treatment of public finance, which contrasts with the typical treatment of government as an agent of intervention into a market economy. To start, Richard Wagner construes government not as an agent but as a polycentric process of interaction, just as is a.

Without urgent and targeted action today to manage the near-term transition and build a workforce with futureproof skills, governments will have to cope with ever-growing unemployment and inequality, and businesses with a shrinking consumer base. Our dataset aims to bring specificity to the debate and to the options for action, by providing the perspective of Chief Human Resources Officers of leading employers who are among those at the frontline of the emerging trends and are key actors in implementing future workforce strategies. Impact of Disruptive Change on Employment Overall, our respondents seem to take a negative view regarding the upcoming employment impact of artificial intelligence, although not on a scale that would lead to widespread societal upheaval—at least up until the year . By contrast, further unpacking the bundle of technological drivers of change in the mould of the Fourth Industrial Revolution yields a rather more optimistic picture regarding the job creation potential of technologies such as Big Data analytics, mobile internet, the Internet of Things and robotics. However, by far the biggest expected drivers of employment creation are demographic and socio-economic in nature; in particular, the opportunities offered by young demographics and rising middle classes in emerging markets and the rising economic power and aspirations of women. Conversely, our respondents share a stark premonition that increasing geopolitical volatility risks being the biggest threat—by far—to employment and job creation at the global level. Estimated employment effects have been converted into compound growth rates for the 10-year period, i. A compound growth rate can be thought of as a way to smooth out a rate of change so that it may be more easily understood for details, see Appendix A: However, this aggregate-level view of the driving forces behind employment change masks significant variation and important nuances at the level of individual job families and occupations. Our respondents expect strong employment growth across the Architecture and Engineering and Computer and Mathematical job families, a moderate decline in Manufacturing and Production roles and a significant decline in Office and Administrative roles. Other sizeable job families, such as Business and Financial Operations, Sales and Related and Construction and Extraction have a largely flat global employment outlook over the 10-year period. Further unpacking these expectations according to the factors driving employment change makes clear the true scale of impending industry and occupational transformation. The expected global decline in total Manufacturing and Production roles is driven by labour-substituting technologies such as additive manufacturing and 3D printing as much as by more resource-efficient sustainable product use, lower demand growth in ageing societies and threats to global supply chains due to geopolitical volatility. Conversely, 3D printing, resource-efficient sustainable production and robotics are all seen as strong drivers of employment growth in the Architecture and Engineering job family, in light of a continued and fast-growing need for skilled technicians and specialists to create and manage advanced and automated production systems. This is expected to lead to a transformation of manufacturing into a highly sophisticated sector where high-skilled engineers are in strong demand to make the industrial Internet of Things a reality. The fortunes of other job families due to these same factors are mixed. Installation and Maintenance jobs, for example, will see great productivity enhancements and strong growth in green jobs such as the installation, retrofitting, repair and maintenance of smart meters and renewable energy technologies in residential and office buildings, but—at an aggregate level—will also come face-to-face with the efficiency-saving and labour-substituting aspect of the Internet of Things. Similarly, despite some challenges, global demographics will sustain demand for Construction and Extraction jobs. Resource-efficiency is expected to be another key driving factor for this job family, at least in the case of construction, in the creation of new and improvement of existing housing stock, often using new construction techniques, materials and approaches. Automation of checkout processes and smart inventory management through sensors and other applications of the Internet of Things are some of the factors expected to lead to a decrease in demand for traditional roles in the Sales and Related job family.

Consumer ethics and green consumption practices are likewise anticipated to impact negatively on traditional roles in the job family, though perhaps with an upside for employees with skills in accrediting and advising on eco-labelled products. The strongest employment growth in the sector is expected to come from a continued shift towards online shopping and the application of Big Data analytics to derive and act upon insights from customer data and preferences to provide a personalised shopping experience. Two further job families with mainly flat aggregate employment outlooks over the coming years are Business and Financial Operations and Management. Each is affected by a very wide range of factors, hinting at the scale of transformation and upskilling needs these job families will undergo over the coming years. Strong employment growth in the Computer and Mathematical job family is driven by trends beyond technology, such as rapid urbanization in developing countries, as well as by disruptions that negatively affect the employment outlook in other job families, such as geopolitical volatility and privacy issues—as companies from virtually all industries seek to recruit specialists that can help them apply tools such as Big Data analytics and data visualization to better understand and cope with these issues. The biggest employment decline of any job family is expected in Office and Administrative roles, which are expected to be negatively affected by a perfect storm of technological trends that have the potential to make many of them redundant, such as mobile internet and cloud technology, Big Data analytics and the Internet of Things, but also factors such as climate change and resource efficiency and workplace flexibility that undermine the rationale for maintaining a large workforce within these roles. Interestingly, our respondents expect a comparatively small employment impact from two disruptions that currently receive significant attention. Where it is mentioned, the artificial intelligence and machine learning driver is expected to lead to negative employment outcomes in job families such as Education and Training, Legal and Business and Financial Operations. However, it appears our respondents do not believe that these technologies will have advanced significantly enough by the year to have a more widespread impact on global employment levels. Similarly, the sharing economy may have the potential to radically transform the way work is organized and regulated in certain job families, with all the opportunities and challenges this entails; but where it is mentioned as a driver of change to employment, its effect is largely seen as benign in the next five years. Our analysis reveals that upcoming disruptions to the employment landscape are going to be a lot more complex and multi-faceted than conveyed by a narrow focus only on automation, and that we must act within the current window offered by the varying speeds of technological transformations to prepare.

Global Net Employment Effects The survey results provide direct information on the expected relative employment changes to job families over the period. It is possible to extrapolate from these values the estimated numbers of jobs created or lost in absolute terms worldwide. Between them, the 15 economies covered by our data account for about 1. Using the standardized occupational classification behind our research framework, we have estimated the total number of people employed in any given job family in each of our focus countries although for China, which accounts for million workers out of our total, this data is unfortunately not available in a directly comparable format. According to these calculations, current trends could lead to a net employment impact of more than 5. A number of conclusions stand out: Manufacturing and Production roles are also expected to see a further bottoming out but might have the worst behind them and still retain relatively good potential for upskilling, redeployment and productivity enhancement through technology rather than pure substitution. Employment growth is expected to derive disproportionately from smaller, generally high-skilled job families that will be unable to absorb job losses coming from other parts of the labour market. Even if they could, significant reskilling would be needed. This factor plus the increase in global unemployment due to global population growth and slow job creation over the period leaves no room for complacency. Once emerging markets and developing countries are added into the equation, any discussion of the Future of Jobs remains incomplete without recognizing that a significant share of the global workforce remains employed in agriculture, about which both current technology optimists and alarmists have comparatively little to say. Similarly, a potential field of employment growth around which our survey yielded only limited data points concerns the Personal Care and Service job family, since jobs in this field are not typically found on a large scale among large multinational employers. There is a strong gender dimension to expected employment changes whereby, notably, gender gaps appear to be more pronounced within both high

growth and declining job families. For example, women make up low numbers in the fast-growing STEM job families, pointing, on current trends, to a deteriorating gender gap over time; but also low numbers within job families such as Manufacturing and Production or Construction and Extraction, where expected job losses will disproportionately affect men. Employment Trends by Industry From an industry-level perspective, there is a modestly positive outlook for employment across most sectors over the “ period. However, underneath this aggregate outlook there is once again significant relative growth in some job families and significant relative decline in others, resulting from the accelerating pace of transformation within many industries. For further details, please also refer to the Industry Profiles in Part 2 of the Report. In fact, employment growth for Computer and Mathematical roles is expected to be least pronounced in the Information and Communication Technology sector itself, hinting at the accelerated demand for data analysis skills and ICT literacy across, and uptake of these tools by, other industries. For example, the Media, Entertainment and Information industry is expecting a flat employment outlook with regard to its core Arts, Design, Entertainment, Sports and Media job family, combined with high growth in the Computer and Mathematical field, as the industry fully embraces its digital transformation. In this same vein, solid job growth is expected for Architecture and Engineering roles, particularly in the Consumer, Information and Communication Technology and Mobility industries. By contrast, demand for additional engineering talent in its traditional core Basic and Infrastructure and Energy industries is fairly flat. Both of the latter are also expecting declining demand for Manufacturing and Production and Construction and Extraction roles such as Chemical Processing Plant Operators and Mining and Petroleum Extraction Workers, as both industries are facing headwinds over the coming years. The Consumer industry is likewise reducing its Manufacturing and Production roles but anticipates at least stable overall demand for Sales and Related jobs, as rising middle classes in emerging markets, changing consumer values and, in particular, the rising economic power of women, are significant drivers of job growth in the sector. The Mobility industry is anticipating significant growth in Transportation and Logistics roles, as it plays its traditional role of connecting countries and industries in the wake of increasing globalization as well as, increasingly, catering to travellers from rising middle classes in emerging markets. However, geopolitical volatility and its associated threat to global travel and supply chains are perceived as major negative drivers of employment outlook in the industry. On the automotive manufacturing side of the sector, disruptions such as advanced robotics, autonomous transport, 3D printing and new energy technologies will have some of the most direct impacts on jobs of any industry. A rising middle class and young demographics in emerging markets are significant sources of future job growth in the sector. Many industry observers expect a substantial increase in the number of jobs in the Healthcare sector due to demographic trends such as longevity and ageing populations in advanced economies. However, our survey respondents expect a stable employment outlook for the industry over the coming five years” and a net negative impact on the number of jobs from disruptions such as mobile internet and cloud technology, enabling widespread application of telemedicine. What seems certain is that the skills profile of many jobs in the sector will change significantly. Our respondents anticipate that the Professional Services industry will experience employment growth over the “ period, particularly in data analytics roles, especially as the consulting arm of the sector experiences growth by advising all others on their respective transformations. Accordingly, factors affecting jobs in the industry are influenced by those affecting all the others. With regards to business models in the Professional Services industry itself, some of the major influences will be automation or globalized crowdsourcing via online platforms of high-skilled but repetitive work processes, leading to increased off-shoring of back office roles and a rise in time-limited, project-based contracts. New and Emerging Roles Our research also explicitly asked respondents about new and emerging job categories and functions that they expect to become critically important to their industry by the year , and where within their global operations they would expect to locate such roles. Two job types stand out due to the frequency and consistency with which they were mentioned across practically all industries and geographies. The first are data analysts, as already frequently mentioned above, which companies expect will help them make sense and derive insights from the torrent of data generated by the technological disruptions referenced above. The second are specialized sales representatives, as practically every industry will need to become skilled in commercializing and explaining their offerings to business or government clients and

consumers, whether due to the innovative technical nature of the products themselves, due to their being targeted at new client types with which the company is not yet familiar, or both. Other new specialties frequently mentioned include new types of human resources and organizational development specialists, engineering specialties such as materials, bio-chemicals, nanotech and robotics, regulatory and government relations specialists, geospatial information systems experts and commercial and industrial designers. A particular need is also seen in industries as varied as Energy and Media, Entertainment and Information for a new type of senior manager who will successfully steer companies through the upcoming change and disruption. We also asked respondents to identify roles where there may be consistent decline. One particular set of jobs affected by this, for example, are customer service roles, which will become obsolete due to mobile internet technology to monitor service quality online as a means of maintaining effective customer relationship management. Changes in Job Quality and Ease of Recruitment In addition to the quantity of jobs, disruptive changes to industries and business models will also affect the quality, skills requirements and day-to-day content of virtually every job. Overall, our respondents expect a relative increase in compensation for in-demand jobs in every industry surveyed, in line with increased productivity and skills requirements. They also expect an overall increase in work-life balance in all industries except the Consumer sector, where the outlook for this dimension remains stable. Expectations are less clear with regard to overall job security, which is expected to increase in the Energy, Financial Services, Healthcare and Information and Communication Technology sectors, but to decrease in the Basic and Infrastructure, Consumer, Media, Entertainment and Information, Mobility and Professional Services industries. It is important to note that these are aggregate results for entire industries. For example, Energy includes renewables and utilities in addition to oil and gas. See Part 2 for further details in the Industry Profiles. Given the overall disruption industries are experiencing, it is not surprising that, with current trends, competition for talent in in-demand job families such as Computer and Mathematical and Architecture and Engineering and other strategic and specialist roles will be fierce, and finding efficient ways of securing a solid talent pipeline a priority for virtually every industry. Across key job families, recruitment is currently perceived as most difficult for traditional middle-skilled and skilled trade occupations, such as in Installation and Maintenance, as well as for Architecture and Engineering and Computer and Mathematical roles. By our respondents expect that it will be significantly more difficult to recruit specialists across most job families, particularly so for Computer and Mathematical roles, given the war for talent that is already shaping up in this field today. Interestingly, Office and Administrative roles will be among the hardest jobs to recruit for in absolute terms by , presumably partly due to the perceived unattractiveness of the field, if current employment projections come to pass, and the very different core skills requirements this field may have going forward. By contrast, recruitment for standard white collar Business and Financial Operations roles is currently perceived as comparatively easy, and the talent pipeline is expected to marginally improve even further in the future. There are significant variations in perceived ease of recruitment by geography, although finding specialists is expected to become more difficult across all selected economies over the 2014-2018 period. Our respondents also note that whereas it is often harder to recruit women than men for many specialist roles, particularly for jobs concentrated in the Computer and Mathematical and Architecture and Engineering job families, this trend is expected to improve somewhat over the 2014-2018 period. The largest progress in overcoming this gender penalty for specialist recruitment is expected in the Basic and Infrastructure, Mobility and Media, Entertainment and Information industries, though it is expected to persist, for example, in the Information and Communication Technology sector. For more details on this gender gap dimension and its implications please refer to Chapter 2.

2: Business Student Organizations : McCoy College of Business : Texas State University

Fiscal Sociology and the Theory of Public Finance: State and market: a two-forum societal architecture assembly is thus construed as a peculiar type of market.

Visit Website All healthy male Spartan citizens participated in the compulsory state-sponsored education system, the Agoge, which emphasized obedience, endurance, courage and self-control. Spartan men devoted their lives to military service, and lived communally well into adulthood. They were farmers, domestic servants, nurses and military attendants. Spartans, who were outnumbered by the Helots, often treated them brutally and oppressively in an effort to prevent uprisings. Spartans would humiliate the Helots by doing such things as forcing them to get debilitatingly drunk on wine and then make fools of themselves in public. This practice was also intended to demonstrate to young people how an adult Spartan should never act, as self-control was a prized trait. Methods of mistreatment could be far more extreme: Spartans were allowed to kill Helots for being too smart or too fit, among other reasons. The Spartan Military Unlike such Greek city-states as Athens, a center for the arts, learning and philosophy, Sparta was centered on a warrior culture. Male Spartan citizens were allowed only one occupation: Indoctrination into this lifestyle began early. Spartan boys started their military training at age 7, when they left home and entered the Agoge. The boys lived communally under austere conditions. They were subjected to continual physical, competitions which could involve violence , given meager rations and expected to become skilled at stealing food, among other survival skills. The teenage boys who demonstrated the most leadership potential were selected for participation in the Crypteia, which acted as a secret police force whose primary goal was to terrorize the general Helot population and murder those who were troublemakers. At age 20, Spartan males became full-time soldiers, and remained on active duty until age In the phalanx, the army worked as a unit in a close, deep formation, and made coordinated mass maneuvers. No one soldier was considered superior to another. Going into battle, a Spartan soldier, or hoplite, wore a large bronze helmet, breastplate and ankle guards, and carried a round shield made of bronze and wood, a long spear and sword. Spartan warriors were also known for their long hair and red cloaks. Spartan Women and Marriage Spartan women had a reputation for being independent-minded, and enjoyed more freedoms and power than their counterparts throughout ancient Greece. While they played no role in the military, female Spartans often received a formal education, although separate from boys and not at boarding schools. In part to attract mates, females engaged in athletic competitions, including javelin-throwing and wrestling, and also sang and danced competitively. As adults, Spartan women were allowed to own and manage property. Additionally, they were typically unencumbered by domestic responsibilities such as cooking, cleaning and making clothing, tasks which were handled by the helots. Marriage was important to Spartans, as the state put pressure on people to have male children who would grow up to become citizen-warriors, and replace those who died in battle. Men who delayed marriage were publically shamed, while those who fathered multiple sons could be rewarded. In preparation for marriage, Spartan women had their heads shaved; they kept their hair short after they wed. Married couples typically lived apart, as men under 30 were required to continue residing in communal barracks. In order to see their wives during this time, husbands had to sneak away at night. Decline of the Spartans In B. In a further blow, late the following year, Thebangeneral Epaminondas c. The Spartans would continue to exist, although as a second-rate power in a long period of decline. In ,Otto , the king of Greece, ordered thefounding of the modern-daytown of Spartion the site of ancient Sparta.

3: The Societal Function of Architecture | Patrik Schumacher - www.enganchecubano.com

Most economists work with a two-winged societal architecture of state and market, as exemplified by Paul Samuelson's (,) canonical distinction between public and private goods.

This dual principle also appeared in the name of the model. Although the adjective "social" often attracted criticism as a decorative fig leaf or conversely as a gateway for antiliberal interventionism, [26] it meant more than simply distinguishing the concept from that of laissez-faire capitalism on the one side and of ordoliberal conceptions on the other. Therefore, the social market economy as an extension of neoliberal thought was not a defined economic order, but a holistic conception pursuing a complete humanistic societal order as a synthesis of seemingly conflicting objectives, namely economic freedom and social security. The concept of the social market economy received fundamental impulses from reflection and critique of historical economic and social orders, namely Smithian laissez-faire liberalism on the one hand and Marxian socialism on the other. Furthermore, various Third Way conceptions prepared the ground for the socio-economic concept. Der dritte Weg Neither thus, nor thus. He vehemently and consistently argued against the view that models were converging. Soon after, at the second party congress of the Christian Democratic Union in the British zone in Recklinghausen on 28 August, Erhard circumscribed the concept as a "socially committed market economy". Early protagonists had close contacts to the oppositional church-movement Bekennende Kirche and Dietrich Bonhoeffer and emphasized the reference of their concept to Catholic and Protestant social ethics. He compared the so-called "neo-American model" of a capitalistic market economy introduced by the administrations of Ronald Reagan and Margaret Thatcher with what he called Rhine capitalism, present in Germany, France and in some of the Northern European economies. While the neo-American model builds largely on the ideas of Friedrich von Hayek and Milton Friedman, Rhine capitalism according to Albert has its foundations on publicly organized social security. Albert analyzes the Rhenish model as the more equitable, efficient and less violent one. However, according to Albert complex psychological phenomena and the functioning of the press lets the American model appear more attractive and dynamic to the general public. Social market economies posit that a strong social support network for the less affluent enhances capital output. By decreasing poverty and broadening prosperity to a large middle class, capital market participation is enlarged. Social market economies also posit that government regulation and even sponsorship of markets can lead to superior economic outcomes as evidenced in government sponsorship of the Internet or basic securities regulation. Main elements[edit] The main elements of the social market economy in Germany are the following: In contrast to the situation in a free market economy, the state is not passive and actively implements regulative measures. These insurances are funded by a combination of employee contributions, employer contributions and government subsidies. The social policy objectives include employment, housing and education policies as well as a socio-politically motivated balancing of the distribution of income growth. In addition, there are provisions to restrain the free market e. These elements help to diminish many of the occurring problems of a free market economy. Its conceptual architecture was set by particular historical experiences and political prerequisites: These led to the eventual development of the social market economy as a viable socio-political and economic alternative between the extremes of laissez-faire capitalism and the collectivist planned economy not as a compromise, but as a combination of seemingly conflicting objectives namely greater state provision for social security and the preservation of individual freedom. Chancellor Otto von Bismarck developed a program in which industry and state work closely to stimulate economic growth by giving workers greater security. To trump the militant socialists, Bismarck gave workers a corporate status in the legal and political structures of the German Empire. The real grievance of the worker is the insecurity of his existence; he is not sure that he will always have work, he is not sure that he will always be healthy, and he foresees that he will one day be old and unfit to work. If he falls into poverty, even if only through a prolonged illness, he is then completely helpless, left to his own devices, and society does not currently recognize any real obligation towards him beyond the usual help for the poor, even if he has been working all the time ever so faithfully and diligently. The usual help for the poor, however, leaves a lot to be desired, especially in large

cities, where it is very much worse than in the country. The program included universal healthcare, compulsory education, sickness insurance, accident insurance, disability insurance and a retirement pension, none of which were then in existence to any great degree anywhere else in the world. After the collapse of the totalitarian Third Reich with its statist and corporatist economic policy, economists and academics at the University of Freiburg im Breisgau in Germany advocated a neoliberal or new liberal and socio-economic order. In this context, it is important to distinguish between the ordoliberal Freiburg School or Freiburg School of Law and Economics and the Freiburg Circles. Both schools of economic thought considered that a certain form of planning was necessary for a transitional period following the war. However, whereas the pivotal members of the Freiburg Circles, Erwin von Beckerath, Adolf Lampe and Jens Jessen, favoured productive governmental intervention, i. Thus, the paramount means by which economic policy can seek to improve the economy is by improving the institutional framework or "ordo". However, the social market economy as an extension of neoliberal thought was deliberately not a defined economic order, but an adjustable holistic conception pursuing a complete humanistic societal order as a synthesis of seemingly conflicting objectives, namely economic freedom and social security. However, the eventual implementation required not only communication, but also political backup. Soon after on 21 April, Erhard informed the parliament about his economic policy and introduced the concept of the social market economy. In a visionary and stirring speech, entitled *Marktwirtschaft im Streit der Meinungen* "Market Economy in Dispute", [68] Erhard defended his concept of the social market economy alluding to the dualism between a controlled economy and a market economy. Konrad Adenauer, a proponent of the social market economy Chancellor Konrad Adenauer of the ruling CDU implemented a new novel economic order amalgamating the promotion of free competition with the responsibility of the social government. The *Wirtschaftswunder* or "economic miracle" of West Germany could not have been brought about without secure social peace in the country. The "social market economy" is the socially anchored law for the industrial economy, according to which the achievements of free and able individuals are integrated into a system that produces the highest level of economic benefit and social justice for all. This system is created by freedom and responsibility, which find expression in the "social market economy" through genuine performance-based competition and the independent control of monopolies. Genuine performance-based competition exists when the rules of competition ensure that, under conditions of fair competition and equal opportunity, the better performance is rewarded. Market-driven prices regulate the interaction between all market participants. While eventually the union of the two recently established political parties i. This not only complicated the parliamentary work of the party in the Economic Council, but also limited the public relations of the party as a whole especially in times of campaigning where the partially complex political programmes were simplified and popularised. Eventually, on Sunday 14 August around 31 million Germans were called to cast a vote for the first German Bundestag and to decide between the social market economy and a controlled economy advocated by the SPD. Of those eligible to vote, 25 million or Although the SPD turned out to be the most successful single party by gaining However, in fact both Volksparteien had suffered large percentage losses over their previous Land election totals by failing to capture a comparable share of the enlarged electorate. The most remarkable advance by winning over a million extra votes and achieving The economically liberal FDP were in fact the only political party consistently gaining percentage of votes between and While these results affirmed the then general pro-market trend in public opinion, eventually, the electorate made its decision contingent on the satisfaction of its practical needs rather than on any particular theoretical economic system. The advantage of the CDU and the CSU lay precisely in the fact that they were quasi-governing across the Bizone and thus increasingly identified with the economic recovery and the improving economic conditions. The concept of the social market economy is still the common economic basis of most political parties in Germany [80] and a commitment to some form of social market economy is present in Article 3 of the Treaty on European Union. United Kingdom[edit] In the United Kingdom, the concept of the social market economy was first introduced by the Conservative politician Keith Joseph. In the s, Joseph introduced the idea as an alternative to the post-war consensus.

4: 5 Core Concepts of Marketing - 5 Marketing concepts explained

According to these calculations, current trends could lead to a net employment impact of more than million jobs lost to disruptive labour market changes over the period , with a total loss of million jobsâ€”two thirds of which are concentrated in the Office and Administrative job familyâ€”and a total gain of 2 million jobs.

The Centre is unique within the NHS and internationally; providing bereavement counselling for families who have had a child pass away as well as a national telephone helpline and general counselling for hospital staff. A series of rooms configured like a big house, set inside a secret garden can be a familiar place for parents to meet, talk, grow things and have a cup of tea. The architecture is easy to use and simple to understand, informed by a conversational process with the counsellors, users and bereaved parents. As a bonus the solar panel field creates a noise barrier of 18dB in relation to its surroundings, which is double that of a conventional highway noise reduction wall. This directly increases the quality and size of the build-able area next to the highway. Not only will the new centre have one of the largest opera houses in the world, but will also feature galleries, libraries, cafes and restaurants for visitors. The new centre forms a bond between past, present, and future, and unites through design, the urban fabric and culture of Istanbul and the Turkish people.

Where Humanity Meets Hope by Sheltainer Sheltainer is a building initiative that targets different categories of people including refugees, asylum seekers, students and low-income families. It intends to provide a solution that can be readily built anywhere in the world, easy to construct and affordable â€” hence, the shipping containers. There are millions of unused shipping containers around the world and recycling them not only provides shelter, but also helps reserve the sustainability of a community. The design for a Sheltainer project consists of eight homes per cluster connected together through a courtyard and attached to other clusters through open corners.

Cuchi Organic Eco Farm COEF is a masterplan design proposal for a hectare decommissioned rubber plantation in Cuchi, Vietnam, aiming to transform the under-utilized site to be an organic farm focusing on the production of animal feed, livestock, fruit and vegetables in a closed-cycle operation. The first phase of 50 hectares is an agro-tourism destination that offers the visitor holistic experience of the food cycle. The project also offers facilities such as farm-stay accommodation, farm-to-table restaurant, farmers market, and co-farming area where one can rent varying sized plots of land specific to their needs. Well-programmed and vertically distributed social spaces are integrated with the compact living units allowing both the inhabitants and public to find comfortable and accessible space to socialise and relax. Their program allows for public interaction to ensure a diverse cultural and social life in the tower â€” which would otherwise run the risk of being a vertical enclave. The lobby is conceptualized as a large urban living room that serves both building inhabitants as well as the public. Large pivot doors create a double volume public interior which an inserted mezzanine animates. The mezzanine wraps around the building core providing a variety of retail opportunities. The Powerhouse is designed to become a centre for human energy, activity and health. The judges were impressed not only with the repurposing of its cavernous industrial spaces, but with how the project maximizes its riverfront location, utilizing river water to manage the temperature of the building whilst also significantly minimizing total energy use. By breaking down these barriers and opening up the spaces, the designers hope to encourage healthier lifestyles, celebrate local urban cultures and spur sustainable development.

5: Forum and Markets of Trajan (article) | Khan Academy

4 Deltek Clarity Architecture & Engineering Industry Study The Deltek Clarity Architecture and Engineering (A&E) Industry Study is the oldest and longest- running study of its kind.

Robert Neumayr and Patrik Schumacher. To speak without any visual support is a rare experience, and that is why I feel more comfortable turning it into a seminar when I am about halfway through. I hope there will be some questions and a discussion. It is indeed a necessary and important question, important for the self-regulation and self-determination of the discipline. This relates to the key premise of the theory of Architectural Autopoiesis—namely that architecture is a self-regulating discourse with no authority governing it, neither politicians nor clients have authority over architecture. They challenge us with their demands, but without being able to instruct us about what architecture is or how it ought to respond to their challenges. Well, what are we doing as architects? What do buildings do? The most general standard answer has usually been that architecture provides shelter, that it provides protection to keep us dry and warm. But is that what requires an academic discipline? So, what do architectural works really do for us? Are we perhaps creating beautiful buildings? So is that what it is? Are we artists, therefore? Or are we creating particularly well-functioning, technologically sophisticated buildings? Does that mean that we are engineers? Or are we just creating new original spaces? Does that mean that architecture is a kind of end in itself, a kind of play, autonomous like abstract music, as Eisenman and Kipnis sometimes assume? None of these answers are satisfying. I have a more convincing answer, and I will try to deliver it here today. For a complete argument you have to read my book. I want to start by introducing an important distinction: Architecture is based on an academic theory-based engagement and on innovative practice with future orientation. Building, in contrast, is just keeping the tradition alive and reproducing what has survived the test of time. And that has been the way the built environment has been reproduced for thousands of years until the big bang of architecture in the Renaissance where a self-consciously innovative, theory-based practice, first appeared, moving the discipline into the domain of paper, i. For the first time we have fully designed architectures, circulating just as speculative constructs on paper. But what architecture delivers through creative drawings and theoretical discourse is still tied up with what the built environment does for society. The built environment—artificial settlement structures—made a primordial contribution throughout history, for all societies, primitive, civilized, modern, and contemporary. So, first of all, before we can understand the societal function of architecture as academic discipline, we need to understand the societal function of the built environment and I will argue that it makes a very profound contribution. It is a crucial factor, I would say, in the *Menschwerdung* becoming human, in the emergence and becoming of mankind, escaping the animal kingdom via the construction of society. I want to elaborate on this by reading a small excerpt from volume 2 of my book, *The Autopoiesis of Architecture*, which just has been submitted to the publisher. The elaboration of the built environment, however haphazard, precarious and based on accident, rather than purpose and intention, originally, seems to be a necessary condition for the build-up of any stable social order. The gradual build-up of a social system must go hand in hand with the gradual build-up of an artificial spatial order. Social order therefore requires spatial order. The social process needs the built environment as a plane of inscription, where it can leave traces that then serve to build up and stabilize social structures that then in turn allow a further elaboration of more complex social processes. Let me read further: This inscription might at first be an unintended side effect of the various activities, which unfold and produce these environments. Then given spatial arrangements are functionally adapted and elaborated further, then they are further marked and underlined by ornaments, which makes them more conspicuous. It becomes a kind of quasi-memory, as I would call it. Thus emerges a semantically charged built environment that provides a differentiated system of settings that help social actors to orient themselves with respect to the different communicative situations that constitutes the social-life poesis of the community. Indications of this performative nexus between social and spatial structure are bound within social anthropology. They testify to the crucial importance of stable spacio-morphological settings for the initial emergence and stabilization of all societies. In the analysis of the

social structure of primitive societies, the drawing of a village plan, for instance, often serves as the most succinct summary. So appropriately designed places regulate social communication, by helping to define the situation, reminding actors about who they are and ordering the actors into the appropriate relative positions. The importance of the spacio-morphological setting as a defining frame for social communication is also recognized in sociology and social psychology. Erving Goffman, for instance, was very much aware of the need for frames and assemblages of sign equipment, as he calls it, that structure social communication. A setting tends to stay put, geographically speaking, so that those, who would use a particular setting as part of their performance, cannot begin the act until they have brought themselves to the appropriate place and must terminate the performance when they leave it. And my whole theory is based on communication theory. I argue that architecture makes an exclusive and universal claim for the structuring of all frames for communicative interaction, i. And this kind of interaction is always structured by a system of places or spatial frames, as well as by clothing, fashion systems, artifacts or props. There is an enormous amount of embedded, accumulated intelligence and information within these systems of spatial frames, information and embedded knowledges and affordances we can retrieve via relatively simple response mechanisms. Indeed our complex lives rely on the retrieval of the information embedded in these richly layered and sedimented information structures. The ordering capacity of spatial arrangements and the specific order provided is not an independent objective property of the respective built spatial arrangements, but crystallized only in the pattern of the utilizations that it catalyzes. But this is always a relatively slow process. There is a lot of redundancy and some degree of mutation and selection for further reproduction and innovation. Architectural settings are to be designed as framing communications, as permanent broadcasts that function as constraining and enabling premises for all further communication, that is to be expected within the respective spaces and settings. Why do you think that architecture is an autopoietic system? In a way any discourse could be approached in a relativistic way, claiming it was autopoietic. So why does architecture have a privileged status of being autopoietic? Every social system is a kind of emerging autopoietic phenomenon. It is one of various types of social systems. But there is one very important category of social communication systems. And you could say that architecture is one of those systems, like the political system, like the legal system, like the economy, the art world, the mass media system. These are the major function systems of society, which have a few hundred years of history. Each of them has developed a unique discourse, a set of specific categories, values and methods, in accordance to the unique societal function or exigency each of them is addressing. With respect to Luhmannian function systems, you can ask: What is the societal function of the political system? What is the societal function of the legal system? And as far as Luhmann is concerned, each of these has a unique societal function, addressing a unique problem or exigency, which all societies have to face. While all social systems, including families and firms, are autopoietic systems, these function systems form very powerful, important sub-systems of contemporary or modern societies, they are great function systems of modern, functionally differentiated society. The distinction between architecture and building is important here. Before architecture arrived, the villagers built their structures themselves as they had always done, basically trying to repeat what had been done before, maybe with a bit of tinkering and perhaps integrating small improvements. And very slowly, through such a process of tradition bound building with small adaptive variations, you see certain more elaborate structures emerging, like in the case of the self-organizing morphogenetic processes of organic nature. Larger settlement structures emerge following local rules of adjacency but through this they develop and reproduce typical global orders. They generate a certain relative rationality through an evolutionary process of trial and error. All of this happens totally unconsciously and is reproduced by myopic repetition, by proceeding to build as it has always been done. And at a certain point in history, there was this big bang, which is the advent of architecture, where all of a sudden "and that is of importance here" architecture was conceived, drawn and visualized on paper first and through the circulation of drawings via printed books immediately became a point of discourse, criticism and innovation. The ideal city of the Renaissance was initially just a geometric rationalization of the concentric pattern that had evolved as the typical form of the unplanned medieval city. The innovation offered by the ideal city plans of the Renaissance architects was not that large, but once it had been drawn and became part of the paper domain of speculation and once architects

started to write about it, talk about it, ask questions about it, there was a huge potential for further innovation. To propose innovations, one has to argue and engage in a discourse. Innovations require prior illustrations, explanations and justifications, and they invite criticisms. Lets take a look at the political system for example: And as they evolve, at a certain stageâ€”again at the same time, during the Renaissanceâ€”you suddenly have political criticism, political theory, ideas that become involved in projects of political reconstruction, the constitution of the USA is perhaps the first truly impressive result of this new theory-led political function system or discourse practice. Bacon, Alberti, Machiavelli, Hobbes. These names coincide with the moment when the modern function systems were born, with discourses, with theory, with speculation, with self-conscious and the self-referential closure, as autopoietic systems of communication. They all then become sub-systems of a larger society, which suddenly has this enormous accelerator. This acceleration and the build-up of complexity are possible through what then becomes a functional differentiation. Before that everything - building, power, economy, knowledge - was much more fused. Architecture has gone through a number of crises where this expert discourse made itself nearly irrelevant and had to be nearly rebuilt from scratch by new-starters, for instance, the pioneers of the modern movement after the 1st World War. I hope that answers your question: Each of these function systems has developed a theoretical strand, a specialized literature. And what I - following Luhmann - call the great self-descriptions of these function systems, - major treatises summarizing the reflective knowledge of the discipline - is an important factor in the overall coordination and further evolution of these disciplines. The competence of architecture is no longer a technical competence of putting together a construction. That is more and more being taken up by engineering specialists. We have become pure designers. And more and more the question becomes: In my terms, it is the competence of organization and articulation. Organisation requires a repertoire of increasingly complex patterns of spatial distribution. Articulation requires an expertise of dealing with how these patterns and spaces are perceived and comprehended.

6: Social market economy - Wikipedia

A multi-agent societal architecture for real-time applications Abstract: The design of complex real-time systems is a difficult task. There are a number of fundamental aspects that are important when considering such systems.

Islam is the third-largest faith in France in the early 21st century. Arabs from North Africa started to settle in France. In the early 21st century, France had the largest Muslim population in percentage of any Western European country. This is a result of immigration and permanent family settlement in France, from the s on, of groups from, principally, former French colonies in North Africa Algeria , Morocco , Tunisia , and, to a lesser extent, other areas such as Turkey and West Africa. Buddhism in France Buddhism is widely reported to be the fifth largest religion in France, after Christianity , atheism , Islam , and Judaism. France has over two hundred Buddhist meditation centers, including about twenty sizable retreat centers in rural areas. The Buddhist population mainly consists of Chinese and Vietnamese immigrants, with a substantial minority of native French converts and "sympathizers". The rising popularity of Buddhism in France has been the subject of considerable discussion in the French media and academy in recent years. Cults and new religious movements[edit] France created in the first French parliamentary commission on cult activities which led to a report registering a number of cults considered as dangerous. Supporters of such movements have criticized the report on the grounds of the respect of religious freedom. Proponents of the measure contend that only dangerous cults have been listed as such, and state secularism ensures religious freedom in France. Regional customs and traditions[edit] Modern France is the result of centuries of nation building and the acquisition and incorporation of a number of historical provinces and overseas colonies into its geographical and political structure. These regions all evolved with their own specific cultural and linguistic traditions in fashion , religious observance , regional language and accent , family structure, cuisine , leisure activities, industry , and including the simple way to pour wine, etc. The evolution of the French state and culture, from the Renaissance up to this day, has however promoted a centralization of politics , media and cultural production in and around Paris and, to a lesser extent, around the other major urban centers , and the industrialization of the country in the 20th century has led to a massive move of French people from the countryside to urban areas. Policies enacted by the French Third Republic also encouraged this displacement through mandatory military service, a centralized national educational system, and suppression of regional languages. These names are also used by the French in their self-identification of family origin. There are huge differences in life style, socioeconomic status and world view between Paris and the provinces. The French often use the expression "la France profonde " "Deep France", similar to " heartland " to designate the profoundly "French" aspects of provincial towns, village life and rural agricultural culture, which escape the hegemony of Paris. Another expression, " terroir " is a French term originally used for wine and coffee to denote the special characteristics that geography bestowed upon these products. It can be very loosely translated as "a sense of place" which is embodied in certain qualities, and the sum of the effects that the local environment especially the "soil" has had on the growth of the product. The use of the term has since been generalized to talk about many cultural products. There also exists a number of " overseas collectivities " and " overseas territories ". For a full discussion, see administrative divisions of France. As a result of a constitutional revision which occurred in , these regions are now to be called overseas regions. These overseas departments have the same political status as metropolitan departments and are integral parts of France, similar to the way in which Hawaii is a state and an integral part of the United States , yet they also have specific cultural and linguistic traditions which set them apart. Certain elements of overseas culture have also been introduced to metropolitan culture as, for example, the musical form the biguine. Industrialization, immigration and urbanization in the nineteenth and twentieth centuries have also created new socioeconomic regional communities in France, both urban like Paris , Lyon , Villeurbanne , Lille , Marseille , etc. Other specific communities[edit] Paris has traditionally been associated with alternative, artistic or intellectual subcultures, many of which involved foreigners. There are gay and lesbian communities in the cities, particularly in the Paris metropolitan area such as in Le Marais district of the capital. Although homosexuality is perhaps not as

well tolerated in France as in Spain , Scandinavia , and the Benelux nations, surveys of the French public reveal a considerable shift in attitudes comparable to other Western European nations. Families and romantic relationships[edit] Household structure[edit] Growing out of the values of the Catholic Church and rural communities, the basic unit of French society was traditionally held to be the family. Since the s, marriages have decreased and divorces have increased in France, and divorce law and legal family status have evolved to reflect these social changes. Most significantly, from to , single parent families have increased from 3. Their analysis indicates that "one in three dwellings are occupied by a person living alone; one in four dwellings are occupied by a childless couple.. It brings rights and responsibilities, but less so than marriage. From a legal standpoint, a PACS is a "contract" drawn up between the two individuals, which is stamped and registered by the clerk of the court. Individuals who have registered a PACS are still considered "single" with regard to family status for some purposes, while they are increasingly considered in the same way as married couples are for other purposes. While it was pushed by the government of Prime Minister Lionel Jospin in , it was also opposed, mostly by people on the right-wing who support traditionalist family values and who argued that PACS and the recognition of homosexual unions would be disastrous for French society. As of [update] , same-sex marriage is legally recognized in France. Hollande was elected in May and his government proposed the law known as "Mariage pour tous" "marriage for all" to the parliament in November The law was passed in April and validated by the Conseil constitutionnel the constitutional council, tasked with insuring that the new laws passed do not contradict the French constitution in May The first French same-sex marriage took place on May 29, in Montpellier. Role of the State[edit] The French state has traditionally played an important role in promoting and supporting culture through the educational, linguistic, cultural and economic policies of the government and through its promotion of national identity. Because of the closeness of this relationship, cultural changes in France are often linked to, or produce, political crisis. At times, French state policies have sought to unify the country around certain cultural norms, while at other times they have promoted regional differences within a heterogeneous French identity. The unifying effect was particularly true of the "radical period"" of the French Third Republic which fought regionalisms including regional languages , supported anti-clericalism and a strict separation of church from state including education and actively promoted national identity, thus converting as the historian Eugen Weber has put it a "country of peasants into a nation of Frenchmen". The Vichy Regime , on the other hand, promoted regional "folk" traditions. Meanwhile, the French state remains ambivalent over the integration into "French" culture of cultural traditions from recent immigrant groups and from foreign cultures, particularly American culture movies, music, fashion, fast food, language, etc. There also exists a certain fear over the perceived loss of French identity and culture in the European system and under American "cultural hegemony".

7: Two Scenarios for 21st Century Organizations

Key Concept The United States began to develop a modern democracy and celebrated a new national culture, while Americans sought to define the nation's democratic ideals and change their society and institutions to match them.

Major activities in creating and reviewing scenarios Scenario Contents Throughout its scenario development activities, the Scenario Working Group considered a wide variety of possible driving forces, major uncertainties, and logics that might shape 21st century organizations. In the course of its discussions, the group judged five variables as likely to be the most important in the future: While many of these elements could be the basis for intriguing scenarios, the Working Group chose to focus initially on one major uncertainty which emerged repeatedly in the discussions: Will organizations in the future be much larger, much smaller, or not very different in size from the organizations we know today? In order to stimulate "out of the box" thinking, the group imagined two extremes on this dimension: Thus, the first scenario focuses on how work might be organized in ever-shifting networks of small firms and individual contractors; the second focuses on how work might be organized in huge, long-lasting and all-encompassing holding companies. Even though these two scenarios were originally conceived of as extremes on the dimension of company size, it is also possible to think of them as extremes on the dimension of organizational longevity. The small companies in the first scenario can participate in very large, temporary networks of thousands of people. But these temporary organizations or "virtual companies" may only exist for a few weeks, days, or hours until the project that brings the network together is completed. The large "virtual countries," on the other hand, expect to last for decades or even centuries while projects, people, and whole industries come and go within their boundaries. Small Companies, Large Networks Imagine that it is now the year The corporation of the late twentieth century was just a transitional form. Today, nearly every task is performed by autonomous teams of one to ten people, set up as independent contractors or small firms, linked by networks, coming together in temporary combinations for various projects, and dissolving once the work is done. When a project needs to be undertaken, requests for proposal are issued or jobs to be done are advertised, candidate firms respond, sub-contractors are selected, and workers are hired largely on an ad-hoc basis Consider the design of automobiles [8]: Some of these firms are joint ventures; some share equity; some are built around electronic markets that set prices and wages. All are autonomous and self-organizing. All depend on the ubiquitous, high-bandwidth, transaction-heavy electronic network that connects them to each other. A highly-developed venture capital infrastructure identifies promising teams and provides financing. Authority is still evident, but not through commands. But groups also try wild-eyed ideas that turn out to be very successful-and financially rewarding for their participants. They bucked conventional wisdom when they built it, and all became millionaires in the process. Even though this way of organizing work is extremely well-suited to rapid innovation and dynamically changing markets, the world would be a lonely and unsatisfying place if all our interactions were contractual. Therefore, we are all fortunate to have independent organizations for social networking, learning, reputation-building, and income smoothing. These communities evolved from professional societies, college alumni associations, unions, fraternities, clubs, neighborhoods, families, and churches. They help us save for retirement, and most of us pay a percentage of our income to our "guilds" as a voluntary form of unemployment insurance. It is here that we learn and update the skills of our professions, and share war stories and reputations. Perhaps most importantly, we derive much of our sense of identity and belonging from these stable communities that we call "home" as temporary projects come and go. There are two key elements of this scenario: Part of the analysis and development of the scenarios has involved collecting examples of current or historical organizations that embody aspects of the scenarios. Consider, for instance, the following examples of organizations today that embody aspects of the first scenario. Shifting task networks The film industry. The film industry may stand as an early adopter of new organizational forms. During the studio era of the s through s, for example, the industry was organized much like the vertically-integrated, mass production enterprises established in the manufacturing sector during the late nineteenth and early twentieth century. On large projects in the film industry today, hundreds or even

thousands of individuals and small entities each contribute their part to the completion of a multi-million dollar production. During the post-studio period, the power of the talent agencies, which played an important role as deal brokers, increased significantly. With the recent growth in the number and importance of films produced independently with private capital, and the fragmentation of the distribution system to accommodate this new type of picture, the industry may be entering yet another new stage. Another example is the Menichetti textile enterprise, in the Prato region of Italy. Menichetti quickly broke up the firm into eight separate companies. Within three years, the eight new businesses had accomplished a complete turnaround, achieving significant increases in machine utilization and productivity. The Menichetti pattern was replicated at numerous other integrated mills in Prato, and by , over 15, small textile firms, each with an average of fewer than 5 employees, were active in the region. This constituted a threefold increase in activity from the previous decade, during a time when the textile industry was in decline throughout the rest of Europe. Textiles from the region have become the preferred material for renowned fashion designers around the world. Key actors in the Prato scheme are brokers, known as *impannatori*, who act as conduit between customers and the small manufacturing concerns. By the late s, the *impannatori* had even created an electronic market, which gathered data on projected factory utilization and upcoming requirements, and allowed textile production capacity to be traded like a commodity. Another firm which has followed a course of radical decentralization is Semco, a Brazilian manufacturer of marine and food-service equipment. By the late s, Semco was already an innovative firm, run on the principles of employee participation, profit sharing, and open information systems. To survive the resulting crisis, management developed the idea of encouraging employees to form satellite enterprises which used company facilities, with Semco providing an initial contract to get the new ventures going and offering severance packages and training to assist employees in making the transition. The entrepreneurial energy unleashed in the satellite firms has been a major additional advantage for Semco. In , the parent firm had employees; four years later it had , with the satellites employing the same number and more working part-time for both Semco and one of the satellites. But by , the satellites were accounting for two-thirds of the new products Semco launched. The experiment created a more free-wheeling, experimental culture within the entire organization, the result being that the majority owner of the firm, Ricardo Semler writes-with pride-that "no one in the company really knows how many people we employ. The outsourcing practices of the athletic shoe company Nike, which subcontracts manufacturing, shipping, and distribution, keeping only the design and marketing functions in-house, is widely known and has been emulated by competitors such as Puma. Another striking example of radical outsourcing is the U. First Virtual Corporation is a recent technology start-up which touts its radical outsourcing practices in its name. FVC assumes responsibility for only two functions itself: Manufacturing and accounting are outsourced, and the marketing partners offer product support. In the developed world these needs are now largely met by some combination of corporations and the state-with the more of the burden carried by employers in the United States and Japan, more by governments in Western Europe. The leading candidates for assuming these roles include: There may also be opportunities for entrepreneurs to create new kinds of organizations to fill some or all of these life maintenance needs. Another possibility envisioned by the Scenario Working Group was that collections of families and individuals might pool their resources and form semi-communal living arrangements to fulfill non-economic needs and mitigate the potential harshness of a solely market-driven work environment. One potential current model might be the guilds and unions which serve workers in the film industry. Because screen actors and writers, as well as the technicians who staff film crews, can frequently obtain work only on a sporadic basis, the labor organizations which serve these groups are set up to accommodate the periodic nature of employment in the industry. SAG offers a large number of educational and professional development seminars to its members as well. The creation of economically viable "life maintenance" organizations in a future networked economy will likely require workers to place a significant percentage of their earnings into funds to cover health and unemployment insurance, as well as training and professional development services. The widespread popularity of K and IRA accounts indicate that fewer and fewer American workers are counting on the company pension or government social security payments to finance for their retirements and instead are relying on their own, self-managed plans. Virtual Countries [17] Imagine that it is now the year The huge

global conglomerate has emerged as the dominant way of organizing work. It would be considered disloyal and unusual for members of the same family to work at competing keiretsu. The alliances meet all our needs on a cradle-to-grave basis by providing income and job security, health care, education, social networking, and a sense of self-identity. Our organizations are as powerful and influential as nations, and we owe allegiance to them. They have no dominion over our land, but they control our much more significant assets-access to knowledge, the networks, and our livelihood. They even wage war on each other-using lawyers instead of armies, valiantly protecting the trademarks of our company. These days, if you want to define me, you can ignore my geographic location; I can be stereotyped according to the company I work for, in whose service I expect to retire. My friends and family members from around the world all work for the same organization. We always converse, full of curiosity, but guarded-taking advantage of a rare opportunity to see ourselves as others see us. Employees own the firms in which they work, through pension plans, stock options, employee participation contracts, and other vehicles. And just as the modern nation states ultimately turned to democracy, many of the corporations of the twenty-first century have moved to representative governance. Our firm is one-employee-shareholders have the right to elect the management of the company, not just the board of directors, but managers at almost every level throughout the organization. Decisions are made hierarchically, but every year, on election day, we choose from slates of managers who vow to do the best job for the company as a whole. Some people think of this system as paternalistic and bureaucratic. But actually, there is very little "fat" in the system. Specialist "organization designers" travel through the massive alliances, brokering partnerships and helping make sure that people communicate effectively across boundaries. All of us tend to get along, because our companies attract people who agree with the prevailing attitudes. The Virtual Countries scenario has four major elements: Large vertically- and horizontally-integrated firms The second MIT scenario posits a world economy dominated by large conglomerates which operate globally across a number of industries. As with the present-day Asian keiretsu arrangement, there will be a small number of core firms-large holding companies which sell products with widely recognized brand names-occupying a position at the center of the economy. These companies in turn will have a series of permanent or semi-permanent relationships with various smaller supplier firms, which will stand at the periphery of the system. The industry structure in most sectors will be oligopolistic, with a small number of major competitors holding dominant positions, and high entry barriers preventing upstarts from challenging the hegemony of market leaders. The huge conglomerates envisioned in the Virtual Countries scenario could grow out of a continuation of the merger wave which has swept through the global business environment in the mids. The value of announced mergers involving U. Management theory of the last decade has emphasized the importance of firms staying tightly focused and relying on their "core competencies. In the sectors with the greatest volume of recent mergers, the activity has primarily involved the buying of competitors or diversification into closely related areas. The result has been rapid consolidation in a number of industries, often on a global scale. When a firm sells off a business unit unconnected to its central activities and buys an entity with a position in its core industry, the company is effectively substituting scope for scale. Some observers believe that once the consolidation of major industries on a world-wide basis has run its course, and an oligopolistic industry structure returns, unrelated diversification may once again appear attractive, and a series of mergers could ensue to create a second generation of conglomerates, this time on a global scale. Such a sequence of events could serve as the means of forming the world-spanning conglomerates of the Virtual Countries scenario. Should intellectual property laws be weak or confusing, or enforcement of them lax or ineffective, a greater degree of vertical integration may become a strategic imperative for firms whose products have significant knowledge content. Such an approach could become necessary because, in the absence of legal safeguards, capturing the value inherent in a piece of knowledge would require producing and selling a tangible product which physically embodied that knowledge. Under such circumstances, larger companies would be at an advantage, and there would be strong incentives to prevent important knowledge from passing outside the boundaries of the firm.

The grand opening on September 21, featured Mrs. D. P. Bowers in the lead role of "Elizabeth, Queen of England." It was the great era of early American Theatre and Mrs. D.P. Bowers, it was thought at the time, "would go down in posterity in the history of American stage."

9: Projects centered on key ecological and societal challenges unveiled as the WAFX Prize Winners

There are 5 different concepts of marketing, each of which vary in the function that they deal with. www.enganchecubano.com example - production concept deals with production and selling concept deals with selling.

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