# Contents

**THE WORLD WARS, THE COLD WAR, AND TERRORISM FROM 1914 TO 2015**  
Globalization and Interdependence  
History of Politics and Economy: Book VI

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>To the Readers</td>
<td>vii-viii</td>
</tr>
<tr>
<td>Table of Contents</td>
<td>ix-xiv</td>
</tr>
<tr>
<td>List of Tables, Figures, Photos and List of Maps</td>
<td>xv-xxiv</td>
</tr>
<tr>
<td><strong>Introduction to Book VI. The World Wars, the Cold War, and Terrorism, 1914-2015</strong></td>
<td>1</td>
</tr>
</tbody>
</table>

## Chapter I. Politics and Religion

1. A Review of International Relations, 1971-1914  
2. World War I  
3. The World between the Wars  
4. World War II  
5. Cold War between Superpowers, 1945-1985  
6. From Cold War to New World Disorder, 1985-2015

## Chapter II. Economy and Society

1. Demographic Trends in the Twentieth Century  
2. The Development of Agriculture  
3. From the Second to the Third Industrial Revolution  
4. International Trade and Investment  
5. The Development of Services  
6. Growth, Employment, and Structural Changes  
7. Contemporary Economies: Country Studies

## Chapter III. Political Philosophy

1. Idealism in America  
2. The Pragmatist Movement  
3. The Revolt against Idealism  
4. From the French Revolution to Auguste Comte  
5. From Auguste Comte to Henri Bergson  
6. From Bergson to Sartre: Existentialism and Phenomenology  
7. Modern Psychology: Psychoanalysis of Sigmund Freud and Carl Jung

## Chapter IV. Economic and Management Thought

1. The Development of Modern Microeconomic Theory  
2. Modern Microeconomics  
3. The Development of Modern Macroeconomics  
4. Econometrics and Empirical Methods in Economics  
5. The Development of Modern Heterodox Economic Thought  
6. History of Management Thought  
7. Contemporary Organization Theory

## Chapter V. Summary and Conclusion

Appendix: A History of the World’s Religions

**Index of Persons and Places and Index of Subjects**  
1425

*Book VI. The World Wars, The Cold War, and Terrorism, 1914-2015*  
ix
# Contents

## Chapter I. Politics and Religion 1914-2015

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A Review of International Relations 1871-1914</td>
<td>The Europeanization of the World; the Emergence of Japan; the Rise of American Power; the Revolution of Transportation and Communication – Geopolitics; The Beginning of Globalization; the German Empire; the Balkan Wars Revisited</td>
<td>9</td>
</tr>
<tr>
<td>2. World War I and the Russian Revolution</td>
<td>The Origins of World War I: Alliance, Imperialism, Militarism, Nationalism, Others</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>2-1. World War I and Armed Stalemate</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td>2-2. The Russian Revolution and the Soviet Union</td>
<td>65</td>
</tr>
<tr>
<td></td>
<td>2-3. The Peace of Paris and the New International Order</td>
<td>80</td>
</tr>
<tr>
<td>3. The World between the Wars, 1919-1939</td>
<td>Great Britain; France; Fascism and Italy; Germany; Eastern Europe; the Soviet Union; The Spanish War; Latin America; Asia and Africa</td>
<td>101</td>
</tr>
<tr>
<td></td>
<td>3-1. European Economy and Security in the 1920s</td>
<td>120</td>
</tr>
<tr>
<td></td>
<td>3-2. European Economy and Security in the 1930s</td>
<td>143</td>
</tr>
<tr>
<td>4. World War II, 1939-1945</td>
<td>Invasion of Poland; the European War; the World War Allied Plans for Liberated Europe; U.S. Relations with Latin America</td>
<td>167</td>
</tr>
<tr>
<td></td>
<td>4-2. World War II: The Asia-Pacific Front Peaceful Penetration; Military Expansion; the War in Asia; End of World War II</td>
<td>197</td>
</tr>
<tr>
<td>5. The Cold War between Super Powers, 1945-1985</td>
<td>221</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5-3. Détente and Multi-polarity (1962-75)</td>
<td>277</td>
</tr>
<tr>
<td></td>
<td>5-4. China and the Cold War in Asia: the Korean War; China; the Vietnam War</td>
<td>297</td>
</tr>
<tr>
<td></td>
<td>5-5. Conflicts in the Middle East; Latin America; Africa; and Far East (1975-85)</td>
<td>330</td>
</tr>
<tr>
<td>6. From the Cold War to New World Disorder, 1985-2015</td>
<td>381</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6-1. The Collapse of the Soviet Union and the Transition to Capitalism</td>
<td>383</td>
</tr>
<tr>
<td></td>
<td>6-2. European Integration and Disintegration</td>
<td>399</td>
</tr>
<tr>
<td></td>
<td>6-3. Asia at the Crossroad 6-4. Africa on Its Own</td>
<td>429</td>
</tr>
<tr>
<td></td>
<td>6-5. The Middle East: Quest for Peace and Prosperity</td>
<td>445</td>
</tr>
<tr>
<td></td>
<td>6-7. The New Century: New Challenges</td>
<td>463</td>
</tr>
</tbody>
</table>

Endnotes and Suggestions for Further Reading 483
## Chapter II. Economy and Society 1914-2015

1. Demographic Trends in the Twentieth Century 523  
   World Population by Region; Over Population; the World at 6 Billion in 1999;  
   Population Growth in the 20th Century: Fertility, Mortality, and Migration

2. The Development of Agriculture 541  
   2-1. Scientific Agriculture in the 20th Century 543  
   2-2. Agricultural Production in Europe during 1870-2005 554  

3. From the Second to the Third Industrial Revolution 573  
   3-1. The Second Industrial Revolution 575  
   3-2. Agricultural Production in Europe, 1870-2000 594

4. International Trade and Investment 609  
   International Trade in the Long Run  
   4-1. International Trade and European Domination, 1870-1914 619  
   4-2. Trade in WWI, the Great Depression, and WWI, 1914-1945 627  
   4-3. Trade and Investment under Globalization, 1945-2015 635  
   4-4. Trends in International Trade as of 2015 639

5. The Development of Services 645  
   Europe’s Service Sector, 1870-1914; 1914-1945; 1945-2015

   Economic Growth and Structural Changes: 1920-70; and 1970-2003  
   Structural Change and Economic Development in China and India

   1. The United Kingdom: 19th Century; 1900-1945; 1945-2001; 21st Century 673  
   2. France 1800-2015 691  
   3. Germany 1800-2015 700  
   4. Russia 1917-2015: Transition to Market Economy; After Yeltsin 710  
   5. The United States from 1976 to Present 721  
   6. Japan: Meiji Period; 20th Century; Postwar Period; Post-Cold War Period 730  

Endnotes and Suggestions for Further Reading 754
<table>
<thead>
<tr>
<th>Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chapter III. Political Philosophy 1914-2015</strong></td>
</tr>
<tr>
<td><strong>Part I. Introduction to Modern Philosophy (I)</strong></td>
</tr>
<tr>
<td>1. <strong>Idealism in America</strong></td>
</tr>
<tr>
<td>Founder’s Political Philosophy; Josiah Royce; Personal Idealism; Other Tendencies;</td>
</tr>
<tr>
<td>2. <strong>The Pragmatist Movement</strong></td>
</tr>
<tr>
<td>Charles Sanders Peirce; William James; John Dewey</td>
</tr>
<tr>
<td>3. <strong>Revolt against Idealism: Realism</strong></td>
</tr>
<tr>
<td>Some Oxford Realists; New Realism; Critical Realism; Samuel Alexander; Alfred North Whitehead; George Edward Moore; Bertrand A. W. Russell</td>
</tr>
<tr>
<td><strong>Part II. Introduction to Modern Philosophy (II)</strong></td>
</tr>
<tr>
<td>4. <strong>From the French Revolution to Auguste Comte</strong></td>
</tr>
<tr>
<td>4-1. Traditional Reaction to the Revolution</td>
</tr>
<tr>
<td>4-2. The Ideologists and Maine de Biran</td>
</tr>
<tr>
<td>4-3. Eclecticism</td>
</tr>
<tr>
<td>4-4. Social Philosophy in France</td>
</tr>
<tr>
<td>4-5. Auguste Comte Positivism</td>
</tr>
<tr>
<td>5. <strong>From Auguste Comte to Henri Bergson</strong></td>
</tr>
<tr>
<td>5-1. Positivism in France</td>
</tr>
<tr>
<td>5-2. Neo-Criticism and Idealism</td>
</tr>
<tr>
<td>5-3. The Spiritualist Movement in Philosophy</td>
</tr>
<tr>
<td>5-4. Henri Bergson: Education and Career; Later Years; Overview of Writings</td>
</tr>
<tr>
<td>6. <strong>From Bergson to Sartre</strong></td>
</tr>
<tr>
<td>6-1. Philosophy and Christian Apologetics</td>
</tr>
<tr>
<td>6-2. Thomism in France: Modernist Chris in the Catholic Church</td>
</tr>
<tr>
<td>6-3. Philosophy of Science</td>
</tr>
<tr>
<td>6-4. Philosophy of Values and Personalism</td>
</tr>
<tr>
<td>6-5. The Existentialism of Sartre: Jean-Paul Sartre</td>
</tr>
<tr>
<td>6-6. The Phenomenology: Husserl; Heidegger; Jaspers; Merleau-Ponty; Marcel</td>
</tr>
<tr>
<td><strong>Part III. Introduction to Modern Psychology</strong></td>
</tr>
<tr>
<td>Western Psychology; German experimental psychology; American Psychology</td>
</tr>
<tr>
<td>7. <strong>Psychoanalysis: Sigmund Freud and Carl Gustav Jung</strong></td>
</tr>
<tr>
<td>History; Sigmund Freud; Carl Gustav Jung</td>
</tr>
<tr>
<td><strong>Endnotes and Suggestions for Further Reading</strong></td>
</tr>
</tbody>
</table>

*Book VI. The World Wars, The Cold War, and Terrorism, 1914-2015*
# Chapter IV. Economic and Management Thought 1914-2015

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The Development of Modern Microeconomic Theory</td>
<td>1051</td>
</tr>
<tr>
<td>The Formalist Revolution in Microeconomics; Mathematical Economics;</td>
<td></td>
</tr>
<tr>
<td>Econometrics; Milton Friedman and the Chicago Approach to Microeconomics;</td>
<td></td>
</tr>
<tr>
<td>Classical-Neoclassical-Modern Microeconomics</td>
<td></td>
</tr>
<tr>
<td>2. Modern Microeconomics: General Equilibrium Models</td>
<td>1066</td>
</tr>
<tr>
<td>General Equilibrium of Consumption; General Equilibrium of Production;</td>
<td></td>
</tr>
<tr>
<td>General Equilibrium of Exchange; General Equilibrium of Social Welfare</td>
<td></td>
</tr>
<tr>
<td>3. The Development of Modern Macroeconomic Thought</td>
<td>1077</td>
</tr>
<tr>
<td>3-1 Historical Forerunners of Modern Macroeconomics</td>
<td>1079</td>
</tr>
<tr>
<td>3-2. Keynesian Macroeconomics and The General Theory</td>
<td>1086</td>
</tr>
<tr>
<td>3-3. Modern Macroeconomics after Keynes</td>
<td>1104</td>
</tr>
<tr>
<td>4. Econometrics and Empirical Methods in Economics</td>
<td>1113</td>
</tr>
<tr>
<td>Mathematical Economics; Statistics in Empirical Economics;</td>
<td></td>
</tr>
<tr>
<td>Neoclassical Economics and Empirical Analysis; Bayesian Econometrics;</td>
<td></td>
</tr>
<tr>
<td>Empirical Economics and Simulation</td>
<td></td>
</tr>
<tr>
<td>5. The Development of Modern Heterodox Economic Thought</td>
<td>1131</td>
</tr>
<tr>
<td>Why Orthodox Economics Fails?; Radical Economics;</td>
<td></td>
</tr>
<tr>
<td>Institutional Economics; Post-Keynesian Economics;</td>
<td></td>
</tr>
<tr>
<td>Public Choice Economics; Neo-Austrian Economics</td>
<td></td>
</tr>
<tr>
<td>6. History of Management Thought</td>
<td>1153</td>
</tr>
<tr>
<td>I. Early Management Thought</td>
<td>1155</td>
</tr>
<tr>
<td>II. The Scientific Management Era</td>
<td>1175</td>
</tr>
<tr>
<td>III. The Era of Human Relations Studies</td>
<td>1200</td>
</tr>
<tr>
<td>IV. Management Thought in the Modern Era</td>
<td>1224</td>
</tr>
<tr>
<td>7. Contemporary Organization Theory</td>
<td>1247</td>
</tr>
<tr>
<td>I. A Systems Approach to Management 1249; II. Organizational Environment</td>
<td>1251</td>
</tr>
<tr>
<td>III. Organizational Goals and Values 1259; IV. Organizational Structure</td>
<td>1265</td>
</tr>
<tr>
<td>V. Organizational Behavior 1273; VI. Human Resource Management</td>
<td>1282</td>
</tr>
<tr>
<td>VII. Financial Management 1290; VIII. Information Technology Management</td>
<td>1298</td>
</tr>
<tr>
<td>IX. Decision-Making Process: Managerial Subsystem (I)</td>
<td>1310</td>
</tr>
<tr>
<td>X. Command, Control, Coordination, and Politics in Organization</td>
<td>1321</td>
</tr>
</tbody>
</table>

Endnotes and Suggestions for Further Reading 1326

Contents

Chapter V. Summary and Conclusion

1. Summary 1348
   Politics and Religion; Economy and Society;
   Political Philosophy; Economic and Management Thought

2. Conclusion 1373
   Interactions between Politics and Economy;
   Relations between Theory and Practice;
   Relations between Major Powers in Europe, 1914-2015

Appendix: A History of the World’s Religions 1389
   I. Judaism
   II. Christianity
   III. Islam
   IV. Taoism and Confucianism
   V. Hinduism, Sikhism, and Buddhism

Endnotes and References 1421

Contents

LIST OF TABLES, FIGURES, AND PHOTOS

Photo 0-0-1. l'olivier, par Georges Braque:
Photo 0-0-2. 21st Century Art
Photo 0-0-3. Piet Mondrian, 1911, early De Stijl
Photo I-0-1. Churchill, Winston; Truman, Harry; Stalin, Joseph
Photo I-1-1. The Battle of Elli, 1912
Photo I-2-1. The Council of Four from left to right: David Lloyd George…in Versailles.
Figure I-2-1. European Diplomatic Alignments shortly before or after World War I
Table I-2-1. Military Spending in Seven Major European Nations, 1908-1913 (Million U.S. Dollars)
Photo I-2-2. 1st Lancashire Fusiliers, in communication trench
Photo I-2-3. Bolshevik forces marching on the Red Square
Photo I-2-4. Russian Revolution led by Vladimir Lenin, October 1917
Photo I-2-5. Russian Imperial Family (between c. 1913 and c. 1914)
Photo I-2-6. Johannes Bell of Germany is portrayed signing the peace treaties on 28 June 1919
Photo I-2-7. From left to right: Marshal Ferdinand Foch, Clemenceau…at Paris Peace Conference
Photo I-3-1. Unemployed People in front of a Workhouse in London, 1930
Photo I-3-2. Spanish Civil War: Francisco Franco’s Troops in Barcelona in the late 1930s
Photo I-3-3. Brazil’s President Getúlio Vargas meets with U.S. President Franklin D. Roosevelt in 1936
Photo I-3-4. From left to right, Gustav Stresemann, Austen Chamberlain and Aristide Briand
Photo I-3-5. Adolf Hitler and Nazi Soldiers
Photo I-3-6. Marx-Engels – Lenin - Stalin: The Russian Revolution and Soviet Union
Photo I-3-7. Stalin and Ribbentrop shaking hands after the signing of the pact on August 23, 1939
Photo I-4-1. World War II (Clockwise from top left)
Figure I-4-1. World War II Deaths: Allied and Axis Forces
Photo I-4-2. Hitler watching German soldiers marching into Poland in September 1939
Photo I-4-3. Stalin, Roosevelt and Churchill at the Tehran Conference (Nov 28 – Dec 1, 1943)
Photo I-4-4. The Big Three at the Yalta Conference (Feb 4, 1945 – Feb 11, 1945)
Photo I-4-5. Japanese Bombardment during the Siege of Port Arthur
Photo I-4-6. Washington Naval Conference. Date: Nov. 12, 1921 or February 6, 1922
Photo I-4-7. The Battle of Iwo Jima, 23 February 1945
Photo I-5-1. U.S. President Truman speaking at the San Francisco Conference, June 26, 1945
Photo I-5-2. President Dwight D. Eisenhower and John Foster Dulles (1888-1959)
Photo I-5-3. The Hungarian Revolution, Budapest in October 1956
Photo I-5-4. Peaceful Coexistence: Dwight D. Eisenhower and Nikita S. Khrushchev
Photo I-5-5. Nehru and Eisenhower at the White House in December 1956
Photo I-5-6. Nehru and Khrushchev shake in September 1961
Photo I-5-7. Nikita Khrushchev and Fidel Castro in 1960
Photo I-5-8. P-3 and the Cuban Missile Crisis, 1962
Photo I-5-10. Nixon and Brezhnev during the latter’s visit to the U.S. in 1973
Photo I-5-11. The Redoutable, the first French nuclear Missile Submarine in 1967
Photo I-5-12. Willy Brandt’s Silent Apology
Photo I-5-13. The Six-Day War: Armor Advances against Egyptian Troops at the Start
Photo I-5-14. OPEC Oil Embargo in 1973
Photo I-5-15. The Land Reform in China in 1950
Photo I-5-16. Mao Zedong (1893-1976), Chairman of the Communist Party of China (Left)
Photo I-5-17. Chiang Kai-shek (1887-1975), Chairman of the National Government of China (Right)
Photo I-5-18. Chinese POWs during the Korean War
Photo I-5-19. General Douglas MacArthur, UN Command CiC (seated)
Photo I-5-20. General Matthew Ridgway, who succeeded General MacArthur, UN Command CiC

Contents

Photo I-5-21. Delegates sign the Korean Armistice Agreement in Panmunjom
Photo I-5-22. Chairman Mao Zedong and Premier Nikita Khrushechev (China, 1958)
Photo I-5-23. Chairman Mao and U.S President Richard Nixon, met in China, in 1972
Photo I-5-24. Deng Xiaoping (center) with U.S. President Gerald Ford (left) in China in 1975
Photos I-5-25. Ho Chi Minh (1890-1969), Former Prime Minister of Vietnam (Left) and
Crying children on the street during the Vietnam War (Right)
Photo I-5-26. U.S. Marine Arrives at Da Nang, Vietnam
Photo I-5-27. The Helsinki Conference held in Helsinki, Finland, July and August 1, 1975
Photo I-5-28. Strategic Arms Limitation Talks in Vienna, June 18, 1979
Photo I-5-29. The Islamic Revolution of 1979: Supporters of Ayatollah Khomeini hold a demonstration
Photo I-5-30. Mujahideen fighters in the Kunar Province of Afghanistan in 1987
Photo I-5-31. Egyptian President Anwar Sadat, right, listens to Israeli Prime Minister Menachem Begin
Photo I-5-32. 1978 South Lebanon Conflict
Photo I-5-33. The Iran-Iraq War Troops in Trenches
Photo I-5-34. Deng Xiaoping and the Reform and Opening-up Policy (1978 - )
Photo I-5-35. Henry Kissinger, shown here with Zhou Enlai and Mao Zedong,
Photos I-6-1. Participating Female Leaders of the G20 Summit in Antalya, Turkey in Nov. 2015
Photo I-6-2. Barack Obama and Vladimir Putin at G20 in Antalya, Turkey in November 2015
Photo I-6-3. Mikhail Gorbachev (left) and Ronald Reagan (right) signing on the INF Treaty
Photo I-6-4. Brandenburg Gate in Berlin
Photos I-6-5. Leaders of the Soviet Union and Russia
Photo I-6-6. Meetings of NATO Ministers of Foreign Affairs, Brussels, Belgium, 20 May 2016
Photo I-6-7. Chai Ling speaks at the Tiananmen Square Protests, Beijing, China in 1989
Photo I-6-8. UN Peacekeepers in East Timor
Photo I-6-9. Nelson Mandela, first black African President of Republic of South Africa
Photo I-6-10. The ministers of foreign affairs of eight countries on the Iranian Nuclear Program
Photo I-5-11. Yitzhak Rabin, Bill Clinton, and Yasser Arafat at the Oslo Accords
Photo I-5-12. President George W. Bush, center, discusses the peace process
Photo I-6-13. Mexican troops during a gun battle in Michoacán, 2007
Photo I-6-14. The heads of state and government of the member states of ALBA
Photo I-6-15. North Korean Missile Test on March 7, 2017
Photo I-6-16. Obama administration officials discussing the New START Treaty at a meeting.
Figure I-6-1. Global carbon dioxide emissions by country
Photo I-6-17. The Twentieth-Century World and Beyond: An International History since 1900
Photo I-6-18. September 11 Attacks in 2001 by Islamic Terrorist Group al-Qaeda
Figure II-0-1. Real GDP per Capita (1996 dollars) & Percent Change per Year
Table II-1-1. Population by Continent (2016 estimates)
Table II-1-2. 10 Largest Populations by Country (2016 estimates)
Table II-1-3. 10 Most Densely Populated Countries (2015 estimates)
Table II-1-4. Total Population in the Last Five Centuries
Table II-1-5. UN 2012 Estimates and Medium Variant Projection (Millions)
Table II-1-6. Total Population Growth 1750-2100
Table II-1-8. Current Levels of Population Growth,
Table II-1-9. Estimated Population and Implied Growth Rate in Europe, 1750-1990
Figure II-1-3. The World Population Estimate by Development, 1800-2100
Figure II-1-4. Total Fertility Rate (FTR) versus Human Development Index (HDI)
Table II-2-8. Fertility and Mortality in Europe, 1870-1980 (Contemporary Boundaries)
Photo II-2-1. Harvesting wheat on a farm in the grain belt near Saskatoon, Saskatchewan, Canada.
Photo II-2-3. Green Tea Plantation, Boseong, Jeollanam-do, South Korea, 2010
Table II-2-1. Agricultural Production in 1913 by Country

Contents

Table II-2-2. Factor Inputs and labor Productivity in Agriculture, Selected Years
Table II-2-3. Agricultural Production by region in Europe, selected years (1913=100)
Table II-2-4. Land per Worker, and Rate of Growth in TFP by Country
Table II-2-5. Net Agricultural Production (US$ millions) (1999-2001 Prices)
Table II-2-6. Arable Land (1,000 hectares)
Table II-2-7. Active Population in Agriculture (1,000 workers)
Table II-2-8. Annual Growth Rates of Output, Inputs and TFP between 1950 and 2005
Photo II-2-4. Rice paddy, California
Photo II-2-5. A wheat harvest in Idaho, USA
Photo II-2-6. A tractor plowing a crop field from a 1921 encyclopedia
Photo II-2-7. Cotton farming on a Southern plantation in 1921
Table II-2-9. Major Agricultural Products in the United State (metric tons)
Table II-2-10. Value of 10 Major Crops Produced in the United States (US$)
Table II-2-11. Livestock and Poultry Inventory in the United States
Photo II-2-8. Modern Agriculture
Photo II-3-1. The Barrow Hematite Steel Company operated 18 Bessemer converters
Table II-3-1. Growth of Industrial Production in Europe, 1970-1914 (% per annum)
Table II-3-2. Per capita levels of Industrialization, 1870-1913 (UK in 1900 = 100)
Table II-3-3. Europe’s major producers of some Important Industrial Products
Photo II-3-2. The digitization of manufacturing will transform the way goods are made
Figure II-3-1. As manufacturing goes digital, it will change out of all recognition.
Figure II-3-2. Robotic Process Automation
Photo II-3-3. Alternative Energy Sources
Figure II-3-3. Renewable and Non-renewable Sources of Energy
Figure II-3-4. U.S. Energy Consumption by Source, 2016
Figure II-3-5. World Energy Consumption (terawatt-hour per year)
Table II-3-4. Global Petroleum Production and Consumption (Million Barrels per Day)
Photo II-4-1. Berber trade with Timbuktu, 1853
Photo II-4-2. Singapore Panorama, in the 2010s
Figure II-4-1. Globalization over 5 Centuries (1500-2011)
Figure II-4-2. Share of intra-industry trade of goods
Figure II-4-3. Volume of World Merchandise Exports (2000 = 100)
Figure II-4-4. Share of World Merchandise Trade (%)
Figure II-4-5. Number of Preferential Trade Agreements in force by country group, 1950-2010
Figure II-4-6. Growth of income and trade, data pooled across regions and period
Figure II-4-7. Change in manufacturing employment by commuting zones in the US, 1990-2007
Table II-4-1. European Real Trade
Table II-4-2. Exports plus Imports as Share of GDP (%)
Table II-4-3. Foreign Investment by England, France, and Germany, 1870-1913 (%) Table II-4-4. Destination of English, French, and German Foreign Investment, 1870-1913 (%)
Table II-4-5. European Emigration Rates by decade (per 1,000 mean population)
Photo II-4-3. The Great Depression: Mother of 7 Children
Photo II-4-4. Bases in World War II
Table II-4-6. Regional Distribution of World Trade, 1913-1937 (exports)
Table II-4-7. Change in Economic Indicators, 1929-32 (%)
Table II-4-8. The Importance of Intra-European Trade
Table II-4-9. Capital Mobility in Western Europe
Table II-4-10. Some Major Steps in Europe’s Unification
Table II-4-11. Trade Performance, by Region
Table II-4-12. Trade Performance, by Product Groups
Table II-5-1. The Sectoral Composition of Nominal GDP by Country, 2016
Contents

Photo III-4-1. Maine de Biran, an idealist philosopher (1766-1821) (Left)
Photo III-4-2. Victor Cousin (1792-1867), founder of eclecticism (Middle)
Photo II-4-3. Henri de Saint-Simon (1760-1825), Utopian socialist (Right)
Photo III-4-4. Charles Fourier (1772-1837), Utopian socialist (Left)
Photo III-4-5. Pierre-Joseph Proudhon (1809-1865), founder of mutualist philosophy (Middle)
Photo III-4-6. Auguste Comte (1798-1857), founding father of sociology (Right)
Table III-4-1. Anarchism: Theories, Theorists, and Key Activists
Photo III-5-1. Emile Durkheim (1858-1917), French Sociologist
Photo III-5-2. Henri Bergson (1859-1941), French philosopher
Photo III-6-1. Vincent van Gogh, Country road in Provence by Night, 1889
Photo III-6-3. Edmund Gustav Albrecht Husserl (1859-1938), German philosopher (Left)
Photo III-6-4. Martin Heidegger (1889-1976), German philosopher (Middle)
Photo III-6-5. Karl Jaspers (1983-69), German philosopher (Right)
Photo III-6-6. Jean-Paul Sartre (1905-80), French philosopher (Left)
Photo III-6-7. Maurice Merleau-Ponty (1908-61), French philosopher (Middle)
Photo III-6-8. Gabriel Marcel (1889-1973), French philosopher (Right)
Photo III-6-9. On the edge of Canyonlands: What is Existentialism?
Photo III-6-10. Albert Camus (1913-60), French Novelist
Photo III-7-1. Sigmund Freud (1856-1939), the founder of psychoanalysis, Austrian
Photo III-7-2. Carl Jung, Swiss psychoanalyst
Photo III-7-3. International Psychoanalytic Congress, Photograph, 1911. Freud and Jung in the center
Photo III-7-4. Psychoanalytic Theory: Sigmund Freud and Carl Jung lectures
Photo III-7-5. Pablo Picasso, 1937, Guernica, protest against Fascism Source
Figure IV-0-1. Microeconomics: A Supply-Demand Chart
Figure IV-0-2. Macroeconomics: A Business Cycle
Photo IV-1-1. A usual Chinese Farmer Painting
Photo IV-1-2. Paul Samuelson (1915-2009), an American Economist
Figure IV-1-1. Equilibrium: 1 Stable and 1 Unstable Points
Figure IV-1-2. Equilibrium: 2 Stable and 2 Unstable Points
Photo IV-1-3. Milton Friedman (1912-2006), an American Economist
Figure IV-2-1. Diminishing Marginal Rate of Substitution
Figure IV-2-2. Utility Maximization subject to Budget Constraint
Figure IV-2-3. General Equilibrium in Exchange
Figure IV-2-4. The Utility Possibility Frontier (UPF)
Figure IV-2-5. Diminishing Marginal Rate of Technical Substitution
Figure IV-2-6. The Principle of Marginal Rate of Technical Substitution
Figure IV-2-7. The Economic Region of Production
Figure IV-2-8. Edgeworth Box of Production
Figure IV-2-9. General Equilibrium – Production Possibility Frontier
Figure IV-2-10. The Pareto System – General Equilibrium
Figure IV-2-11. Production Possibility Frontier (Nation A)
Figure IV-2-12. General Equilibrium of International Trade
Figure IV-2-13. Using a Social Welfare Function to Find the Social Optimum
Figure IV-2-14. Economic Efficiency and Pareto Optimality Marginal Condition
Figure IV-3-1. Quantity Theory of Money
Table IV-3-1. Major Writers on Modern Macroeconomic Thought
Photo IV-3-1. Joseph A. Schumpeter (1883-1950)
Figure IV-3-2. Schumpeter’s Model of Economic Development
Photo IV-3-2. John Maynard Keynes (1883-1946), a British Economist
Figure IV-3-3. Interest Rate and Investment Relationship
Figure IV-3-4. IS-LM-BP Model: Perfect capital mobility – Fixed exchange

Contents

Figure IV-3-5. IS-LM-BP Model: Perfect capital mobility – Flexible exchange
Photo IV-3-3. Robert E. Lucas, Jr. (1937- ), an American Economist
Photo IV-3-4. Robert Merton Solow (1924- )
Table IV-3-2. Contents of U.S. Undergraduate Macroeconomics: An Example
Table IV-4-1. Major Writers on Econometrics and Empirical Methods in Economics
Figure IV-4-1. Basic Econometrics
Photo IV-5-1. Heterodox Economics Newsletter Issue 209
Figure IV-5-1. Social Costs of Economics
Table IV-5-1. Major Writers on Modern Heterodox Economic Thought
Table IV-5-2. Heterodox Economists (Part I)
Table IV-5-2. Heterodox Economists (Part II)
Table IV-5-3. Propositions of Austrian Economics
Photo IV-6-0-1. Project Management History
Table IV-6-0-1. History of Management Thought
Photo IV-6-II-1. Frederick Taylor (1856-1915)
Photo IV-6-II-2. Henri Fayol (1841-1925)
Photo IV-6-III-1. Elton Mayo (1880-1949)
Photo IV-6-III-2. Mary Parker Follett (1868-1933), American psychologist
Figure IV-6-III-1. Maslow’s Hierarchy of Needs
Table IV-6-III-1. Characteristics of Self-actualization
Figure IV-6-IV-1. A Systems Management
Table IV-7-0-1. Contemporary Organization Theory: Contents
Figure IV-7-I-1. A Systems Approach to Management
Figure IV-7-I-2. A Simplified Feedback Control Model
Figure IV-7-II-1. Organization in its Environment
Figure IV-7-II-2. Task or Industrial Environment - A Network of Stakeholders and Competitors
Table VI-7-II-1. Major Variables of General Environment: Domestic and Foreign
Table IV-7-II-2. General Environmental Analysis by the Geographical Scope
Table IV-7-II-3 Variables of International Environment
Figure IV-7-II-3. Framework for Assessing Environmental Uncertainty
Table IV-7-II-4. Organic vs Mechanistic Structures
Figure IV-7-II-4. Contingency Framework for Environmental Uncertain and Organizational Response
Table IV-7-II-5. Organizing Strategies for Controlling the External Environment
Table IV-7-III-1. Environmental Determinants of Organizational Goals
Table IV-7-III-2. Organizational Systems Goals
Table IV-7-III-3. The Three Phases of Strategic Management
Figure IV-7-III-1. Alternative Strategies by TOWS Matrix
Table IV-7-III-4. A Strategy Implementation Model
Figure IV-7-IV-1. The Relationship of Organization Structure
Figures IV-7-IV-2. Types of Organizational Structure
Table VI-7-IV-1. Strengths and Weaknesses of Matrix Organization Structure
Table IV-7-IV-2. Strengths and Weaknesses of Virtual Network Structure
Figure IV-7-IV-3. Hybrid organizational Structure
Table IV-7-IV-3. Characteristics of Stable-Mechanistic and Adaptive-Organic Structure
Table IV-7-IV-4. Organization Characteristics during Four Stages of Life Cycle
Table IV-7-V-1. Elements of Individual Diversity
Table IV-7-V-2. The Component of an Attitude
Table IV-7-V-3. Manor Causes of Job Satisfaction
Figure IV-7-V-1. The Basic Moods - Positive or Negative Affect
Table IV-7-V-4. OB Application of Emotion and Moods
Table IV-7-V-5. The Big Five Personality Mode
Table IV-7-V-6. Holland’s Typology of Personality and Congruent Occupation

Contents

Table IV-7-V-7. Factors Affecting Perception
Table IV-7-V-8. The Attribution Theory
Table IV-7-V-9. Common Shortcuts in Judging Others
Figure IV-7-V-2. Maslow’s Hierarchy of Needs Theory
Photo IV-7-V-1. Organizational Behavior
Table IV-7-V-10. Applications of Motivation
Table IV-7-V-11. Strength and Weakness of Group Decision-Making
Table IV-7-V-12. Group Decision-Making Technique
Table IV-7-VI-1. The Process of Human Resource Management
Table IV-7-VI-2. Workforce Planning
Table IV-7-VI-3. The Types of Workforce Analyses
Table IV-7-VI-4. Testing and Selection Process
Table IV-7-VI-5. Performance Management and Appraisal
Table IV-7-VI-6. Employee Retention, Engagement, and Career Management
Table IV-7-VIII-1. Evolution of Organizational Application of Information Technology
Figure IV-7-VIII-1. Information Systems for Decision Making and Managerial Control
Table IV-7-VIII-2. Management Control Systems
Figure IV-7-VIII-2. Exhibit: Major Perspectives of the Balanced Scorecard
Figure IV-7-VIII-3. A Strategy Map for Performance Management 1309 space
Figure IV-7-VIII-4. Two Approaches to Knowledge Management
Figure IV-7-VIII-5. An example of an ERP Network
Figure IV-7-VIII-6. Strategies of Integrating Bricks and Clicks
Table IV-7-VIII-2. The Impact if Information Technology on Organization Design
Table IV-7-IX-1. Roles of Managers (by Henry Mintzberg)
Figure IV-7-IX-1. Decision Making in Today’s Environment
Figure IV-7-IX-2. Factors Influencing Perception
Figure IV-7-IX-3. Attribution Theory
Figure IV-7-IX-4. How to Evaluate Alternatives (An Example)
Figure IV-7-IX-5. Constraints and Tradeoffs during Non-programmed Decision Making
Figure IV-7-IX-6. Choice Processes in the Carnegie Model
Figure IV-7-IX-7. The Incremental Decision Model
Table IV-7-IX-2. Decision Process when Problem Identification and Problem Solution are Uncertain
Figure IV-7-IX-8. Illustration of Independent Streams of Events
Figure IV-7-IX-9. Contingency Framework for Using Decision Models
Table IV-7-IX-3. Special Decision Circumstance
Figure IV-7-X-1. Means of Control in Organization
Figure IV-7-X-2. Use of Rational versus Political Model
Table IV-7-X-1. Tactics for Increasing Power and for Using Power
Figure IV-7-X-3. Relationships among Social Influence, Control, Power, and Politics
Photo V-0-1. IB Twentieth Century
Table V-2-1. Country Comparison between France and Germany (2012)
Table V-2-2. Country Comparison between the Soviet Union and the United States
Table V-AP-1. Jewish Religious Texts
Figure V-AP-1. Historical Chart of the Main Protestant Branches
Photo V-AP-1. Pilgrims at the Masjid al-Haram in Mecca during Hajj
## LIST OF MAPS

Map I-0-1. The Cold War 1945-1960
Map I-1-1. Colonial Empires of the World in 1914
Map I-1-2. The Imperial Expansion of Japan
Map I-1-3. Central America and Caribbean Map
Map I-1-4. The German Empire, 1871-1918
Map I-1-5. Berlin-Baghdad Railway, accessed 19 April 2017
Map I-1-6. Nation States after the Balkan War 1913
Map I-2-1. Europe, 1919: The National Boundary after World War I
Map I-2-2. Allied and Central Powers in Europe, World War I
Map I-2-3. Schlieffen Plan and German Invasion of 1914
Map I-2-4. World War I: Major Battles
Map I-2-5. Middle East: The Mandates that the League of Nations created after WWI
Map I-3-1. Revolution and Revanchism, 1917-1929
Map I-3-2. The Molotov-Ribbentrop Pact or German-Soviet Non-Aggression Pact, 1939
Map I-4-1. World War II: German Campaign Plan in Poland, 1939
Map I-4-2. World War II in Europe and Africa, 1942-45: Strategic Movements
Map I-4-3. The Partition of Germany: Consequences of World War II
Map I-4-4. Soviet expansion, change of Central-Eastern European borders
Map I-4-5. The Route of the German ship Admiral Graf Spee, December 1939
Map I-4-6. Latin America and Caribbean Islands
Map I-4-7. World War II in the Pacific, 1941-1945
Map I-5-1. Expulsion of German after 1945
Map I-5-2. European Recovery Program expenditures by country
Map I-5-3. Occupation Zone Borders in Germany, 1947 (Left)
Map I-5-4. The Occupied Sectors of Berlin (1945-1990)
Map I-5-5. Europe in the Cold War
Map I-5-6. The Cuban Missile Crisis, 1962
Map I-5-7. The Six-Day War: Israel’s Conquest of Sinai, 7-8 June 1967
Map I-5-8. The Korean War, 1950-1953
Map I-5-9. Communist state alignments in 1980
Map I-5-10. The Vietnam War, 1955-1975
Map I-5-12. The Middle East: Iran, Iraq, and Saudi Arabia
Map I-5-14. Central America and Caribbean Islands
Map I-5-16. East Asia
Map I-6-1. World Map 2105
Map I-6-2. The Countries of the Former Soviet Union
Map I-6-3. Eastern Bloc: Former Soviet Satellites
Map I-6-4. Russia and the Former Soviet Republics: The Caucasus and Central Asia
Map I-6-5. Europe in 2015
Map I-6-6. EU Free Trade Agreements
Map I-6-7. The Balkan Peninsula after the Breakup of Yugoslavia, 2008
Map I-6-8. Indonesia, Malaysia, Papua New Guinea, Australia, Singapore, and Indian Ocean
Map I-6-9. Indian Subcontinent
Map I-6-10. Sudan and the Horn of Africa
Map I-6-11. Central Africa
Map I-6-12. Geographical Regions in South Africa
Contents

Map I-6-13. Political Map of Northern Africa and the Middle East
Map I-6-14. The Gulf War: Location, 2003
Map I-6-15. Map of the Earth with a six-meter sea level rise represented in red.
Map I-6-16. Invasion of Iraq and major operations by the Coalition Forces in 2003-05
Map II-0-1. Urban Areas with at least one million inhabitants in 2006
Map II-1-1. Total Fertility Rate: Children per Woman, 2016
Map II-2-1. Density of cattle and calves by county in 2007
Map II-3-1. Major Telegraph Line in 1891
Map II-4-1. China’s Regional Development: Special Economic Zones and GDP
Map II-7-1. Historical coalfields of Western Germany, Belgium, The Netherlands and Northern France
Map II-7-2. Oil and Natural Gas Pipelines in Europe
Map V-0-1. World Powers and Empires in 1914, just before the World War I
Map V-AP-1. The Main Islamic Schools of Law of Muslim Countries or Distributions

Photo 0-0-3. Piet Mondrian, 1911, early De Stijl, accessed 15 April 2017,
https://upload.wikimedia.org/wikipedia/commons/thumb/b/b8/Gray_Tree_1911.jpg/1280px-Gray_Tree_1911.jpg
Contents

Map 0-0.1. World Economic Freedom (2015)
Accessed 15 April 2017,