

THE WORLD HAS ENTERED A NEW ECONOMIC STAGE : FROM NORMALITY TO TURBULENCE pdf

1: Xi Jinping: 'Time for China to take centre stage' - BBC News

This work explores a new way of doing business for increasingly turbulent times. We have entered into an entirely new era, an age of increasingly frequent and intense periods of turbulence in the global economy.

Forces are creating unprecedented global challenges AND the means to address them. My intent is to chronicle social innovations, the people behind them, and the ebb and flow of a planet in flux. This site is complimented by Globeshakers, my podcast show: The title of my talk was Clear Air Turbulence: Last year I went from getting my Qantas frequent flier card to achieving, I think, something like plutonium level status, which allows me to fly the plane if I want. Sure, I say to myself, the chances of a crash are pretty remote. But so is surviving one. As test pilot Chuck Yeager got closer and closer to flying at Mach 1, the sound barrier, the aerodynamic drag of his plane, coupled with the uncertainty of clear-air turbulence, became so extreme that engineers thought that there might be some sort of physical barrier to travel at or beyond the speed of sound. Through new innovations, experimentation, and the sheer courage and will of Yeager the sound barrier was broken in October, the effects of clear-air turbulence at Mach 1 were conquered and the world has never been the same. More money, more people, certainly more influence in the Australian, if not the global, economy. But I think that there are at least three big shifts happening in the world, perhaps the clear-air turbulence in an otherwise blue sky, that will require businesses, governments, and nonprofits like philanthropies, social service agencies, and universities like mine to have the courage and will to innovate and experiment if they hope to be around to see the last shovel of rock get mined from Olympic Dam. The best customers in the world will have no money. Some of the best customers in the world or the customers of your best customers will have almost no money. Many of us probably have a sense for how wide the difference in income levels are around the world. But, of the next 2 billion people to inhabit the planet, only 50 million of them will live in the developed world. Of course, these consumers will be harder to reach through traditional means, even with mass migrations around the world from rural to urban areas. As of January, Grameen had nearly 7. Not surprisingly, perhaps, established companies have started to get in the game. Groupe Danone of France launched in with the Grameen Bank Grameen Danone Foods to manufacture nutrient-rich, fortified yogurt in small local plants. That approach minimizes the need for expensive refrigeration and reduces the price so that more rural children in Bangladesh can improve their diets. Both partners expect to make money on the deal and establish a new business model that can be profitably scaled to other parts of the developing world. Competitors will come from places that make almost no sense at all. And, if South Australia becomes even more of a global player in the world economy expect that trend to continue, and then some. The average life expectancy of a multinational corporation is between 40 and 50 years and rapidly decreasing. For example, more than 1 in 3 Fortune companies in the U. In addition, the average holding period for a share of common stock is about ten times shorter than it used to be "from 8 years to 8 months" and product life cycles have reduced by a factor of 3. One reason for these, perhaps frightening conditions is that new products and business models are emerging from some pretty unlikely places. Oh, and Tata is rumored to be in the market to buy Jaguar from Ford. The Aravind Eye Hospital was founded over 25 years ago and runs the biggest community eye program in the world, treating over a million patients each year. It profitably does cataract operations, provides glasses, and any other treatment free of charge to the poor by using a tiered pricing system for those who can pay. Aravind also continues to fuel its innovation engine by utilizing the latest advances in telemedicine to watch eye operations in Boston or London. I tend to agree with the famed economist Milton Friedman that the sole purpose of a business is to make money. Governments, which should do at least two things well "1: Do well financially, do well by the community, and do well by the environment" an infinitely more complicated operating environment with different governments around the world reacting differently to the emerging needs of society in the 21st century. Can you get that much cash that fast through speaking engagements? Winning the Nobel Prize. Getting options on Google and Apple stock

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by sitting on their boards? Generation has developed new, highly sophisticated modeling and analytical techniques, taking into account environmental and community impact indicators as well as prospects for future profitability, to estimate future stock prices and make investment decisions. How much longer will it be until it gets applied to even more companies, and media competitors apply their own scrutiny to the financial, social, and environmental practices of global corporations? It was pulled off by legendary airplane designer Burt Rutan in and has ushered in the era of personal space travel, with entrepreneurs like Richard Branson rushing to enter the market. What are the decisions and responsibilities that come with that kind of success? It made me think about the choices and opportunities that South Australia might have in the future. Billions will be poured into renewable and sustainable energy technologies. Of course, there are huge challenges ahead. The big question is whether enough talented scientists, engineers, and entrepreneurs can be persuaded to come to Abu Dhabi. Sound familiar, South Australia? But the payoffs from success are almost immeasurable, especially when you consider the fact that China is building the equivalent of four new Manhattans every single year.

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2: What Explains the "New Normal" of Aggressive Turbulence in Jammu and Kashmir? | Kashmir R

We have entered into an entirely new era, an age of increasingly frequent and intense periods of turbulence in the global economy. Unlike past recessions, today's crises have precipitated a need for businesses to develop a new mindset, one that takes into account intermittent periods of disturbance, allowing them to thrive while under the constant threat of chaos.

It is a new trend that features more sustainable, mid- to high-speed growth with higher efficiency and lower costs. Analysts believe the new normal state has four key characteristics: Fan Jianping, chief economist with State Information Center, said many countries have seen their growth decelerate from above 8 percent directly to about 4 percent. The Chinese economy may grow at the mid to high speed of 7 to 8 percent for some years. The service industry will gradually become a backbone of the national economy and consumption will be the main source of demand. Meanwhile, some new growth points will spring up. New engines Under the new normal state, the Chinese economy will transform from the production investment-driven model into an innovation-driven model. The Chinese economy has fluctuated within a comfort band this year, but the risks posed by real estate bubbles, local government debt and financial uncertainties have surfaced. Those risks are inter-related and problems in any one link could trigger a chain reaction. Reasons Potential economic growth rate PEGR refers to the highest possible growth rate within a certain period of time when all resources are fully allocated and used. PEGR is an ideal growth rate, and the real growth speed fluctuates around it. It is decided by factors such as labor input, capital input and total factor productivity. On the other hand, the aging population means more people need to be supported by others in the society. China was able to maintain a high savings rate and high investment ratio in the past because of the plentiful cheap labor. The savings rate will drop and the capital that can be invested will also decrease. This will make it difficult for the total productivity to rise. Due to the declining potential growth rate and increasing environmental pressure, the Chinese economy can no longer afford growth rates as high as in the past and is set to slow. In terms of structure, as supply of capital, land and other factors is on the decline and resource and environmental restriction become more serious. The proportion of the first and second industries, which consume capital, land and energy heavily and pollute the environment, will fall. The service industry, which relies less on capital, land and energy, will grow fast. The industrial structure will thus be optimized. Many risks that have been hidden before in high-speed growth have surfaced gradually as the slowdown of the economy becomes inevitable. The real estate developers will suspend buying land from local government as home prices are expected to fall, leading to decreasing revenues of local governments and looming government debt risks. Influences Job creation The service sectors will provide more new jobs than the manufacturing industries. In , the latter industry created about jobs while creating million yuan of gross domestic product. The service industry can make 1, new jobs. Extending social welfare The new normal state requires the government to cover all citizens with a basic social welfare net. The changes of foreign demand and investment caused fluctuations in the economy. The periodic fluctuations will become milder under the new normal state in which the economy relies more on consumption. Stabilizing prices The stabilization of economic growth will also stabilize the price of goods. The consumer price index only increased 2. Boosting innovation Innovation will become the most robust driving force for the restructuring of the Chinese economy. Growth quality and efficiency will be higher on the agenda of enterprises and the society as a whole. They can relocate labor-intensive industries overseas, and they can acquire more advanced research and development resources through merging and purchasing. China is capable of achieving stable growth of around 7.

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3: History of Mexico - Wikipedia

The world has entered a new economic stage: from normality to turbulence Management's wrong responses to turbulence now become dangerous The chaotic model: managing vulnerability and opportunity.

Both the communities-Hindus and Muslims- are ready to take each other head-on but due to geographical constraints, the possibility of a major clash is bleak given the concentration of Muslims in Kashmir and Hindus in Jammu respectively. The people of Jammu use a communal lens while the people of Kashmir have lenses that show them sentimental images of pain and agony making them more emotional about Kashmir. This fissiparous approach between the two communities has developed by the day and can in no way be seen spontaneous in nature. It is as a result of chain of events that people in Kashmir have become fearless and more emotional about the idea of separatism. With that context in view, when we analyze the feed that flows on in various social media platforms, people who have been explicitly claiming their association with mainstream are advocating the separatist ideology. In fact, they openly empathize with people who have, somehow fallen victim to counter insurgency operations. It is learnt, as per reliable sources, that a family member of the most powerful man in team Mehbooba has been asked to appear for questioning before top police officials on having been found demonstrating sympathy for separatists. Another family member, a journalist, of a cabinet minister in PDP, these days, showcases his work to appease people in his fraternity for making them believe that he supports separatism. Even the media persons associated with various Indian news organizations in their closed groups claim to each other that they do their jobs for livelihood but their hearts beat for Kashmir. While looking at the trajectory of individual cases, the origin of this new phenomenon somewhere erupts or manifests itself rather suddenly after the Amarnath land dispute. The row sprang out a new wave of protests, peaceful ones. The uprising, later, understood to have been seen by various security agencies as more dangerous than militancy as it transferred the idea of separatism, which some agencies had, then, claimed to have had entered into its last and final stage, to the Generation Next of Kashmir. The post born youth of the region had no idea of mass rallies, forms of slogans and the resistance ballads but, the land row proved an orientation event for them though some of them had to pay a heavy price for this new learning. They burnt down police stations, setting vehicles of Kashmiris on fire, throwing petrol bombs at Muslim drivers cum transporters of Kashmir. The photos and videos of these incidents, which went public in Kashmir, created a mass hysteria for people who had to go outside Kashmir for their education or earning livelihoods. The economic blockade was an open challenge to people of Kashmir to which people took to streets and chose to break the ceasefire line and marched towards Muzafarabad. This mega political event was stopped by the security forces at Chahal by shooting at the people in which Hurriyat leader Aziz Sheikh was killed. This was the beginning of a new age anti-India movement as security forces launched a massive crackdown against separatists. The strictest ever curfew was imposed in the entire ten districts of Kashmir. Not even the police could move out of their jurisdictions. A police officer from anti hijacking team posted at the airport was beaten to pulp and dozens of journalists were ruthlessly thrashed. It was a time for no mercy, so to speak. Not even the newborns could get milk. People could hardly peep through their windows. Then, suddenly some areas witnessed stone throwing at combat vehicles; photographs and videos of which went viral attracting more youth towards this new type of resistance. Government had to mobilize religious preachers to put religious embargo on the new lethal weapon- rocks. As a result of which, a religious preacher of Jamiet Ahle Hadees school of thought had to die for, apparently, making a statement against stone pelting. Somehow, government was compelled to announce the revocation of the land transfer order. The sense of the victory among the people of Kashmir created a hope for bigger goal while the people of Jammu as usual had no option but to grumble. There was a lull, for some time. The gradual dimming of the agitation was which presumed to be the restoration of peace in the region. The election brouhaha added to this illusion. Brisk polling in elections was attributed to the herd behavior of Kashmiris-a part of cultural self-flagellation. Before the new

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government would consolidate on its agendas, another small-scale unrest erupted which did not long last. In , when the clashes erupted, a boy who was hit by a smoke shell later succumbed became the immediate catalyst for a large scale, prolonged agitation. During the whole sage, many young boys were killed and arrested. The boys behind the bars who were treated with severity made them hardcore ones. Fear, which was their only deterrence, was seen going away as much as they were treated harshly. The treatment they received reinforced in them hopelessness. The blind can only dash his hand to make way for him; that is how these hopeless youngsters of this place started hunting for options. Among them was Burhan Wani of a small hamlet in Tral, who invented a social media war in this region. He became a virtual soldier. The best IT professionals in the government had to chase him and activities on various social media platforms. He went on to make his face public brandishing an AK 47 rifle thus making gun culture an agreed reality among the youngsters. Militant groups running short of guns, thus, introduced the rifle-snatching tactic. This was no look-back technique. Those who could snatch rifles would by default become hardcore criminals for state police and making it impossible for them to come back. Rifle snatching culture imbibed in them a fearless approach. Burhan was the beginning of a new era where youngsters easily connected with him as many held themselves to be victims of state violence while as people of Jammu saw post Burhan period a threat to their existence in the state as second largest population of Jammu and Kashmir. Some people in Jammu started worshipping weapons shastra puja , meaning a potential conflagration can arise anytime and its concomitant, that is, preparation for a revenge and recriminations, thus threatening the very basis of communal harmony in the region. The recent act of a party-Hindu Ekta Munch- in Jammu over the rape and murder of a minor Muslim girl can be viewed as a consequence of the sequence of events from to , making people brazen about issues that are sensitive in nature and which ought to be dealt with sensitivity. Somehow, both the provinces of the region-Jammu and Kashmir-have attained a position they cannot retreat from unless a larger issue-Kashmir conflict- is addressed. This is the sobering reality as the world is on the cusp of entering the third decade of the 21st century but the Kashmir conflict continues to simmer at a pace and intensity which can only be alarming. He can be reached at:

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4: Library Resource Finder: Table of Contents for: Chaotics : the business of managing and

More Praise for Chaotics from Around the World Kotler and Caslione describe "The New Normality of Turbulence" 1 THE WORLD HAS ENTERED A NEW ECONOMIC STAGE.

Debra Killalea DebKillalea news. These are among the powerful predictions the world looks set to face as it comes to grip with new powers, financial slowdowns and emerging economies. The Decade Forecast report, compiled by private-intelligence firm Stratfor, reveals the issues set to emerge across the globe within the next decade. Some of the predictions have already begun to come true, including that the EU will be hit with a range of problems – like a rise in nationalism and social unrest – and a slowing down of the Chinese economy. However it predicts many countries face tough times ahead with war, changing politics and declining economies all playing a part in the global shake up that lay ahead. Among its predictions are: Islamic State militants will continue to wreak havoc but will lose power. Stratfor also warn terror attacks will continue to cause havoc, with some being largely successful. It predicts Islamic militants will continue to be a problem, especially across the Middle East but does reveal militants will remain largely contained. Germany has already seen a rise in nationalism and anti-refugee sentiment. National leaders will find themselves under increasing pressure from its people, putting a strain on inter-country relationships. Increased nationalism and a rise in Euro scepticism will also hurt the EU with countries looking at solving their own problems before looking outward. Nations will increasingly adopt protectionist policies as well as look at ways of further securing borders, something which has already begun to take place as Europe grapples with the biggest refugee crisis since World War II. Seeing itself under the gun, it will appear even more aggressive and territorial as it continues to exert its power internally and externally, but it will come at a cost. Such action will make its neighbours anxious both in terms of national security and rapidly shifting economic policies. Rising military cost, declining oil prices and internal issues will all weaken Russia further with its inability to control the federation creating a vacuum. Turkey will emerge as a powerful influence in the next decade. Turkey, whose southern border is close to the troubles, will be slowly drawn into the fighting, Stratfor predict, emerging as both a major regional power and an increasing competitor with Iran. America will look to shore up support with Turkey, which will become a major force across Asia and the Middle East. China faces further economic slowdown, according to future predictions. According to the report, China will also lose some of its military might as Japan becomes more dominant in the region. The American military will remain a major world player but will not be the first responded in future conflicts. Instead the US will be more selective with what issues it becomes involved with. Things will look shaky for powerhouse Germany, even under the steady leadership of Angela Merkel. Poland will not only increase its influence within Europe but also further afield. The eastern European state will not only continue such growth but will emerge as a key player as it diversifies its trade relationships. Such a move will be bad news for Russia as Poland is predicted to come out as the leader of an anti-Russia coalition that would, significantly, include Romania during the first half of this decade, Stratfor state. This will lead to a powerful alliance with America, which will look to shore up relationships with a stabilising force. But the report highlights while a power vacuum will continue to exist, jihadist groups will be contained by internal divisions. Intel August 6th

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5: Extreme! Innovation: Dispatches From The Future: Clear Air Turbulence

(Chaotics Chapter 1: The World Has Entered A New Economic Stage: From Normality to Turbulence) The increasing familiar Sino-US war of words over trade exemplifies the changing balance of global power.

The world has been reeling from the financial crisis with reverberations being felt throughout the real economy on production, consumption, jobs and well-being. At times like these, we are all reminded of just how intertwined our future prospects have become and forced to reflect on how history has led us to our current circumstances. The economic progress of past decades has seen hundreds of millions of people enjoy major improvements in their material well-being, and these changes have been particularly noteworthy in the emerging economies. We all understand how globalization and market liberalization have underpinned these developments, but we must not lose sight of the crucial enabling role played by the energy sector. Without heat, light and power you cannot build or run the factories and cities that provide goods, jobs and homes, nor enjoy the amenities that make life more comfortable and enjoyable. In times of economic turbulence, the focus quite rightly falls on jobs. The energy industry is known for being highly capital intensive, but its impact on employment is often forgotten. Beyond its direct contributions to the economy, energy is also deeply linked to other sectors in ways that are not immediately obvious. For example, each calorie of food we consume requires an average input of five calories of fossil fuel, and for high-end products like beef this rises to an average of 80 calories. The energy industry significantly influences the vibrancy and sustainability of the entire economy – from job creation to resource efficiency and the environment. The key factors in maintaining the health of this nexus of resources energy, food and water are sustained investment, increased efficiency, new technology, system-level integration e. Looking towards the decades ahead, this nexus will come under huge stress as global growth in population and prosperity propel underlying demand at a pace that will outstrip the normal capacity to expand supply. To face this strain, some combination of extraordinary moderation in demand growth and extraordinary acceleration in production will need to take place. New and healthy forms of collaboration that cross traditional boundaries, including national, public-private, cross-industry and business-civic, will be required to address these challenges. Frameworks that encourage collaboration while also being respectful of the different roles of different sectors of society will need to be developed rapidly. While easy to say, this could prove difficult to achieve. These types of economic stressors could lead to turbulence as well as political volatility. If the impacts of these stressors are distributed unevenly across society, suspicion, blame and a deeply felt sense of injustice among many people could follow. From this, hostility and opposition could arise even to investments that would ultimately help relieve the strain on resources. So we must achieve a renewal of the deep social contract between industry and the rest of society as a fundamental and mutually respectful backdrop for individual developments, investments and services. It is up to industry to take the lead in this endeavour. Nobody will do it for us. Business can only thrive in a healthy society. Whether in industry or politics, powerful actors need to make the role of the energy sector and the benefits of our work clear, while demonstrating that we can be trusted to work together across boundaries to face the challenges ahead. In return, society at large will grant a license to operate that is too often missing today.

Executive Summary As the world struggles to emerge from a global recession and financial crisis, countries are looking for solutions to improve domestic economic performance and put people back to work. Global energy demand and prices have been resilient during the recession, leading policy-makers in countries with the potential to produce energy to look to that sector as a potential engine for economic growth. The energy sector constitutes a relatively modest share of GDP in most countries, except for those in which oil and gas income loom large. Most importantly, energy is an input to nearly every good and service in the economy. For this reason, stable and reasonable energy prices are beneficial to reigniting, sustaining and expanding economic growth. At the same time, the ability of a country to capitalize on supplier networks and the multiplier effect depends on the capacities of the local labour and industrial markets. Many resource-rich

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countries strive to maximize the economic benefits of their resource endowments by encouraging the growth of related industries. For all of these reasons, the energy sector can make an important contribution to the recovery from the global downturn. For example, the oil and gas industry in the United States is an important bright spot in an economy still struggling to find its footing. The US oil and gas extraction sector grew at a rate of 4. Technological advances in oil and gas extraction have led to remarkable increases in employment in the United States. Likewise, renewable energy innovations in the power sector have contributed to employment gains, although the multipliers in that sector are highly sensitive to the nature of domestic supplier networks. However, balancing energy prices, energy security and the environment requires trade-offs between job creation and overall productivity in the energy sector. Although the record of managing natural resource wealth to promote economic development is mixed, several countries have done so with great success. Areas with fewer natural resources are also focusing on the energy sector as a potential driver of economic growth. Steady and reliable energy supplies are crucial to growth in developing and emerging economies. South Korea, China and India are fostering entrepreneurship and technological innovation in non-traditional energy sectors as another avenue to promote the development of their rapidly growing economies. Many developed economies are also seeking to expand their renewable energy capacity to be at the forefront of this growing sector and to achieve sustainability goals. Energy can undoubtedly be a driver of economic growth, but how can governments enact policies that encourage it? Governments generally focus on prices, security of supply and environmental protection when considering energy policy. The added goals of job creation and economic growth can be challenging. The industry contributes to economic growth and job creation, in some countries to a very great extent. But in most countries, its position as the lifeblood of the modern economy dwarfs the direct effects. Introduction Energy is the lifeblood of the global economy – a crucial input to nearly all of the goods and services of the modern world. Stable, reasonably priced energy supplies are central to maintaining and improving the living standards of billions of people. As Peter Voser explains in his opening message to this report, Energy: Many parts of the developed world still face sluggish economic growth and risks from financial crises. Financial institutions lowered their forecasts for world economic growth, impacting an energy sector tied to capital markets. Therefore, oil prices remain volatile, and the global economy is still looking gloomy. And as private and consumer earnings have declined, those nations are facing shrinking tax bases, compounding issues with sovereign debt. The impact is felt around the world, including in what have been the more vibrant emerging markets. Despite the economic turmoil, energy demand has been resilient throughout the recession, driven primarily by rapidly growing consumption in the developing world. But how does the energy industry contribute to economic growth and employment, apart from its vital products? Given the risks and challenges in the overall global economy how can the energy industry play a role in economic recovery and job creation? This report seeks to provide a framework for understanding the larger economic role of the energy industry at a time when issues of employment and investment are so critical in a troubled global economy. This report is organized into five chapters: Chapter 1 describes the overall role that energy can play in the economy of a nation and how this sector may serve as an engine of economic growth. Chapter 2 compares and illuminates the job creation potential of different types of energy extraction and generation based on a case study of the United States. Chapter 3 discusses how countries endowed with traditional energy resources can maximize the benefit of resource extraction for their economies. Chapter 4 examines how countries are developing non-traditional energy industries and the economic impact of such efforts. Chapter 5 offers conclusions. First, energy is an important sector of the economy that creates jobs and value by extracting, transforming and distributing energy goods and services throughout the economy. In some countries that are heavily dependent on energy exports the share is even higher: Second, energy underpins the rest of the economy. Energy is an input for nearly all goods and services. In many countries, the flow of energy is usually taken for granted. But price shocks and supply interruptions can shake whole economies. For countries that face chronic electricity shortages like India, continuing disruptions take a heavy, ongoing toll. This role is particularly important when economic growth and job

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creation are such high priorities around the world. Labour and Employment The energy sector directly employs fewer people than might be expected given its share of GDP, especially when compared to other industries. Figure 2 shows the share of energy sector employment compared to other sectors in several OECD countries. More than eight times as many Norwegians work in healthcare as in energy extraction. Nonetheless, recent research in the United States demonstrates that the energy industry supports many more jobs than it generates directly, owing to its long supply chains and spending by employees and suppliers. As Senator Hoeven explains in his contribution, North Dakota: Thus, many more jobs are created “ a multiple of those in the oil industry itself. Energy-related industries do not have a large need for labour, but the workers they hire are relatively highly skilled and highly paid. For example, compensation per worker in energy-related industries is about twice the average in Germany, Norway, the United Kingdom and the United States and four times the average in Mexico and South Korea. As a result of their high salaries, employees of the energy industry contribute more absolute spending per capita to the economy than the average worker. High wages in the sector reflect the fact that energy industry workers are much more productive than average, contributing a larger share of GDP per worker than most other workers in the economy. Investment requirements per worker in the energy industry are also very high. These supplier networks are crucial to understanding the potential economic impact of the energy industry. Countries with a comparative advantage in energy-related skills and capabilities tend to retain more of these benefits domestically. The impact will be smaller in countries that cannot supply materials and expertise locally. Competition from governments and businesses including the energy industry creates scarcity and drives up the cost of capital. However, capital costs are currently extremely low because of the depressed state of the global financial system. Now is a good time to consider investment in capital-intensive industries. First, lower energy prices reduce expenses for consumers and businesses, increasing disposable income that can be spent in other ways. Second, lower energy prices reduce input costs for nearly all goods and services in the economy, thus making them more affordable. The converse is also true: Global oil prices entered a long upward swing in , and the trend accelerated sharply in This price rise contributed to the deep recession in the developed world that began in late Rising energy prices took purchasing power away from consumers, particularly from lower-income groups. In the United States, technological innovations have spurred the development of natural gas production from shale formations. Increasing shale gas production has significantly reduced US gas and electricity prices.

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6: Chaotics : the business of managing and marketing in the age of turbulence | Search Results | IUCAT

The world has entered a new economic stage: The Age of Turbulence Today, globalization and information technology are the main forces that are creating a new phenomenon, interlocking fragility.

The Castillo, Chichen Itza, Mexico, ca. A temple to Kukulcan sits atop this pyramid with a total of stairs on its four sides. At the spring and fall equinoxes , the sun casts a shadow in the shape of a serpent along the northern staircase. The large and complex civilizations of Mexico developed in the center and southern regions with the southern region extending into what is now Central America in what has come to be known as Mesoamerica. The civilizations that rose and declined over millennia were characterized by: These civilizations arose in a region with no major navigable rivers, no beasts of burden, and difficult terrain that impeded the movement of people and goods. Indigenous civilizations developed complex ritual and solar calendars, a significant understanding of astronomy and developed forms of written communication in the form of glyphs. The history of Mexico prior to the Spanish conquest is known through the work of archaeologists , epigraphers , and ethnohistorians scholars who study Indigenous history, usually from the Indigenous point of view , who analyze Mesoamerican Indigenous manuscripts, particularly Aztec codices , Maya codices , and Mixtec codices. Accounts written by the Spanish at the time of their conquest the conquistadores and by Indigenous chroniclers of the post-conquest period constitute the principal source of information regarding Mexico at the time of the Spanish Conquest. While relatively few pictorial manuscripts or codices of the Mixtec and Aztec cultures of the Post-Classic period survive, progress has been made in the area of Maya archaeology and epigraphy. In particular, the Valley of Mexico contained several large paleo-lakes known collectively as Lake Texcoco surrounded by dense forest. Deer were found in this central area, but most fauna were small land animals and fish and other lacustrine animals were found in the lake region. Corn, squash, and beans[edit] Variegated maize ears Indigenous peoples in western Mexico began to selectively breed maize Zea mays plants from precursor grasses e. The Three Sisters corn, squash, and beans constituted the principal diet. The Mesoamericans had a belief where everything, every element of the cosmos, the earth, the sun, the moon, the stars, which mankind inhabits, everything that forms part of nature such as animals, plants, water and mountains all represented a manifestation of the supernatural. In most cases gods and goddesses are often depicted in stone reliefs, pottery decoration, wall paintings and in the various Maya , and pictorial manuscripts such as Maya codices , Aztec codices , and Mixtec codices. British Museum , London. The Maya built vast complexes of temples, palaces, and plazas and decorated many with painted reliefs. The spiritual pantheon was vast and extremely complex. However, many of the deities depicted are common to the various civilizations and their worship survived over long periods of time. They frequently took on different characteristics and even names in different areas, but in effect they transcended cultures and time. Great masks with gaping jaws and monstrous features in stone or stucco were often located at the entrance to temples, symbolizing a cavern or cave on the flanks of the mountains that allowed access to the depths of Mother Earth and the shadowy roads that lead to the underworld. Jade , with its translucent green color was revered along with water as a symbol of life and fertility. The jaguar, agile, powerful and fast, was especially connected with warriors and as spirit guides of shamans. Despite differences of chronology or geography, the crucial aspects of this religious pantheon were shared amongst the people of ancient Mesoamerica. New gods did not at once replace the old; they initially joined the ever-growing family of deities or were merged with existing ones that seemed to share similar characteristics or responsibilities. A great deal is known about Aztec religion due to the work of the early mendicant friars in their work to convert the Indigenous peoples to Christianity. Writing[edit] Mesoamerica is the only place in the Americas where Indigenous writing systems were invented and used before European colonization. While the types of writing systems in Mesoamerica range from minimalist "picture-writing" to complex logophonetic systems capable of recording speech and literature, they all share some core features that make them visually and functionally

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distinct from other writing systems of the world. The fact that there was an existing prehispanic tradition of writing meant that when the Spanish friars taught Mexican Indians to write their own languages, particularly Nahuatl, an alphabetic tradition took hold. It was used in official documents for legal cases and other legal instruments. The formal use of native language documentation lasted until Mexican independence in 1821. Beginning in the late twentieth century, scholars have mined these native language documents for information about colonial-era economics, culture, and language. The New Philology is the current name for this particular branch of colonial-era Mesoamerican ethnohistory.

Major civilizations[edit] The identities of the Olmec colossal are uncertain, but their individualized features and distinctive headgear, as well as later Maya practice, suggest that these heads portray rulers rather than deities. During the pre-Columbian period, many city-states, kingdoms, and empires competed with one another for power and prestige. Ancient Mexico can be said to have produced five major civilizations: Unlike other indigenous Mexican societies, these civilizations with the exception of the politically fragmented Maya extended their political and cultural reach across Mexico and beyond. They consolidated power and exercised influence in matters of trade, art, politics, technology, and religion. Over a span of 3,000 years, other regional powers made economic and political alliances with them; many made war on them. But almost all found themselves within their spheres of influence.

Olmecs 1400 BC [edit] Main article: Olmec The Olmec first appeared along the Atlantic coast in what is now the state of Tabasco in the period 1400 BC. The Olmecs were the first Mesoamerican culture to produce an identifiable artistic and cultural style, and may also have been the society that invented writing in Mesoamerica. National Museum of Anthropology, Mexico city. Chacmools represent fallen warriors reclining on their backs with receptacles on their chests to receive sacrificial offerings. Excavators discovered one in the burial chamber inside the Castillo de San Juan. Mayan cultural characteristics, such as the rise of the ahau, or king, can be traced from 2000 BC onwards. The egalitarian Mayan society of pre-royal centuries gradually gave way to a society controlled by a wealthy elite that began building large ceremonial temples and complexes. The earliest known long-count date, 3113 AD, heralds the classic period, during which the Mayan kingdoms supported a population numbering in the millions. Tikal, the largest of the kingdoms, alone had 200,000 inhabitants, though the average population of a kingdom was much smaller—somewhere under 50,000 people. Pigments over clay and plaster. Teotihuacan is an enormous archaeological site in the Basin of Mexico, containing some of the largest pyramidal structures built in the pre-Columbian Americas. Apart from the pyramidal structures, Teotihuacan is also known for its large residential complexes, the Avenue of the Dead, and numerous colorful, well-preserved murals. Additionally, Teotihuacan produced a thin orange pottery style that spread through Mesoamerica. At its peak around 400 CE, Teotihuacan was the sixth-largest city in the world. It featured a rational grid plan and a two-mile-long main avenue. Its monumental pyramids echo the shapes of surrounding mountains. The city is thought to have been established around 1000 BCE and continued to be built until about 400 CE. At its zenith, perhaps in the first half of the 1st millennium CE, Teotihuacan was the largest city in the pre-Columbian Americas. At this time it may have had more than 1,000,000 inhabitants, placing it among the largest cities of the world in this period. Teotihuacan was even home to multi-floor apartment compounds built to accommodate this large population. Although it is a subject of debate whether Teotihuacan was the center of a state empire, its influence throughout Mesoamerica is well documented; evidence of Teotihuacano presence can be seen at numerous sites in Veracruz and the Maya region. The Aztecs may have been influenced by this city. The ethnicity of the inhabitants of Teotihuacan is also a subject of debate. Possible candidates are the Nahua, Otomi or Totonac ethnic groups. Scholars have also suggested that Teotihuacan was a multiethnic state. The colossal statue-columns of Tula portraying warriors armed with darts and spear-throwers reflect the military regime of the Toltecs, whose arrival in central Mexico coincided with the decline of the Maya. The Toltec culture is an archaeological Mesoamerican culture that dominated a state centered in Tula, Hidalgo, in the early post-classic period of Mesoamerican chronology ca 900 CE. The later Aztec culture saw the Toltecs as their intellectual and cultural predecessors and described Toltec culture emanating from Tollan Nahuatl for Tula as the epitome of civilization; indeed, in the Nahuatl language the word "Toltec" came to take on the

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meaning "artisan". The Aztec oral and pictographic tradition also described the history of the Toltec empire giving lists of rulers and their exploits. Among modern scholars it is a matter of debate whether the Aztec narratives of Toltec history should be given credence as descriptions of actual historical events. While all scholars acknowledge that there is a large mythological part of the narrative some maintain that by using a critical comparative method some level of historicity can be salvaged from the sources, whereas others maintain that continued analysis of the narratives as sources of actual history is futile and hinders access to actual knowledge of the culture of Tula, Hidalgo. Aztec Empire – AD [edit].

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