

1

The aim of this article is to discuss the consequences of DRM for consumers, firms and society.

In contrast, consumers are shown to be likely to see few benefits in DRM.

Due to its ability to solve all main problems associated with digital goods, Digital Rights, Digital Rights Management is the favorite option used by companies to tackle piracy.

The article concludes with some public policy recommendations.

The rationales of DRM are discussed and the expected benefits for firms are presented.

2

They think it is like a small lecture where the tutor gives them information.

Why is that?

Many students sit in a tutorial week after week without saying anything.

Maybe they do not know the purpose of a tutorial.

Even if students do know what a tutorial is for, there can be other reasons why they keep quiet.

3

Laws need enforcement to be effective and a various program should target areas of traffic safety, young drivers training crash reduction, and injury reduction.

In particular, reckless behavior which have traditionally concentrated on the role of the young drivers.

This is the data with road safety analyses that most accidents occurred at the periods as early as 5 AM in the morning to 7 AM.

A report conducted to examine the difference between male and female drivers in term of travel characteristics and found that fatal crash rush occurred during morning periods.

While virtually all drivers killed, young drivers should be given special attention.



4

Copernicus probably hit upon his main idea sometime between 1508 and 1514.

For years, however, he delayed publication of his controversial work, which contradicted all the authorities of the time.

According to legend, Copernicus received a copy as he was dying, on May 24, 1543.

The historic book that contains the final version of his theory, *De revolutionibus orbium coelestium libri vi* ("Six Books Concerning the Revolutions of the Heavenly Orbs"), did not appear in print until 1543, the year of his death.

The book opened the way to a truly scientific approach to astronomy. It had a profound influence on later thinkers of the scientific revolution, including such major figures as Galileo, Johannes Kepler, and Isaac Newton.

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5

In the early years of piano construction, keys were commonly made from sugar pine.

Traditionally, the black keys were made from ebony and the white keys were covered with strips of ivory, but since ivory-yielding species are now endangered and protected by treaty, plastics are now almost exclusively used.

Today they are generally made of spruce or basswood, for lightness.

Spruce is normally used in high-quality pianos.

Also, ivory tends to chip more easily than plastic.

6

They're hopeful that studying some of them will yield useful insights into the kinds of biology that could help microbes exist on Mars or other potentially habitable planets and moons

If you want to visit Mars, visit Turkey.

That's where you'll find lakes so salty that the only bugs able to live there are species that could probably survive on Mars as well.

For that reason, microbiologists in Turkey have surveyed the array of species that inhabit the Acigol, Salda and Yarisli lakes.

7

Formal medical education in Manchester began in 1814 when Joseph Jordan opened the first anatomy school in the English provinces.

In London the private anatomy schools, which had competed with each other for decades, became incorporated with the hospitals, but in the provinces private medical schools continued beyond 1870, using the hospitals for clinical teaching but not formally attached to them.

Jordan, however, offered dissections as well as lectures, and medical education proved good business.

Previous lecture courses in medicine had included a series given by Peter Mark Roget, then a physician at Manchester Infirmary (1804–8), but better known for his later Thesaurus

8

This can let you know whether the reality is different from the website of the university.

If you can, avoid accepting an offer without visiting the university.

This will help you get familiar with the teaching facilities and where to live off campus in the second year.

Within the country, there are more than 100 schools providing course and accommodations.

We also recommend having a look at the surroundings.

9

Thus, their purchasing power has been eaten away by the inflation rate.

They desire a greater purchasing power, which is defined as the value of a currency in terms of the goods or services that one unit of it can buy.

Some people maintain a same income.

Most people expect and achieve higher income.



10

The purpose of assignments is to assess how students understand the knowledge.

They need to further explain the notes.

Students will use notes to support ideas.

Students will write assignments by their own idea.

11

Teachers will host online sessions for students to discuss the essays.

Students will also think about the knowledge when they're writing essays.

When students are learning or taking exams, they will apply or recall the knowledge they've acquired.

By doing so, students can leave comments and go over all the information they have learned.

12

Mobile phones, for example, can cause incidents if drivers insist on talking on the phone instead of looking at roads.

Of course, there are rare extremely scientific dishonesties, which will be seized upon by the news organizations.

But no one would argue that mobile phones cannot help to make a phone call when we are in a crisis.

I think we should be wary of the reporting of science – it is often over-dramatized in order to secure an audience – but not of science itself.

The role of science in modern society remains valuable.

13

Motivation practice and theory are difficult subjects, encompassing various disciplines.

That is, however, easier said than done.

The job of a manager in the workplace is to get things done through employees.

In order to accomplish this, the manager should be able to motivate employees.

14

These markets had become rapidly dominated by powerful enterprises who were able to act in their own interests, against the interests of both workers and consumers.

Mill was able to see an expanded role for the State in such legislation to protect us against powerful interests.

He was able to argue that the State was the only organ that was genuinely capable of responding to social needs and social interests, unlike markets.

There had already been some legislation to prevent such abuses - such as various Factory Acts to prevent the exploitation of child workers.

Markets may be good at encouraging innovation and following trends, but they were no good at ensuring social equality.

15

This diet is not only unattractive, but also may cause nutritional imbalance if not managed well.

Vegetarians do not eat meat or fish in their diet.

Menus in all of these places have become more balance in nutrients, and also attract those who are not vegetarians.

Restaurants and school cafeteria adjust and amend their menus to adapt to this special diet.

These developments/improvements won't succeed without the effort of vegetarians.

16

This is because they do not really pay attention to their daily spending, and has poured their spending on buying.

This will lead to them paying piling credit card loan and monthly payments.

Although they can have student loan, people should advise them about responsible spending and saving.

Many people face serious financial crisis when they are only 20-30 years old.

17

But how to deal with these e-waste has become a problem.

The amount of e-waste has been growing by 3% to 5% every year.

The invention of electronic devices is a huge step and advancement of humans.

Such as washing machine, video game players, etc.

18

All over the world students are changing countries for their university studies.

Some students go overseas because they love travel.

Whatever the reason, thousands of students each year make their dreams of a university education come true.

They don't all have the same reasons for going or for choosing a particular place to study.

They may choose a university because of its interesting courses or perhaps because they like the country and its language.

19

The clot in blood vessels will block blood flow.

When the clot is formed, it will stay in the blood vessels.

Without the normal blood flow, it will cause muscle contraction.

Heart attack is caused by the sudden blockage of a coronary artery by a blood clot.

20

For example, in Papua New Guinea, a lot of official business is conducted in Tok Pisin.

A pidgin is a variety of a language (e.g. English) that developed for some practical purpose, such as trading, among groups of people who had a lot of contact, but who did not know each other's languages.

In some areas, the standard chosen may be a variety that originally had no native speakers in the country.

This language is now used by over a million people, but it began many years earlier as a kind of contact language called a pidgin.

21

The subject in this study is Uguisu, “nightingale” in Japanese.

The children in that neighborhood were her primary source of language input.

Uguisu also attended public kindergarten of two hours every day, and later elementary school, but with no tutoring in English syntax. Most of her neighbourhood friends were in her same class at school.

Her family came to the United States for a period of two years while her father was a visiting scholar at Harvard, and they took residence in North Cambridge, a working-class neighbourhood.

This paper summarizes some of the major data gathered in a longitudinal, naturalistic study of a Japanese girl learning English as a second language.



22

To overcome the pull of gravity and reach another body in space you need to achieve a certain speed.

Due to the moon's weaker gravitational field, the same journey from the lunar surface would "only" require a speed of 6,500mph (2.9km/s).

This is roughly one third of that necessary to reach the International Space Station from Earth.

This requires large rockets, tonnes of fuel, and complex orbital maneuvering.

A journey to Mars from Earth's surface requires a minimum total speed of nearly 30,000mph.

23

If this opportunity does not exist, they are most likely to be demotivated.

However, any employee who wants to acquire more varied and responsible duties will not feel satisfied for long staying with the same and boring job.

People want to keep working hard only if there are opportunities for promotion to a more challenging job.

Numbers of staff who wish to turn up and do a simple job and go home is relatively happy if they believe their work is secured

24

A requirement of Humanities 104 is to write a persuasive paper on a topic of your choice.

The final draft is due one week before the final exam.

The topic you choose should be supported by a range of sources.

The source should be cited under APA guidelines, and the final draft should be written in APA styles.

25

Julia Bocking's Literacy and Dads (LADS) project aims to increase the number of fathers participating as literacy helpers in K-2 school reading programs at Queanbeyan Primary Schools.

She said, "A male that values reading sets a powerful role model, particularly for young boys, who are statistically more likely to end up in the remedial literacy program."

Having worked as a literacy tutor with teenagers, Ms Bocking saw the need for good attitudes towards reading to be formed early on – with the help of more male role models.

A University of Canberra student has launched the nation's first father-led literacy project, to encourage fathers to become more involved in their children's literacy.



26

Parks was chosen by King as the face for his campaign because of Parks' good standing with the community, her employment and her marital status.

Earlier in 1955, Claudette Colvin, a 15-year old African American girl, had been arrested for the same crime, however, King and his civil rights compatriots did not feel that she would serve as an effective face for the civil rights campaign.

Parks' arrest, a coordinated tactic meant to spark a grassroots movement, succeeded in catalysing the Montgomery bus boycott.

She was arrested for her civil disobedience.

It was there that Rosa Parks, an African American woman, refused to vacate her seat in the middle of the bus so that a white man could sit in her place.

27

The information is stored in the airline computer.

Go to the airport to check in, where the staff check information stored in airline computer and give you generated barcode.

Go to travel agency to book air tickets.

Scan the barcode and your luggage will go to the correct flight, and your special diet requirements will also appear.

Speak out your personal information and special diet requirements.



The result was a simple teardrop-shaped hand-axe, but it was the world's first piece of advanced technology.

Sometime about a million and a half years ago, some forgotten genius of the hominid world did an unexpected thing. He (or very possibly she) took one stone and carefully used it to shape another.

Eventually whole societies existed that seemed to do little else.

It was so superior to existing tools that soon others were following the inventor's lead and making hand-axes of their own.

29

The physical location of a restaurant in the competitive landscape of the city has long been known as a major factor in its likely success or failure.

All they can do is work to improve customer access to their premises.

Once restaurants are established in such environments, they can do little about their location.

Restaurateurs often do this by engaging in battles with local authorities about car parking.

30

Three toed sloths, for example, sleep far less than once thought.

And male sandpipers can go almost entirely without sleep during the three-week breeding season, helping maximize success at that time.

A technology for recording brainwaves in wild animals awakens a more sophisticated understanding of the function of sleep.

Studies using miniature sleep recording devices known as neurologgers have already challenged several long-held beliefs about the sleeping habits of sloths and birds.

Now John Lesku of La Trobe University in Melbourne and his colleagues are using neurologgers to investigate whether light pollution interferes with the circadian rhythms of tammar wallabies in Australia.

31

It was a lightbulb moment: Why not use the old photos to create a timeline of the morphing glaciers, and add new photos every year?

In 1997 Lisa McKeon, a physical scientist with the United States Geological Survey who works in the park, came across a pair of historic photographs depicting the glaciers she studies.

The Repeat Photography Project was born.

Over the years, countless photos of the majestic park have been snapped, and many of those have become part of the park's official archive, spanning over a century.

32

But upbringing in the foster care system means he has no-one to help him. It's not his fault, yet he is being penalized for something he can't change.

Children like him involved with child protective services were shown to have consistently low average math and reading standardized test scores.

One of the recommendations was to send him to his relatives who were willing to take care until he was 18. This resulted a positive outcome in academic achievement.

He went to two schools while he was in foster care and one was Barr Beacon School, formerly Barr Beacon Language College, is a mixed comprehensive for foster children.

According to the Australian Institute of Family Studies in 2014 a 11 old boy was unable to live with his family, due to child abuse.

33

Last summer the editors of the Harvard Educational Review warned that mayoral control could reduce parents' influence on schools.

Education scholars generally agree that mayors can help failing districts.

But they are starting to utter warnings.

One pointed to Mr. Bloomberg's aggressive style as an example of what not to do.

34

Particularly moving pieces' highlight social inequality and starvation in Britain, while others explore his groundbreaking views on the slave and opium trades — Marx believed Western powers relied on these and would stop at nothing to protect their interests.

Above all, Marx's fresh perspective on nineteenth-century events encouraged his readers to think, and his writing is surprisingly relevant today.

During his 11 years writing for the New York Tribune — their collaboration began in 1852 — Marx tackled an abundance of topics, from issues of class and the state to world affairs.

Karl Marx is arguably the most of the most famous political philosopher of all time, but he was also one of the great foreign correspondents of the nineteenth century.

35

If these trends continue, the double whammy of population growth and richer diets will require us to roughly double the amount of crops we grow by 2050.

But sheer population growth isn't the only reason we'll need more food.

The spread of prosperity across the world, especially in China and India, is driving an increased demand for meat, eggs, and dairy, boosting pressure to grow more corn and soybeans to feed more cattle, pigs, and chickens.

We'll likely have two billion more mouths to feed by mid-century — more than nine billion people.

36

It was taken over by Mittal, a Dutch-registered company run from London by its biggest single shareholder, Lakshmi Mittal, an Indian who started his first business in Indonesia.

The story tells us two things about European business, both positive.

Second, and more important, the Arcelor Mittal deal demonstrates Europe's deepening integration into the global economy.

The takeover battle raged for six months before Arcelor's bosses finally listened to shareholders who wanted the board to accept Mittal's third offer.

First, shareholder activism is increasing in a continent where until recently it was depressingly rare.

37

According to research, if sea level rises 50 centimeters, 86 million people will die.

If sea level rises 1 meter, 168 million people will die all around world.

This number can rise if sea level ceaselessly goes up, scientists notified.

Sea level rise leads to 36 thousand human deaths every year.

38

Road safety analyses of driver behavior have traditionally concentrated on the role of the male driver.

In view of this situation, this report examines differences between male and female drivers in terms of travel characteristics, fatal crash risk, fatal crash characteristics and factors affecting injury outcome.

While this is in keeping with the fact that the majority of drivers involved in fatal crashes are male, the relative proportion of fatal crashes involving female drivers has been steadily increasing over many decades.

Thus, while virtually all drivers killed 45 years ago were male, the percentage of female driver fatalities had risen to 13% in 1970 and in recent years females have accounted for between 22% and 27% of all driver deaths.

39

The “Festival in The Desert” is a celebration of the musical heritage of the Touareg, a fiercely independent nomadic people.

Reaching it tests endurance, with miles of impermanent sand tracks to negotiate.

It is held annually near Essakane, an oasis some 40 miles north-west of Timbuktu, the ancient city on the Niger River.

The reward of navigating this rough terrain comes in the form of a three-day feast of music and dance.

40

Over the years many human endeavors have had the benefit of language. In particular a written language can convey a lot of information about past events, places, people and things.

It was the development of a standard musical notation in the 11th century that allowed music to be documented in a physical form.

Now music could be communicated efficiently, and succeeding generations would know something about the music of their ancestors.

But it is difficult to describe music in words, and even more difficult to specify a tune.

41

These problems otherwise would not have the political urgency to grab front-page headlines and command the attention of world leaders.

The recent high-profile conferences on development issues, which have continued a series that began in the 1970s, have broken new ground in many areas: By involving Presidents, Prime Ministers and other heads of State — as pioneered at the 1990 World Summit for Children.

These events have put long-term, difficult problems like poverty and environmental degradation at the top of the global agenda.

In fact, the world body was born when delegates from 50 nations met in San Francisco in April 1945 for the United Nations Conference on International Organization.

Conferences have played a key role in guiding the work of the UN since its inception.



42

Because so many English-speakers today are monoglots, they have little idea how difficult it is to master another language.

This may seem friendly but, as it probably involves using colloquial expressions, it makes comprehension harder.

Many think the best way to make foreigners understand is to be chatty and informal.

Anyone wanting to get to the top of international business, medicine or academia (but possibly not sport) needs to be able to speak English to a pretty high level.

Equally, any native English speaker wanting to deal with these new high achievers needs to know how to talk without baffling them.

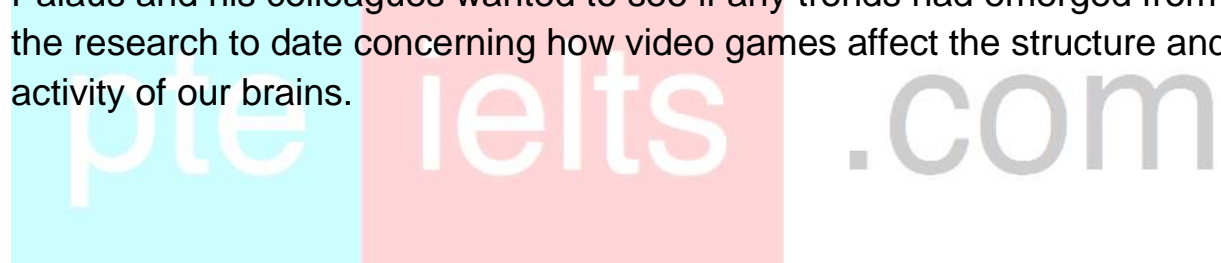
43

They collected the results from 116 scientific studies, 22 of which looked at structural changes in the brain and 100 of which looked at changes in brain functionality and/or behavior.

For example, playing video games affects our attention, and some studies found that gamers show improvements in several types of attention, such as sustained attention or selective attention.

The studies show that playing video games can change how our brains perform, and even their structure.

Palau and his colleagues wanted to see if any trends had emerged from the research to date concerning how video games affect the structure and activity of our brains.



44

It is a system in which functions as a accounting information system.

Are there any systems that can measure the accounting system?

This enables the access anywhere at any time with any device which is Internet enabled, or may be desktop based. It varies greatly in its complexity and cost.

Well, there is accounting software describes a type of application software that records and processes accounting transactions within functional modules such as accounts payable, accounts receivable, payroll, and trial balance.

These tools combine together to provide quality customer service and create a climate of confidence, a customer service strategy that helps meet the specific needs.



45

Human existence in the developed world is entirely dependent on some fairly recent developments in science and technology.

It is a truism to say that in 21st century society science and technology are important.

Whether this is good or bad is, of course, up for argument.

But the fact that science underlies our lives, our health, our work, our communications, our entertainment and our transport is undeniable.

46

In 'Easier Said than Done', we set out some of the reasons why we might find it hard to live in a healthy way, exercising, eating well, getting adequate sleep, and checking for early warning symptoms.

Changing existing behaviour can be a difficult task, but with the help of these strategies new behaviours can become habitual, facilitating a long-term sustained healthy lifestyle.

Perhaps most importantly, we look to the field of behavioural science for strategies that people can use to overcome those hurdles and to initiate lifestyle changes.

These include Commitment devices, where we make it very unattractive to not follow through on an intention.



47

Historical records, coins, and other date-bearing objects can help – if they exist. But even prehistoric sites contain records – written in nature's hand.

The series of strata in an archaeological dig enables an excavator to date recovered objects relatively, if not absolutely.

For example, tree rings, Dendrochronology (literally, —tree time) dates wooden artefacts by matching their ring patterns to known records, which, in some areas of the world, span several thousand years.

However, when archaeologists want know the absolute date of a site, they can often go beyond simple stratigraphy.

48

If the company is so large that it cannot claim that it would be bankrupted by cleanup costs, the company instead denies its responsibility or else seeks to minimize the costs.

In either case, either the mine site and areas downstream of it remain toxic, thereby endangering people, or else the U.S. federal government and the Montana state government pay for the cleanup through the federal Superfund and a corresponding Montana state fund.

Especially if the company is small, its owners may declare the company bankrupt, in some cases conceal its assets, and transfer their business efforts to other companies or to new companies that do not bear responsibility for cleanup at the old mine.

In Montana as elsewhere, companies that have acquired older mines respond to demands to pay for cleanup in either of two ways.

49

More recent missions to Mars include the hugely successful Mars Pathfinder, which landed a small `rover' called Sojourner on the surface to explore a region where there may once have been life.

Similarly, the lander, which imaged several areas around the landing site (dubbed the Carl Sagan Memorial site) and took atmospheric measurements, lasted a good deal longer than expected.

The only unfortunate thing to have arisen from the mission is the naming of the rocks at the landing site (including everything from Scooby Doo to Darth Vader)

Sojourner has now been effectively switched off, but lasted almost twelve times its expected lifetime.

50

Ever since the stunning victory of Deep Blue, a program running on an IBM supercomputer, over Gary Kasparov, then world chess champion, in 1997, it has been clear that computers would dominate that particular game.

Today, though, they are pressing the attack on every front.

Games provide an ideal setting to explore important elements of the design of cleverer machines, such as pattern recognition, learning and planning.

Researchers in the field of artificial intelligence have long been intrigued by games, and not just as a way of avoiding work.



51

The precursors to the current four rock planets – Mercury, Venus, Earth and Mars – appear to have been dozens of smaller bodies known as "planetary embryos".

For more than 30 years, the prevailing view of the formation of our moon has been the "giant impact hypothesis".

According to the giant impact hypothesis, our moon formed as the result of the last of a series of "giant impact" mergers between planetary embryos that eventually formed the Earth.

In this last collision, one embryo was nearly Earth-sized and the other approximately Mars-sized.

52

"Purchases are really dropping off by the end of the month even more than last year," Duke said. "This end-of-month [purchases] cycle is growing to be a concern.

Wal-Mart's core shoppers are running out of money much faster than a year ago due to rising gasoline prices, and the retail giant is worried, CEO Mike Duke said Wednesday.

Wal-Mart shoppers, many of whom live paycheck to paycheck, typically shop in bulk at the beginning of the month when their paychecks come in.

Lately, they're "running out of money" at a faster clip, he said.

"We're seeing core consumers under a lot of pressure," Duke said at an event in New York. "There's no doubt that rising fuel prices are having an impact."

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53

They're not all necessarily good guys, either, although with the hurricanes wreaking wholesale destruction upon the world's coastal areas, ethical categories tend to become irrelevant.

But even the Evil American Corporate Magnate is a pretty likable guy.

This usually irritates me, but I didn't mind it here, and their interactions are well-handled and informative, although occasionally in moving them about the author's manipulations are a bit blatant.

Unlike Barnes' previous books, *Mother of Storms* has a fairly large cast of viewpoint characters.

54

BCGI, a charity group, has compiled a list of trees on the basis of data gathered from its network of 500-member organizations.

Of that number, more than half were found to only occur in a single country, which could suggest an increased vulnerability to threats, said the authors of the database.

BCGI, in collaboration with the International Union for Conservation of nature, identified 60,065 tree species currently living on earth.

The researchers claim to have collected the information over a period of two years from sources including over 500 published contents and 80 experts in the BCGI's network.

55

Humans appear to be the only species which is able to translate their communication into another medium, and in this case the medium provides a semi-durable record of the elements of the communication.

Reading also is special because, unlike language, most children have to be taught to read, write and spell.

So reading is a very special ability that we have.

So though we may be predisposed to being able to read and usually have the abilities necessary to master reading, it is something that most of us only accomplish through the direct help of others

56

Only things didn't exactly go as planned.

The elephants reacted so strongly, the researchers believe, because drones, it turns out, sound a lot like bees. And elephants do not like bees at all.

Earlier this year, researchers from Duke University went to Gabon to monitor that country's dwindling elephant population. They took along three drones, which they planned to use to count the elephants, follow their herds, and map their migrations.

The elephants noticed the drones, which hovered anywhere from 25 feet to 300 feet above them. And it wasn't just that the elephants noticed them; in many cases, the elephants were clearly agitated. Some of them took off running. In at least one case, an elephant used her trunk to hurl mud in the drone's direction. She had her baby with her, said Missy Cummings, the director of Duke's Robotics Lab.

57

Young children don't possess these qualities and are easily angered, cry frequently and are incapable of understanding the external difficulties facing the community, such as shortages of food.

Because they can't be reasoned with, and don't understand, parents treat them with a great deal of tolerance and leniency.

It's only when they are older and begin to acquire thought that parents attempt to teach them or discipline them.

Jean Briggs has worked with the Inuit of the Canadian Arctic and has described how, within these communities, growing up is largely seen as a process of acquiring thought, reason and understanding (known in Inuit as Ihuma).

58

Who could create a house for \$300 and if it was possible, why hadn't it been done before?

When Vijay Govindarajan and Christian Sarkar wrote a blog entry on Harvard Business Review in August 2010 mooted the idea of a "\$300-house for the poor", they were merely expressing a suggestion.

Nonetheless, they closed their blog with a challenge: "We ask chief executives, governments, NGOs, foundations: Are there any takers?"

"Of course, the idea we present here is an experiment," wrote Prof Govindarajan, a professor of international business at the Tuck School of Business at Dartmouth and Mr. Sarkar, a marketing consultant who works on environmental issues. He included an almost apologetic disclaimer for having such a "far-out" idea.

59

But a growing number of companies are setting up schemes to recruit young workers.

Employers are often reluctant to hire young people, even though there are more than 850,000 unemployed 16 to 24-year-olds and UK businesses are struggling to fill one in five vacancies because of skills shortages.

They can be surprised by the results.

They are skeptical about young people's skills and their readiness for work.

60

The takeover battle raged for six months before Arcelor's bosses finally listened to shareholders who wanted the board to accept Mittal's third offer.

Arcelor, established in Dutch, had been the largest European steel maker since 2006.

It was taken over by Mittal, a Dutch-registered company run from London, by its biggest single shareholder, Lakshmi Mittal, an Indian who started his first business in Indonesia.

The Arcelor-Mittal deal demonstrates Europe's deepening integration into the global economy.

61

If Canada implements a carbon price on its own, there are worries that Canadian factories will relocate to other countries to avoid the regulation.

There is a growing consensus that, if serious action is to be taken to reduce greenhouse gas (GHG) emissions in Canada, a price must be applied to those emissions.

Even if other countries act in concert with Canada to price carbon, the effects will be uneven across sectors, and lobbying efforts by relatively more-affected sectors might threaten the political viability of the policy.

There are, however, challenges associated with the political acceptability of carbon pricing.

62

After World War II, especially in North America, there was a boom in general aviation, both private and commercial, as thousands of pilots were released from military service and many inexpensive war-surplus transport and training aircraft became available.

Manufacturers such as Cessna, Piper, and Beechcraft expanded production to provide light aircraft for the new middle-class market.

At the same time, turboprop propulsion began to appear for smaller commuter planes, making it possible to serve small-volume routes in a much wider range of weather conditions.

By the 1950s, the development of civil jets grew, beginning with the de Havilland Comet, though the first widely used passenger jet was the Boeing 707, because it was much more economical than other aircraft at that time.



63

Embryonic stem cells are valued by scientists because the cells' descendant can turn into any other sort of body cell.

Some example cited for a possible treatment using these cells are diabetes, motor neuron disease and Parkinson's disease.

They might thus be used as treatments for diseases that require the replacement of a particular, lost cell type.

These stem cells have been found in tissues such as the brain, bone marrow, blood, blood vessels, skeletal muscles, skin, and the liver.

64

In the training, each calf entered a small pen and found a wall with five holes arranged in a horizontal line, two-and-a-half feet apart.

The calves learned quickly which side of the pen held the milk reward.

Before they started the experiment, they trained the calves to understand which of their choices would lead to a reward.

To gauge optimism and pessimism, the researchers set up an experiment involving 22 calves.

The hole at one end contained milk from a bottle, while the hole at the opposite end contained only an empty bottle and delivered a puff of air in calves' faces.

65

His intention was to record as much music as possible as quickly as possible, before encroaching influences like radio and cinema began transforming the region's distinctive culture.

Early in 1938, Mario de Andrade, the municipal secretary of culture here, dispatched a four-member Folklore Research Mission to the northeastern hinterlands of Brazil on a similar mission.

But the Brazilian mission's collection ended up languishing in vaults here.

They recorded whoever and whatever seemed to be interesting: piano carriers, cowboys, beggars, voodoo priests, quarry workers, fishermen, dance troupes and even children at play.

66

For the past seven years Professor Philip Hill has been part of a collaborative tuberculosis research project in Indonesia, with the University of Padjadjaran in Bandung, West Java, undertaking European Commission-funded research into the causative links between infectious and non-communicable diseases in this case tuberculosis (TB) and diabetes mellitus.

University of Otago Center of International Health co-directors Professor Philip Hill and Professor John Crump share a view that global health is a multidisciplinary activity.

In their work - from Tanzania to the Gambia, from Myanmar to Indonesia and beyond -they tap into a wide range of expertise from across the University, including clinicians, microbiologists and molecular microbiologists, public health experts, economists and mathematicians.

They have also forged relationships and collaborations with research and aid agencies around the world.

67

It tracks the use of six categories of productive surface areas: cropland, grazing land, fishing grounds, built-up land, forest area, and carbon demand on land.

On the demand side, the Ecological Footprint measures the ecological assets that a given population requires to produce the natural resources it consumes.

Ecological Footprint accounting measures the demand on and supply of nature.

Both the Ecological Footprint and bio-capacity are expressed in global hectares - globally comparable, standardized hectares with world average productivity.

On the supply side, a city, state or nation's bio-capacity represents the productivity of its ecological assets.

68

This leads the tectonic plates on top to slowly jostle one another.

The movement also creates gaps in tectonic plates, which reduces pressure on the mantle beneath.

Mantle makes up 84 percent of Earth's volume, and though it's solid rock, over the course of millions of years, it behaves like a liquid.

The buildup and sudden release of friction from this movement can cause earthquakes.

69

The study gathered information about fruit and vegetable intake among 944 boys and 1,161 girls in 1999 and again in 2004.

Fruit and vegetable intake is important for the prevention of future chronic disease. So it's important to know whether intakes of teens are approaching national objectives for fruit and vegetable consumption.

This is giving us the message that we need new and enhanced efforts to increase fruit and vegetable intake that we haven't been doing in the past.

Larson and colleagues from the University of Minnesota undertook the study to examine whether or not teens in the state were increasing their intake of fruits and vegetables.

Teens in middle adolescence are eating fewer fruits and vegetables than in 1999, Larson and colleagues found.



70

With the election of a new administration, all refugees were subject to detention while waiting for a decision on their application.

Australia used to have a generous immigration policy for refugees fleeing violence and conflict.

At the same time, a raft of changes was introduced to alter Australia's migration law and policy.

The rate of refugee arrivals has indeed slowed; but, as some argue, at the expense of our human rights reputation.

We took even more than our share of refugees on a population-weighted basis.

71

Unless they are licensed or authorised to do so under the Poisons and Therapeutic Goods Regulation 2002, no one may supply these Schedule 2 substances.

Additionally, wholesales have an obligation to ensure that the persons or companies they supply are licensed or authorised, to obtain, use, supply or possess the substance.

A person or company located in New South Wales may not supply by wholesales any substance which is for their therapeutic use and included in Schedule 2 of the Poisons List.

Any breach of these regulations will result in immediate termination employment.



72

Due to increasing demands, people in every organization are pushing themselves to their limits.

Individuals arrive early to get work done before the phone starts ringing and the meetings begin.

These are signs for management to stop raising the performance bar every year, lest their staff become time-bankrupt.

Then, they stay late to get more work done.

Clearly, they need to avoid this situation, because eventually burnt-out employees can only have a negative impact on productivity.

73

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74

Although experts like journalists are expected to be unbiased, they invariably share the system biases of the disciplines and cultures in which they work.

Some perspectives ultimately are not included.

Journalists try to be fair and objective by presenting all sides of a particular issue.

Practically speaking, however, it is about as easy to present all sides of an issue as it is to invite candidates from all political parties to a presidential debate.

75

Educational Media Services runs a Filming Coordinating service which acts as a starting point for film companies wishing to use the University as a location, and provides advice and support for those parts of the University which receive requests to act as location for commercial filming.

As part of the service, based on knowledge of the University year, he will also advise on the likely availability of rooms.

The Filming Coordinator draws on 20 years' experience of filming around these locations, and has knowledge of the needs of crews and the requirements of the owners of locations.

Oxford University has a vast collection of buildings and rooms dating from the 11th century to the present day, and designed by architects such as Wren and Cockerell, Arne Jacobsen and Norman Foster.



76

In the last few years, we started to connect everyday objects using machine-to-machine (M2M) technologies, to create the Internet of Things.

Decades ago, we connected computers and got today's powerful Internet.

But what does this really mean to you, your company and your country?

What are the possibilities it offers, and the threats it poses?

77

Roads of rails called Wagonways were being used in Germany as early as 1550.

In 1789, Englishman, William Jessup designed the first wagons with flanged wheels.

These primitive railed roads consisted of wooden rails over which horse-drawn wagons or carts moved with greater ease than over dirt roads. Wagonways were the beginnings of modern railroads.

The flange was a groove that allowed the wheels to better grip the rail, this was an important design that carried over to later locomotives.

Thirteen years later, iron had replaced the wood in the rails and wheels on the carts.



78

All animals have a strong exploratory urge, but for some it is more crucial than others.

If they have put all their effort into the perfection of one survival trick, they do not bother so much with the general complexities of the world around them.

So long as the ant eater has its ants and the koala bear is gum leaves, then they are satisfied and the living is easy.

It depends on how specialized they have become during the course of evolution.

The non-specialists, however, the opportunities of the animal world, can never afford to relax.

79

My study of the history of religion has revealed that human beings are spiritual animals. Indeed, there is a case for arguing that Homo sapiens is also Homo religious.

This was not simply because they wanted to propitiate powerful forces.

Men and women started to worship gods as soon as they became recognizably human they created religions at the same time as they created works of art.

These early faiths expressed the wonder and mystery that seems always to have been an essential component of the human experience of this beautiful world.



The glow worm is a catch-all name for the bioluminescent larvae of various species, in this case, the *Arachnocampa richardsae*, a type of fungus gnat. Found in massive numbers in caves, the fungus gnat larvae cling to the rocky walls of the abandoned tunnel and hunt with long, glowing strings of sticky mucus.

The rails were pulled out of the 600-meter tunnel, which had been bored through the sandstone in the Wollemi National Park, and the tunnel was left to its own devices.

The Newness railroad was closed in 1932 after 25 years of shipping oil shale.

For Newness, that meant becoming home to thousands and thousands of glow worms.

81

But in Scotland three banks are still allowed to issue banknotes.

When this bank was founded in 1695, Scots coinage was in short supply and of uncertain value, compared with English, Dutch, Flemish or French coin.

To face growth of trade it was deemed necessary to remedy this lack of an adequate currency.

The first Scottish bank to do this was the Bank of Scotland.

In most countries it is only the government, through their central banks, who are permitted to issue currency.

82

An analogy can be made to the Highway Code for driving. Drivers know the code and have indeed been tested on it to obtain a driving license.

Separate from actual performance – what he or she does while producing or comprehending language. In other words, competence is put to use through performance.

In actual driving, however, the driver has to relate the code to a continuous flow of changing circumstances, and may even break it from time to time.

In language learning there is a distinction between competence and performance. Competence is a state of the speaker's mind. What he or she knows?

Knowing the Highway Code is not the same as driving.

83

But in the year of our arrival, after a parching summer, the rains had lasted for only three weeks.

Normally in Delhi, September is a month of almost equatorial fertility and the land seems refreshed and newly-washed.

As a result dust was everywhere and the city's trees and flowers all looked as if they had been lightly sprinkled with talcum powder.

Nevertheless the air was still sticky with damp-heat, and it was in a cloud of perspiration that we began to unpack.

84

The main problem with Volkswagen is the past. Many investors have been disappointed and frightened away.

A disastrous capital hike, an expensive foray into truck business and uncertainty about the reason for a share buyback has in recent years left investors bewildered.

Despite posting healthy profits, Volkswagen shares trade at a discount to peers due to bad reputation among investors, high capital expenditure and its close links to the state of Lower Saxony, which effectively has a blocking minority

Volkswagen shares trade at about nine times the 2002 estimated earnings compared to BMW's 19 and are the second cheapest in the sector.

85

The topography of the ocean floors is none too well known, since in great areas the available soundings are hundreds or even thousands of miles apart.

However, the floor at the Atlantic is becoming fairly well known as a result of special surveys since 1920.

Closely spaced soundings show that many parts of the oceanic floors are as rugged as mountainous regions of the continents.

A broad, well-defined ridge- the Mid-Atlantic ridge- runs north and south between Africa and the two Americas. Numerous other major irregularities diversify the Atlantic floor.

Use of the recently perfected method of echo sounding is rapidly enlarging our knowledge of submarine topography.

During World War II great strides were made in mapping submarine surfaces, particularly in many parts of the vast pacific basin.

86

The communities of ants are sometimes very large, numbering even to 500,000 individuals.

I have over and over again introduced ants from one my nests into another nest of the same species; and they were invariably attacked, seized by a leg or an antenna, and dragged out.

It is evident, therefore, that the ants of each community all recognize one another, which is very remarkable.

And it is a lesson to us that no one has ever yet seen quarrel between any two ants belonging to the same community.

However, they are in hostility not only with most other insects, including ants of different species, but even with those of the same species if belonging to different communities.



87

But stored food is essential for feeding non-food-producing specialists, and certainly for supporting whole towns of them.

Hence nomadic hunter-gatherer societies have few or no such full-time specialists, who instead first appear in sedentary societies.

A consequence of a settled existence is that it permits one to store food surpluses, since storage would be pointless if one didn't remain nearby to guard the stored food.

So, while some nomadic hunter-gatherers may occasionally bag more food than they can consume in a few days, such a bonanza is of little use to them because they cannot protect it.

88

In 2001 the government, egged on by WWF, a green group, tried to regulate logging in the relatively small part of the Peruvian Amazon where this is allowed.

That pocket denotes a tiny patch of legally logging land sandwiched between four natural reserves, all rich in mahogany and accessible from the town. "Boundaries are on maps," says a local logger, "maps are only in Lima," the capital.

It abolished the previous system of annual contracts.

SEPAHUA, a ramshackle town on the edge of Peru's Amazon jungle, nestles in a pocket on the map where a river of the same name flows into the Urubamba.

Instead, it auctioned 40-year concessions to areas ruled off on a map, with the right to log 5% of the area each year. The aim was to encourage strict management plans and sustainable extraction.

89

Although there is a huge shift in the quality of ads that we come across on daily basis – thanks essentially to improvement in technology – I somehow can't help but feel that the quality of communication of the message has become diluted.

Another reason could be the burgeoning number of companies, which means an exponential increase in the number of ads that are being made.

Over the years, I have had the opportunities to observe and understand the thought processes behind the ads that have been flooding both the print and the TV.

Proportionally, the number of ads that lack in quality, have gone up exponentially as well.

There is an increasing attempt by most companies to be seen as cool and funky.



90

Employees may meet troubles such as contacting and organizing a date and time, arranging accommodation, etc.

In addition, sometimes you have to find children facility or other health care for the meeting participants.

People always think it's easy to organise a meeting; however, there are many potentials that can hinder the starting time.

This is especially true when employees are working with a large number of partners.

91

In 1571 it became the capital of Spanish Florida.

Marquez arrived in October 1577 at the abandoned town of Santa Elena with two ships carrying pre-fabricated posts and heavy planking.

He erected for San Marcos in six days a defense against a Native American attack such as the one that forced the abandonment of the town a year earlier.

The town had flourished, nearing 400 residents, since its establishment more than a decade earlier in 1566 by Pedro Menendez de Aviles who had founded La Florida and St. Augustine the year before.

92

Mill was able to see an expanded role for the State in such legislation to protect us against powerful interests.

He was able to argue that the State was the only organ that was genuinely capable of responding to social needs and social interests, unlike markets.

Markets may be good at encouraging innovation and following trends, but they were no good at ensuring social inequality.

These markets had become rapidly dominated by powerful enterprises who were able to act in their own interests, against the interests of both workers and consumers.

There had already been some legislation to prevent such abuses - such as various Factory Acts to prevent the exploitation of child workers.

93

But just the opposite is true – language is one of the most complex of all human cognitive abilities.

For one thing, the use of language is universal – all normally developing children learn to speak at least one language and many learn more than one.

By contrast, not everyone becomes proficient at complex mathematical reasoning, few people learn to paint well, and many people cannot carry a tune. Because everyone is capable of learning to speak and understand language, it may seem to be simple.

It is wrong, however, to exaggerate the similarity between language and other cognitive skills, because language stands apart in several ways.



94

However, that may be changing.

"People generally believe that using a search engine is the equivalent of talking to a priest or a rabbi," says Larry Ponemon, head of the Ponemon Institute, a privacy think-tank. "The public in general doesn't seem to fully understand how their privacy may be at risk."

In the lobby of an internet search engine company's headquarters in California, computer screens display lists of words being entered into the company's search engine.

Over the past year, a series of privacy gaffes and government attempts to gain access to the internet user's online histories have, along with consolidation among online search and advertising groups, thrust the issue of internet privacy into the spotlight.

Although it says that the system is designed to filter out any scandalous or potentially compromising queries, the fact that even a fraction of searcher can be seen by visitors to the world's biggest search company is likely to come as a shock to internet users who think of web browsing as a private affair.

This presents a challenge to internet search companies, which have built a multi-billion-dollar industry out of targeted advertising based on the information users reveal about them online.

95

He suggests the country's computer services industry can simply outsource research to foreign universities if the capability is not available locally.

Indian businessmen have used IT to create new business models that enable them to provide services in a more cost-effective way.

Innovation in India is as much due to entrepreneurialism as it is to IT skills, says Arun Maria, chairman of Boston Consulting Group in India.

This is not something that necessarily requires expensive technical research.

This way, I will have access to the best scientists in the world without having to produce them myself, says Mr. Maria.



96

In the early years of the twenty-first century the impact of immigrants on the welfare state has become a staple of discussion among policy makers and politicians.

Inevitably, these discussions focus on present-day dilemmas.

But the issues themselves are not new and have historical roots that go much deeper than have been acknowledged.

It is also a recurrent theme in the press, from the highbrow pages of Prospect to the populism of the Daily Mail.

97

In that case, there may be a psychological tendency to find "something wrong", such as systematic effects, with data which do not support the scientist's expectations, while data which do agree with those expectations may not be checked as carefully.

Another common mistake is to ignore or rule out data which do not support the hypothesis.

The lesson is that all data must be handled in the same way.

Sometimes, however, a scientist may have a strong belief that the hypothesis is true (or false), or feels internal or external pressure to get a specific result.

Ideally, the experimenter is open to the possibility that the hypothesis is correct or incorrect.



98

Specifically, green tea may prevent the oxidation of LDL cholesterol which in turn can reduce the build-up of plaque in arteries, the researchers wrote.

This compound may work in several ways to improve cardiovascular health.

In May 2006, researchers at Yale University weighed in on green tea's health benefits with a review article that examined more than 100 studies on the subjects.

They theorized that the 1.2 litres of green tea consumed by many Asians each day, provides high levels of polyphenols and other antioxidants.

They pointed to the "Asian paradox", lower rate of heart diseases and cancer in Asia despite high rate of smoking.

99

Meanwhile, the world had woken up to the potential of atomic energy and countries were conducting testes to exploit the same.

They lacked compact defense lines and additionally their supply lines were also poorly protected.

German invasion of Poland officially triggered the Second World War.

But Polish forces could not defend a long border.

In the beginning, Britain and France were hopeful that Poland should be able to defend her borders.



Fireworks and special effects will also turn the bridge into a giant Aboriginal flag before the 9pm fireworks display.

"It's about how we're all so affected by the harbour and its surrounds, how special it is to all of us and how it moves us," said the Welcome to Country's creative director, Rhoda Roberts.

Fireworks and special effects, including a red "waterfall" from the bridge base, will turn the structure built in 1932 into a giant Aboriginal flag shortly after the sunsets for the last time in 2015.

From 8:40pm, the bridge will be turned into a canvas showing the Welcome to Country ceremony.

101

The fibers are as strong and soft as wool and silk,

However, up to 30 times cheaper.

Narenda Reddy and Yiqi Yang, who produced the fibers at the University of Nebraska in Lincoln, say that because they are biodegradable they might be used in biomedical applications such as surgical sutures.

Fibers suitable for clothing have been made for the first time from the wheat protein gluten.

102

During the process, individuals may forget the source of the information.

Of course, because we can implant false childhood memories in some individuals in no way implies that all memories that arise after suggestion are necessarily false.

This is a classic example of source confusion, in which the content and the source become dissociated.

Put another way, although experimental work on the creation of false memories may raise doubt about the validity of long-buried memories, such as repeated trauma, it in no way disproves them.

False memories are constructed by combining actual memories with the content of suggestions received from others.

103

In the United States, Lake Erie was dead. In Europe, the Rhine was on fire. In Japan, people were dying of mercury poisoning.

The environmental revolution has been almost three decades in the making, and it has changed forever how companies do business.

In the 1960s and 1970s, corporations were in a state of denial regarding their impact on the environment.

Today many companies have accepted their responsibility to do no harm to the environment.

Then a series of highly visible ecological problems created a groundswell of support for strict government regulation.



104

To support e-commerce, we need effective payment systems and secure communication channels and data integrity.

Moreover, money is worth what it is because we have come to accept it.

Electronic transactions are happening in closed group networks and Internet. Electronic commerce is one of the most important aspects of Internet to emerge.

Cash transactions offer both privacy and anonymity as it does not contain information that can be used to identify the parties nor the transaction history.

The whole structure of traditional money is built on faith and so will electronic money have to be.

105

Using observations gathered by NASA's Kepler Mission, the team found five planets orbiting a Sun-like star called Kepler-62.

Four of these planets are so-called super-Earths, larger than our own planet, but smaller than even the smallest ice giant planet in our Solar System.

A team of scientists has discovered two Earth-like planets in the habitable orbit of a Sun-like star.

In addition, one of the five was roughly Mars-sized planet, half the size of Earth.

These new super-Earths have radii of 1.3, 1.4, 1.6, and 1.9 times that of Earth.



106

The idea is to destroy the enemy's productive capacity, and depending upon the economic foundation, that productive capacity is different in each case.

So in the agrarian era, if you need to destroy the enemy's productive capacity, what you want to do is burn his fields, or if you're really vicious, salt them.

But in the industrial era destroying the enemy's productive capacity means bombing the factories which are located in the cities.

Now in the information era, destroying the enemy's productive capacity means destroying the information infrastructure.

With regard to defence, the purpose of the military is to defend the nation and be prepared to do battle with its enemy.

How do you do battle with your enemy?

107

But in Scotland three banks are still allowed to issue banknotes.

To face growth of trade it was deemed necessary to remedy this lack of an adequate currency.

The first Scottish bank to do this was the Bank of Scotland.

In most countries it is only the government, through their central banks, who are permitted to issue currency.

When this bank was founded in 1695, Scots coinage was in short supply and of uncertain value, compared with English, Dutch, Flemish or French coin.

108

With the pressures of climate change and the energy gap, in the last few years funding from the research councils has probably doubled.”

Engineers are much needed to develop greener technologies, he says.

“Not only are there some good career opportunities, but there’s a lot of money going into the research side, too.

“The energy sector has a fantastic skills shortage at all levels, both now and looming over it for the next 10 years,” he says.

109

Ultimately, the scientist say, this approach could enable the design and the construction of new buildings that would not be feasible with traditional building methods.

Even the internal structure could be modified in new ways; different materials could be incorporated as the process goes along.

Researchers have developed a system that can 3-D print the basic structure of an entire building.

Structure built with this system could be produced faster and less expensively than traditional construction methods allow.

110

So companies investing well grow, enriching themselves and shareholders alike, and ensure competitiveness; companies investing poorly shrink, resulting, perhaps, in the replacement of management.

They assume that the stock market automatically penalizes any corporation that invests its resources poorly.

They assume that they're using their shareholders' resources efficiently if the company's performance---especially ROE and earnings per share --- is good and if the shareholders don't rebel.

In short, stock market performance and the company's financial performance are inexorably linked.

The top executives of the large, mature, publicly held companies hold the conventional view when they stop to think of the equity owners' welfare.



111

With the climate change, the money distributed in energy research will double.

Many countries suffering a shortage of scholars of new energy.

Especially engineers about new energy.

Become an engineer not only means more opportunities in their career but will gain more money in their research.

112

But this map has always fascinated me, and still does, even though it now seems very primitive.

For as long as I can remember, there has been a map in the ticket hall of Piccadilly Circus tube station supposedly showing night and day across the time zones of the world.

This is because it chops the world up equally by longitude, without regard to the reality of either political divisions or the changing seasons.

This is somewhat surprising given the London Underground's historic difficulty in grasping the concept of punctuality.

113

They are caused by great temperature differences between adjacent air masses.

Jet stream, narrow, swift currents or tubes of air found at heights ranging from 7 to 8 miles above the surface of the earth.

Instead of moving along a straight line, the jet stream flows in a wavelike fashion; the waves propagate eastward (in the Northern Hemisphere) at speeds considerably slower than the wind speed itself.

Since the progress of an airplane is aided or impeded depending on whether tail winds or head winds are encountered.

In the Northern Hemisphere the jet stream is sought by eastbound aircraft, in order to gain speed and save fuel, and avoided by westbound aircraft.

114

The war brought many innovations to aviation, including the first jet aircraft and the first liquid-fueled rockets.

One of the most successful designs of this period was the Douglas DC-3, which became the first airliner to be profitable carrying passengers exclusively, starting the modern era of passenger airline service.

During the 1920s and 1930s great progress was made in the field of aviation, including the first transatlantic flight of Alcock and Brown in 1919, Charles Lindbergh's solo transatlantic flight in 1927, and Charles Kingsford Smith's transpacific flight the following year.

By the beginning of World War II, many towns and cities had built airports, and there were numerous qualified pilots available.



115

Yet whenever he was hungry he got up and propelled himself straight to the kitchen to get something to eat.

Every day he was asked where the kitchen was in his house, and every day he didn't have the foggiest idea.

It offered proof of what the US psychologist William James noticed more than a century ago- humans "are mere walking bundles of habits".

In 1992 a retired engineer in San Diego contracted a rare brain disease that wiped out his memory.

Studies of this man led scientists to a breakthrough: the part of our brains where habits are stored has nothing to do with memory or reason.

116

Education scholars generally agree that mayors can help failing districts, but they are starting to utter warnings.

And they pointed to Mr Bloomberg's aggressive style as an example of what not to do.

All this must be weighed up by the New York state legislature in 2009, when mayoral control is up for renewal—or scrapping.

Last summer the editors of the Harvard Educational Review warned that mayoral control can reduce parents' influence on schools.



117

An early proponent of this design was Benjamin Outram. His partner William Jessop preferred the use of "edge rails" in 1789 where the wheels were flanged and, over time, it was realised that this combination worked better.

Early rails were used on horse drawn wagon way, originally with wooden rails, but from the 1760s using strap-iron rails, which consisted of thin strips of cast iron fixed onto wooden rails.

These were superseded by cast iron rails that were flanged and with the wagon wheels flat.

The first steel rails were made in 1857 by Robert Forester Mushet, who laid them at Derby station in England. Steel is a much stronger material, which steadily replaced iron for use on railway rail and allowed much longer lengths of rails to be rolled.

These rails were too fragile to carry heavy loads, but because the initial construction cost was less, this method was sometimes used to quickly build an inexpensive rail line.

However, the long-term expense involved in frequent maintenance outweighed any savings.

118

Of the narratives that might penetrate these circles, we are more likely to listen to those which offer us some reward.

In his fascinating book *Carbon Detox*, George Marshall argues that people are not persuaded by information.

Our views are formed by the views of the people with whom we mix.

We should emphasise the old-fashioned virtues of uniting in the face of a crisis, of resourcefulness and community action.

He proposes that instead of arguing for sacrifice, environmentalists should show where the rewards might lie.

119

The same problem would arise if two travellers journeyed in opposite directions to a point on the opposite side of the earth, 180° of longitude distant.

The apparent paradox is resolved by requiring that the traveller crossing the dateline change his date, thus bringing the travellers into agreement when they meet.

The date line is necessary to avoid a confusion that would otherwise result.

For example, if an airplane were to travel westward with the sun, 24 hours would elapse as it circled the globe, but it would still be the same day for those in the airplane while it would be one day later for those on the ground below them.

International Date Line, is an imaginary line on the earth's surface, generally following the 180° meridian of longitude, where, by international agreement, travellers change dates.

120

A logical candidate for such a species is the chimpanzee, which shares 98.4% of the human genetic code.

A simple way to disprove this hypothesis (the Innateness Hypothesis) is to demonstrate that other species have the capacity to speak but for some reason simply have not developed speech.

Perhaps they can acquire grammar like humans if they could only express it some other way.

Chimpanzees cannot speak because, unlike Homo sapiens, their vocal cords are located higher in their throats and cannot be controlled as delicately as human vocal cords.

It does not follow from their lack of speech, however, that chimpanzees are incapable of language.

121

We live in an age of unprecedented opportunity: with ambition, drive, and talent, you can rise to the top of your chosen profession regardless of where you started out.

But with opportunity comes responsibility.

That means it's up to you to carve out your place in the world and know when to change course.

Companies today aren't managing their knowledge of workers' careers.

Instead, you must be your own Chief Executive Officer.

122

That has been the recipe for private-equity groups during the past 200 years.

Leave to cook for five years and you have a feast of profits.

Add some generous helpings of debt, a few spoonful of management incentives and trim all the fat.

Take an underperforming company.

123

After a crash, he even salvaged bags of mail from his burning aircraft and immediately phoned Alexander Varney, Peoria's airport manager, to advise him to send a truck.

During his tenure on the mail route, he was renowned for delivering the mail under any circumstances.

After finishing first in his pilot training class, Lindbergh took his first job as the chief pilot of an airmail route operated by Robertson Aircraft Co. of Lambert Field in St. Louis, Missouri.

He flew the mail in a de Havilland DH-4 biplane to Springfield, Illinois, Peoria and Chicago.

124

Today, the projects of organizations like the World Bank are meticulously inspected by watchdog groups.

At beginning in the 1990s, foreign aid had begun to slowly improve.

Scrutiny by the news media shamed many developed countries into curbing their bad practices.

Although the system is far from perfect, it is certainly more transparent than it was when foreign aid routinely helped ruthless dictators stay in power.

125

In either case, either the mine site and areas downstream of it remain toxic, thereby endangering people, or else the U.S. federal government and the Montana state government pay for the cleanup through the federal Superfund and a corresponding Montana state fund.

If the company is so large that it cannot claim that it would be bankrupted by cleanup costs, the company instead denies its responsibility or else seeks to minimize the costs.

In Montana as elsewhere, companies that have acquired older mines respond to demands to pay for cleanup in either of two ways

Especially if the company is small, its owners may declare the company bankrupt, in some cases conceal its assets, and transfer their business efforts to other companies or to new companies that do not bear responsibility for cleanup at the old mine.

126

These nanostructures scatter light particles in the blue to ultraviolet colour spectrum, generating a subtle effect that scientists have christened the 'blue halo'.

They found that bees can see the blue halo, and use it as a signal to locate flowers more efficiently

Latest research has found that several common flower species have nanoscale ridges on the surface of their petals that meddle with light when viewed from certain angles.

By manufacturing artificial surfaces that replicated 'blue halos', scientists were able to test the effect on pollinators, in this case foraging bumblebees.

127

But is there any scientific evidence to support this piece of folk wisdom?

The short answer is “no”, although it is a difficult question to answer partly because of the sheer diversity of ants – there are 13,000 named species on the planet!

Some people say that if you see ants building their mounds higher, or building them from different materials, this might signal the coming of rain.

It's often said that ants can predict impending rain and respond by changing their behaviour.

128

They have spent the past three years crunching all the numbers they could lay on their hands on.

The results of this comprehensive analysis have been published in Science.

In order to establish whether diversity matters in the sea as well as on land, 11 marine biologists, along with three economists, have joined forces.

These ranged from the current UN Food and Agriculture Organization's database to information hundreds of years old, gleaned from kitchen records and archeology.

129

The frustration of not being able to effectively communicate may manifest itself in alternative behaviors.

As a result, they lack the coping strategies that many adults have.

Many young children are inexperienced in dealing with emotional upheaval.

Strategies that children may employ at this age are commonly referred to as defense mechanisms.

In particular, many young children lack the verbal skills to express their emotions and to effectively communicate their need for emotional support.

130

Since European settlement they have had to compete with a range of introduced animals for habitat, food and shelter

These new pressures have also caused a major impact on our country's soil and waterways and on its native plants and animals

Australia's native plants and animals adapted to life on an isolated continent over millions of years

Some have also had to face new predators.

131

The study includes painting, sculpture, architecture, ceramics, furniture, and other decorative objects.

As a term, art history (its product being history of art) encompasses several methods of studying the visual arts; in common usage referring to works of art and architecture.

Art history is the history of different groups of people and their culture represented throughout their artwork.

Art history is the study of objects of art in their historical development and stylistic contexts.

Art historians compare different time periods in art history.

132

Your first draft is complete, but your paper is far from finished.

Start this at least a week before your paper is due.

You can revise individual paragraphs as you finish them as well.

In fact, you don't need to wait until you have a complete first draft to start revising.

The next step is to revise your paper – strengthen the content.

133

Recently, researchers at the Cornell Lab of Ornithology sought to answer this question, analyzing nearly three decades' worth of data from a winter-long survey called Project Feeder Watch.

According to experts, feeding birds is probably the most common way in which people interact with wild animals today. More than 50 million Americans engage in the practice, collectively undertaking an unwitting experiment on a vast scale.

Still, what are the consequences of skewing the odds in favor of the small subset of species inclined to eat at feeders? What about when the bird we're aiding is invasive, like our house finch?

Is what we're doing good or bad for birds?

Preliminary results suggest the species visiting our feeders the most are faring exceptionally well in an age when one third of the continent's birds need urgent conservation.

134

Our Applied Computer Science major is all about giving you the skills to solve computer-related problems.

One thing is for sure, though, it is going to be exciting finding out.

Why Applied Computer Science?

With rapid advances in technology and new applications being developed constantly, it is hard to say what those problems will be.

135

Not all wildlife is created equal in our eyes.

Worms are never going to get a strong “cute response”, and they won’t ever be the face of a conservation campaign.

Take the earthworm, which doesn’t have the widespread appeal of larger, more charismatic animals such as gorillas, tigers or pandas.

But what Darwin rightly recognized is that – panda fans avert your eyes – worm conservation is much more important once we factor in their provision of what we now call “ecosystem services”, which are crucial to human survival.

136

Perhaps most importantly, we look to the field of behavioral science for strategies that people can use to overcome those hurdles and to initiate lifestyle changes.

In “Easier Said than Done”, we set out some of the reasons why we might find it hard to live in a healthy way, exercising, eating well, getting adequate sleep, and checking for early warning symptoms.

Changing existing behavior can be a difficult task, but with the help of these strategies new behaviors can become habitual, facilitating a long-term sustained healthy lifestyle.

Many of us know what we should be doing to live healthily, yet many of us struggle to actually actively manage our health.



137

During this period of scientific revolution, a new literary genre arose, namely that of the scientific cosmic voyage.

The expanding influence of Copernicanism through the seventeenth century transformed not only the natural philosophic leaning of astronomers but also the store of conceptual material accessible to writers of fiction.

Descriptions of these planetary bodies as terrestrial in kind demonstrate the seventeenth century intellectual shift from the Aristotelian to the Copernican.

Scientists and writers alike constructed fantastical tales in which fictional characters journey to the moon, sun, and planets.

In so doing, they discover that these once remote world are themselves earth-like in character.

138

Such defenses from the country's most elite universities "do not hold water", Prof Ebdon said, as he urged the institutions to do more to widen their intakes.

Professor Les Ebdon, director of Fair Access to Higher Education, has said universities can no longer make excuses about the number of poorer students they take on.

England's most selective universities must do more to attract teenagers from disadvantaged backgrounds if they want to charge higher tuition fees, the country's fair access watchdog has warned.

In a statement issued yesterday, Prof Ebdon dismissed the argument from the country's most selective universities, which claim that young people from poorer backgrounds generally secure worse grades.

139

For more information, see the Canadian Institute for Neutron Scattering's Neutron Summer School.

The Canadian Institute for Neutron Scattering will be holding the eleventh neutron summer school at Chalk River on May 8 – 13, 2011.

The theory will be presented in a way that should be understood by people in any of these fields.

The aim of the school is to cover a wide range of topics associated with thermal neutron scattering, including powder diffraction, stress analysis, texture, reflectometry, and small-angle neutron scattering together with the underlying theory associated with neutron scattering.

140

One is that, partly as a result of its failure to manage them properly, its own fisheries can no longer meet European demand.

The European Union has two big fish problems.

As a result, Senegal's marine ecosystem has started to go the same way as ours.

The other is that its government won't confront their fishing lobbies and decommission all the surplus boats

The EU has tried to solve both problems by sending its fishermen to West Africa. Since 1979 it has struck agreements with the government of Senegal, granting our fleets access to its waters.



141

Hip hop emerged as a reaction to the gang culture and violence of the South Bronx in the 1970s, and daily experiences of poverty, racism, exclusion, crime, violence, and neglect.

It necessarily embodies and values resilience, understanding, community and social justice.

Yet, the hip hop project is not yet free from these difficult circumstances.

Without these, Hip Hop culture would never have been, and it is because these values remain at its core that Hip Hop is such a powerful agent of positive social change around the world.

142

Ever since the completion of the Great Western Railway, in the 1840s, intrigue has swirled around the Box Tunnel, a long, steep bypass near Bath, England.

“When you look from the east portal, the cutting provides a lovely V-shape,” communications manager Paul Gentleman told the Guardian.

The question was this: did the railway’s creator, Isambard Kingdom Brunel, really have the tunnel carved in such a way that when the sun rose on his birthday—April 9th—it would be flooded with light?

This past Sunday, April 9th, the railway’s current engineers decided to test the rumor once and for all. They weren’t disappointed.

While the west side’s view wasn’t quite so impressive, the engineers generously chalked that up to centuries of dirt and grime.



143

From outside Wales, too, it is the rugby that commonly defines the nation – with the sport providing both widespread interest and one of the few positive associations of outsiders’ perceptions of Wales.

Citizens commonly identify with their nation in the context of major sporting events: imagining the nation is easier when there is a national team playing another nation (Hobsbawm, 1990).

Rugby in Wales is a particularly strong example of this phenomenon, being perhaps the main thing that unites people in Wales.

In many ways rugby in Wales defines what Wales is and what people in Wales share.

144

New Ventures is a program that helps entrepreneurs in some of the world's most dynamic, emerging economies-- Brazil, China, Colombia, India, Indonesia and Mexico.

Often they also address the challenges experienced by the world's poor.

We have facilitated more than \$203 million in investment, and worked with 250 innovative businesses whose goods and services produce clear, measurable environmental benefits, such as clean energy, efficient water use, and sustainable agriculture.

For example, one of the companies we work with in China, called Ecostar, refurbishes copy machines from the United States and re-sells or leases them for 20 percent less than a branded photocopier.



145

Photography, from its appearance in 1839, looked to painting for fundamental models of depiction.

Yet it threw the older medium into crisis, removing at a stroke painting's unique capacity to bear witness.

How these two media leapfrogged through the Victorian age, defining themselves against one another, is the subject of Tate Britain's exhibition *Painting with Light*.

Dependence, rivalry, envy, emulation: painting and photography, like members of a dysfunctional yet inseparable family, just cannot cast off lineages of influence and appropriation.

146

Insulated from the consequences of such decisions, and privy to all critical information about the case, we were able to solve complex business problems with relative ease.

We could engage in impassioned debates about how as chief executive of a certain company we would have done this, or if we had been the banker on that deal we would have structured it like that.

During the school year, we had the benefit of being both unaccountable and omnipotent.

The information would be more nebulous and the outcomes of our decisions would be unpredictable.

We knew that once we began our internships, this would no longer be the case.

So in approaching this impending summer period, what lingered in the back of our minds was a collectively felt, unspeakable thought: "Were we really up to the challenge?"

147

The pace of sales fell to 937,000 from a rate of 1.1m the previous month, while inventories of unsold homes stood at 537,000.

House prices also eased as the median cost of a new home fell 2.1 percent from a year ago to \$239,800.

However, the Federal Reserve views the overhang of unsold homes as a cause for concern but remains curiously.

Americans bought far fewer new homes last month, according to government data released on Wednesday that showed sales fell at the fastest rate in 13 years.

Stephen Stanley, chief economist at RBS Greenwich Capital, said: "Builders will probably have to continue to work off bloated stocks of finished homes for most of 2007."



148

Historically, the low level of political autonomy of the cities in China is partly a result of the early development of the state bureaucracy. The bureaucrats played a major role in the growth of urbanization, but were also able to control its subsequent development and they never completely gave up this control.

Welfare has a special political meaning to the United States. It refers to how the poor receives financial aid. In comparison, welfare services are regarded as a universal right in other regions like Europe, where it is believed that all citizens should be able to obtain a minimal level of social support and well-being.

In this landmark account, first published over twenty years ago, the author argues that the ignorance and lethargy of the poor are the direct result of the whole situation of economic, social and political domination, by being kept in a situation in which critical awareness and response are practically impossible the disadvantaged are kept 'submerged'.

Karl Marx is arguably the most famous political philosopher of all time, but he was also one of the great foreign correspondents of the 19th century. During his 11 years writing for the New York Tribune – their collaboration began in 1852 - Marx tackled an abundance of topics from issues of class and the state to world affairs.

150

Then grows into a sapling, blocks the grass below.

The grass grows out.

If you give up, you will start all over again.

Farmlands always comes from forests.

The sapling becomes a big tree and becomes a forest.

151

There are more than 100 schools in the country.

And they can be helpful to your study as well.

You can see the facilities and accomodations around the school.

Do not ever choose a school without going to the place and having a look.

You should go and see once you have a chance

Because you might be living there.

152

Whatever happened to the idea of progress and a better future? I still believe both.

Implicit in this definition is the idea that the old pattern of development could not be sustained. Is this true?

The Brundtland Report, also known as Our Common Future (1987), defines sustainable development as “development which meets the needs of the present without compromising the ability of future generations to meet their own needs”.

Development in the past was driven by growth and innovation. It led to new technologies and huge improvements in living standards.

To assume that we know what the circumstances or needs of future generations will be is mistaken and inevitably leads to the debilitating sense that we are living on borrowed time.

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153

It is not just a matter of putting forward a set of facts and expecting the other person immediately to accept the logic of the exposition.

The reason is that achieving agreement requires people to accept the reality of views different from their own and to accept change or compromise.

In general, there is a tendency to underestimate how long it takes to discuss and resolve an issue on which two people initially have different views.

People need time to make this adjustment in attitude and react badly to any attempt to rush them into an agreement.

They (and probably you) have to be persuaded and helped to feel comfortable about the outcome that is eventually agreed.



154

At 5:12 a.m. on April 18, 1906, the people of San Francisco were awakened by an earthquake that would devastate the city.

The main temblor, having a 7.7-7.9 magnitude, lasted about one minute and was the result of the rupturing of the northernmost 296 miles of the 800-mile San Andreas fault.

The fire, lasting four days, most likely started with broken gas lines (and, in some cases, was helped along by people hoping to collect insurance for their property—they were covered for fire, but not earthquake, damage).

But when calculating destruction, the earthquake took second place to the great fire that followed.

155

Mechanical engineering student Ne Tan is spending the first semester of this year studying at the University of California, Berkeley as part of the Monash Abroad program.

Now in her third year of study, the Monash Abroad program will see her complete four units of study in the US before returning to Australia in May 2009.

There she completed a diploma that enabled her to enter Monash University as a second- year student.

Ne (Tan), an international student from Shanghai, China, began her Monash journey at Monash College in October 2006.



156

When it is mixed with water in your mouth an endothermic reaction occurs, taking heat energy from your mouth and making it feel cooler.

Another example of an endothermic reaction is seen with the cold packs used by athletes to treat injuries. These packs usually consist of a plastic bag containing ammonium nitrate dissolves in the water.

For example, the sherbet you used for the chapter problem on page 25 is a mixture of baking soda and citric acid.

A reaction that needs some type of energy to make it go is said to be endothermic. It takes in energy.

This process is endothermic-taking heat energy from the surroundings and cooling the injured part of your body. In this way the cold pack acts like an ice pack.

157

Take mobile phones, for example, can cause incidents if drivers insist on talking on the phone instead of looking at roads.

I think, we should pay attention to the Reporting of science, not the science itself.

Of course, there are rare extremely scientific dishonesties, which will be seized upon by the news organization

But no one would argue that mobile phones cannot help to make a phone call when we are under a crisis.



158

The town of Liberal is said to have been named for an early settler famous among travellers for being free with drinking water.

This should make the town receptive to Democrats, but Mr Trump easily won the county of which it forms part.

Liberal is conservative in a moderate Midwestern kind of way which is changing fast due to big National Beef Packing plant which relies on Hispanic migrants and thus four-fifths of the children in Liberal's public-school system are Hispanic.

Mr Denoyer voted for Mr Trump by being impressed by his promise, though he thinks it unlikely that the president will keep his promises.

Liberal's mayor, Joe Denoyer, who was raised in a Democratic family near Chicago and moved to Liberal in search of work.

159

These conditions prevent him from doing his best mentally and physically.

It is natural to be healthy, but we have wandered so far astray that disease is the rule and good health the exception.

His bad habits, of which he is often not aware, have brought weakness and disease upon him.

The average individual is of less value to himself, to his family and to society than he could be.

Of course, most people are well enough to attend to their work, but nearly all are suffering from some ill, mental or physical, acute or chronic.



160

Wonder is marvellous, but it is also cruel, cruel, cruel.

Of course, wonder is costly because it is the antithesis of the anxiously worshipped security.

We have paid a terrible price for our education, such as it is.

The Magian World View, in so far as it exists, has taken flight into science.

We have educated ourselves into a world from which wonder has been banished.

161

Ignorance is the opposite of knowledge, i.e., want of knowledge.

Entrepreneurial knowledge is essentially intuitive.

Like some ancient priest-king, the entrepreneur 'knows' the future and leads his people.

To deal with uncertainty and ignorance economists have recognized the entrepreneur as possessing this non-rational form of knowledge.

It involves seeing and realizing a vision of future markets, products and/or other opportunities.

162

Several years ago, senior executives from Procter & Gamble and Wal-Mart met for two days.

Wal-Mart has increased its Procter & Gamble diaper business by 50 percent and cut inventory by 70 percent because of this collaboration.

They wanted to explore how they could jointly apply quality management principles to the disposable diaper business.

As a result of this meeting, a team of Procter & Gamble employees moved to Bentonville, Arkansas, Wal-Mart's headquarters, to work with Wal-Mart executives on productivity and quality issues.

163

The situations in which violence occurs and the nature of that violence tends to be clearly defined at least in theory, as in the proverbial Irishman's question: 'Is this a private fight or can anyone join in?'

However binding the obligation to kill, members of feuding families engaged in mutual massacre will be genuinely appalled if by some mischance a bystander or outsider is killed.

Probably the only uncontrolled applications of force are those of social superiors to social inferiors and even here there are probably some rules.

So the actual risk to outsiders, though no doubt higher than our societies, is calculable.

164

In his first inaugural address he concluded with an eloquent plea; "Ask not what your country can do for you--- ask what you can do for your country."

John F. Kennedy, Democratic victor in the election of 1960, was at 43, the youngest man ever to win the presidency.

On television, in a series of debates with opponent Richard Nixon, he appeared able, articulate and energetic.

In the campaign, he spoke of moving aggressively into the new decade, for 'the New Frontier is here whether we seek it or not'.

165

1971 war changed the political geography of the subcontinent.

Despite the significance of the event, there has been no serious book about the conflict.

Surrender at Dacca aims to fill this gap.

It also profoundly altered the geo-strategic situation in South-East Asia.

166

Nonetheless, Tocqueville was only one of the first of a long line of thinkers to worry whether such rough equality could survive in the face of a growing factory system that threatened to create divisions between industrial workers and a new business elite.

"The government of democracy brings the nation of political rights to the level of the humblest citizens," he wrote, "just as the dissemination of wealth brings the notion of property within the reach of all the members of the community".

Tocqueville was far too shrewd an observer to be uncritical about the US, but his verdict was fundamentally positive.

No visitor to the US left a more enduring record of his travels and observations than the French writer and political theorist Alexis de Tocqueville, whose 'Democracy in America', first published in 1835, remains one of the most trenchant and insightful analyses of American social and political practices.

167

The potential exchanges between the officials of IBBF and the Maharashtra Body-Building Association has all the trappings of a drama we are accustomed to.

In the case of sports persons, there is room for some sympathy, but the apathy of the administrators, which has even led to sanctions from international bodies, is unpardonable.

A case in the point is the hefty penalty of US \$10,000 slapped on the Indian Body-Building Federation for not fulfilling its commitment for holding the Asian Championships in Mumbai in October.

It is a matter of deep regret and concern that the sports administrators often cause more harm to the image of the country than sportsmen and sportswomen do through their dismal performances.



168

His political career came to an abrupt end with China's military operation.

He attracted as repelled.

He was responsible for the debacle.

A man of paradoxes, Menon remained an enigma.

169

Thus begins the search for relief: painkillers, ice, yoga, herbs, even surgery

Most computer users develop disorders because they ignore warnings like tingling fingers, a numb hand or a sore shoulder

They keep pointing and dragging until tendons chafe and scar tissue forms, along with bad habits that are almost impossible to change

But cures are elusive, because repetitive stress injuries present a bag of ills that often defy easy diagnosis.

170

Let us take a look at the manner in which the traditional bank adds value to the customer.

The ability to retain deposits, in itself, is not enough to ensure long-term survival and growth.

The ability to deploy invested funds into productive economic activity at a higher rate of return, hence contributing to the prosperity of both the econ

Further, as only a small portion of the actual deposit base is retained with the bank in a liquid form, the very survival of the bank lies in building enough trust with its clientele so as to prevent the occurrence of a sizeable chunk of simultaneous customer withdrawal (a run on the bank).

The bank's basic job is risk absorption- it takes money, which has a lot of attached risk, and provides the customer an assured rate of return.

171

What came out was very large garland made out of currency notes.

The unsuspecting governor opened the box in full view of the gathering

When the RBI governor came to inaugurate the new printing press, the local unit of the BJP handed him a gift wrapped box

There was a twist – the notes were all as tattered as notes could get

172

Otherwise the Congress would not have opposed PSU disinvestment today.

It is clear that there is no consensus on economic reform.

Nor would allies of ruling NDA opposes privatisation.

All this would stop India from becoming the next superpower.

173

I suggested that Ford should buy up a company called NCP, which owned most of the car parks in the city centres throughout the UK.

We were discussing competing in the European market.

If NCP became a Ford company, a notice could be placed at the entrance to all city centres car parks indicating that only Ford cars could use them

At one time I was giving a seminar for the British marketing department of Ford, the biggest Ford operation outside of Detroit.

174

By the time he got to Linjeflug four years later, he had learned many lessons, in fact, he began his second stint as top dog by calling the entire company together in a hanger and asking for help, a far cry from his barking out commands just 48 months back.

At SAS, he arrived at a time crisis.

This book is chock-a-block full of intrusive stories and practical advice, describing Carton's activities at Vingresor (where he assumed his first presidency at age 32), Linjeflug, and SAS in particular.

He began at Vingresor as an order giver, not a listener – neither to his people nor to his customers and made every mistake in the book.

175

They argue that it is this, which has led to the bankruptcy in many states.

Here was a commission whose members worked very hard, did exemplary research and homework, before coming up with a list of recommendations that balanced economic efficiency with safety nets for disadvantaged labour.

It reminds us of the political shenanigans during the implementation of the Fifth pay Commission.

How many times have you heard experts, politicians and the finance minister refer to the implementation of the pay hikes following the commission's report as the singular cause for the increase in government expenditure?

Barring P. Chidambaram, who was then the finance minister, every single political party and politician opposed the implementation of the recommendations and are directly responsible for the current fiscal crises in the Centre and the states.

176

The general impressions that skilled negotiators seem to convey is they are people who keep their cards close to their chest and do not reveal their feelings.

Hence, they used a surrogate method- they countered the number of times that the negotiators talked about their feelings or motives.

This contrasts sharply with the amount of information given about external events such as facts, clarifications and general expressions of opinion.

The results showed that contrary to the general impressions, skilled negotiators are more likely to give information about internal events than are average negotiators.

Feelings are in themselves not observable and Huthwaite's researchers could not measure them directly.



177

To get a head start, early the next morning the farmer started covering ground quickly because he wanted to get as much land as he could.

Late in the afternoon he realized the condition he had to fulfil to get the land was to get back to the starting point by sundown.

Even though he was tired, he kept going all afternoon because he did not want to miss this once in a lifetime opportunity to gain more wealth.

There is a story about a wealthy who was once offered all the land he could walk on in a day, provided he come back by sundown to the point where he started.

178

But in the industrial era destroying the enemy's productive capacity means bombing the factories which are located in the cities.

So in the agrarian era, if you need to destroy the enemy's productive capacity, what you want to do is burn his fields, or if you're really vicious, salt them.

Now in the information era, destroying the enemy's productive capacity means destroying the information infrastructure.

How do you do battle with your enemy?

The idea is to destroy the enemy's productive capacity, and depending upon the economic foundation, that productive capacity is different in each case.

With regard to defence, the purpose of the military is to defend the nation and be prepared to do battle with its enemy.

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179

Electronic transactions are happening in closed group networks and Internet. Electronic commerce is one of the most important aspects of Internet to emerge.

Cash transactions offer both privacy and anonymity as it does not contain information that can be used to identify the parties nor the transaction history.

To support e-commerce, we need effective payment systems and secure communication channels and data integrity.

The whole structure of traditional money is built on faith and so will electronic money have to be.

Moreover, money is worth what it is because we have come to accept it.



Food manufactures spend more on advertising than any other manufacturing group and the nation's grocery stores rank first among all retailers.

Food product lead in expenditures for network and spot television advertisements, discount coupons, trading stamps, contests, and other forms of premium advertising.

Foods are overwhelming the most advertised group of all consumer products in the U.S.

In other media- newspapers, magazines, newspaper supplements, billboard and radio, food advertising expenditures rank near the top.

181

If you are used to having your stimulation come in from outside, your mind never develops its own habits of thinking and reflecting

Marx thought that religion was the opiate, because it soothed people's pain and suffering and prevented them from rising in rebellion

If Karl Marx was alive today, he would say that television is the opiate of the people.

Television and similar entertainments are even more of an opiate because of their addictive tendencies.

182

A difference in the frequency of usage of counter proposing between skilled and average negotiators suggests that counter proposing may not be, as effective one tends to think it would be.

I may have suggested that my son buy a pair of trousers at a certain price whereas my son would have made a counterproposal that he would rather buy two pairs at half price each.

Research conducted across several negotiators ranging from sales negotiators to purchase and labour negotiators shows that average negotiators tend to counter propose more often than skilled negotiators.

This happens in everyday life too.

Think back to the last time you were discussing completing an assignment with one of your colleagues: you may have suggested that you both come in on Saturday to finish the work and your colleague may have counter proposed that you could stay back on Friday evening and finish it instead.

183

Thrills, ranging from video games to burgers cover the rest.

This is because the returns from browsing cover only a percentage of your costs.

The bigger your cafe, the more is the need for additional mean of income.

Some cafes can get away with being plain vanilla.

These fruits will make your clients spend more time with you and also add to your profits.

But others cannot.



184

The inherent expectations of a high short-term return on advertising investment that is common to most traders who are attempting to scale up operations is not conducive to a long-term consistency in advertising direction.

The lack of significant players with national reach is only one of the factors that explains the relatively low attention given to mass marketing by the retail sector in India.

Mass marketing by Indian retail chains has hitherto been the exception rather than the rule.

The focused brand image which leads to pithy, punchy advertising has been difficult because most retailers have not been focused in terms of their own vision for their retail brand. Most advertising has tended to focus on the presence of locations or the range.

Advertising then tends to focus significantly on announcement of in store promotions and events, where the payoffs in terms of immediate increases in customer entry and average cash memo size are more visible.

185

Merchants soon grew rich as the demand for products increased.

Trade started from person to person but grew to involve different towns in different lands.

Eventually, people got a greater variety of things to choose from.

People found work in transporting the goods or selling them.

186

In my view, a priority sector should be an area of market failure.

Priority sectors include agriculture, small scale industries, housing, exports, etc.

Economics say that a market has failed when the market does not provide efficient outcomes for society.

The government of India directs substantial bank credit to what it deems are 'priority sectors' for the Indian economy.

It is not clear how sectors get identified for the priority tag, as there is no clearly articulated logic.

Markets fail for a variety of reasons.



187

More organisations today seek a transformation in their businesses, yet most of them think of and talk about managing change.

Change is characterised by 'reactivity'. Most of us live in the domain of change both as individuals and as organisations.

The characteristics of transformation are positive and actually creative. They stem from a new found sense of purposefulness, once a higher purpose is discovered.

The implications of this conflict will not be fully appreciated until we learn to distinguish between change and transformation.

Clearly, we all aspire to live in the domain of transformation even if we presently are in the domain of change.

188

Its cargo consisted of 38 sacks of spices and Magellan himself had been hacked to pieces on the beach of Mactan in the Phillipines

So contrary to popular belief it was the crew of the Victoria who were the first men to have sailed around the globe

In September 1522 Victoria , the sole survivor of the Armada, limped into the Spanish port San Lucar , manned by a skeleton crew of 15, so weak they could not talk

In September 1519 the Armada de Molucca of five ships and 250 sailors has set out from San lucar de Barrameda under the command of Fernando de Magellan

It was to sail to the spice islands of the Malayan Archipelago where they were to exchange an assortment of bells, mirrors and scissors for cinnamon and cloves.

189

A good budget is one which makes a sincere attempt to change the policy environment.

Government finances are terminally impaired with uncontrolled fiscal deficits.

There are big gaps in perception and capability of managers.

Industry too is not ready to deliver growth, should even the government pursue the right policies.

The current reforms pace is too slow.

The fiscal deficit has deteriorated.

190

The impetus for change in cargo handling, after years of operational inefficiency has come from new private sector facilitators.

Other ports, both major and minor, have spurred into action.

And the government agrees this is having a cascading effect on the functioning of other ports.

In terms of cargo handling efficiency, some of India's ports have lately undergone a sea change.



191

The credit rating agencies use legions of high trained analyst with access to top management.

Their meticulous reports giving ratings for corporate bonds are designed to give an accurate picture of the bonds riskiness and ultimately the probability of default.

Lately, the credit-rating agencies have struggled to keep up.

It seems a bond rating tells you even less about the price that investors are willing to pay.

In 1999, two-third of the debt rated triple B by standard and poor was priced within 20 basis points of the average bond with the same rating.

192

Behaviour is just the evidence for mind, not its very nature.

The view that a mind can be reduced to patterns in behaviour is a hypothesis long abandoned.

Thus you can act as if you are in pain and not really be in pain.

The turning test, one may say, is seriously flawed.

193

Risk-stemming from fluctuations in exchange rate loans hover constantly on the horizon of foreign investment.

In view of the higher risk, a firm contemplating foreign investment would naturally expect a higher rate of return.

A multinational company may be accused of 'profiteering' even when it may simply be following the sound financial practice of asking for a higher rate of return commensurate with risks characterizing the project.

In addition, a foreign investment is subject to discriminatory treatment and selection control in various forms.

194

In 1979, Grenada witnessed the establishment of a socialist government by Maurice Bishop, which survived four years of US-engineered incursions.

This was duly appreciated, with some 7, 000 US servicemen being designated as heroes and given decorations.

This government was overthrown in an internal power struggle among left-wing groups and, within three weeks of the Bishop's ouster and assassination, Reagan launched Operation Urgent Fury against Grenada, claiming that the invasion was "forced on us by events that have no precedent in the eastern Caribbean."

In the end Grenada, just like Cuba and Nicaragua, was no more than the Chomskian "threat of a good example" to other Third World countries in the region.

Around 2,000 US Marines "fought" for a week, destroying a mental hospital, killing 84 Cubans building an airstrip, and 400 Grenadians.

195

In his second book 'Manage yourself', Dishu explained how the expectancy theory convinced managers and employees that managing the individual works better than treating everyone the same.

Earlier on, Dishu had applied his expectancy theory in a step by step process used mainly as a one-on-one approach between the manager and the employees.

Everyone was flabbergasted by his success.

Nevertheless, Dishu organized a team and implemented, tested and gathered data to measure results in the corporate environment.

It was not designed for the entire organizations.

196

I think even more urgent than privatizing existing state-owned firms is to allow the entry of private firms into sectors earlier reserved for the state.

Indian thinking has traditionally been encumbered by a zero-sum view of the economy.

In reality, economic life is full of complementarities.

A government that facilitated private business was assumed to be working against the interest of the workers and the public sector.

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In the US about 12 million people are homeless, one-third of the people cannot afford primary health care, 20 percent of the children live below the poverty line, and about 23 percent of the people are illiterate with no security of either job or life.

In capitalism, wealth is concentrated in the hands of a few.

In the West, men are only capable of seeing the external aspects of things.

The resultant deprivations are variable even in the developed countries.

The domination of the capitalist class today is justified in the name of economic growth and population efficiency

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Teacher preparation must ensure development of commitment amongst teachers.

With all the limitations and deficiencies inherent in our educational system has to be achieved only through combined effort of teachers and community.

It is tough proposition when most of the other sectors are influenced by self-interests and material pursuits everywhere.

A value based approach must form the backbone of educational system and also the teacher education system.

However, teacher education needs to emphasise that teachers alone can kindle the value-based growth.



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Since independence, every political party has played communal card whenever election time draws near.

In fact, the caste and communal cards have been fine-tuned to an art form in the political games that are played in this country.

This was seen when the Youth Congress (I) goons were given a free hand to terrorise Sikhs all over the country after Indira Gandhi's assassination.

When each party carefully selects political candidates on the basis of religion or caste, it is encouraging and continuing the divide-and-rule tactics of its colonial masters.

And no political party can absolve itself on this count; worse, political parties take on board hoodlums and gangsters who use their clout in political circles to settle scores and extract money.

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The trade union declared a strike.

Unemployment touched 20 per cent.

The finance minister put a cap of \$2000 a month on cash withdrawals.

The Argentines withdrew \$2.3 billion from their bank accounts.

