[MUSIC] >> Welcome to The Power of Macroeconomics. Lecture One.
An Overview of Modern Macroeconomics. >> Hi I'm Peter Navarro and I'm here to introduce you to the power of macroeconomics, one of the most interesting, challenging and useful subjects that you can learn. At a personal level macro economics can answer questions like should I switch jobs or ask a raise? Should I buy house now or wait until next year? Should I get a variable or fixed rate mortgage?
A business and professional level, macroeconomics can also help answer questions like how much should I manufacture this month and how much inventory should I maintain? Should I invest in new plant and equipment. expand into foreign markets, or downsize my firm? Macroeconomics can help answer these questions because it arms us with a new way of thinking about the world we live and work in. Indeed this is the real power of macroeconomics. It helps us filter and sort and process all of the information we are bombarded with every day in the media. An interest rate hike here, a fallen consumer confidence there. Coffee shortage in Brazil or a drop in the Japanese ven. From the macroeconomic perspective, all of these seemingly unrelated bits of information revealed to us first patterns and trends, and ultimately courses of action which we might fruitfully follow. Or ignore at our own peril.
Let me show you what I mean with a couple of stories about two fictional people in very real situations. Jim Wells used to own a small, high tech manufacturing business that made precision components for computer games. Every July, Jim had to decide how many components to produce for the upcoming holiday season, and every year he had simply doubled his production. Since he never had any trouble moving the inventory, Jim decided to do the same thing again.

Even though it meant taking out a big term loan to finance the expansion. Unfortunately Jim's college studies in enaineerina never included a course in macroeconomics. So in making his decision, he missed some rather significant danger signs. For example, he had read in the Wall Street Journal that the Federal Reserve recently raised the bank discount rate, and sold bonds in the open market. But Jim didn't see this as contractionary monetary policy that might trigger a recession. Instead he just grumbled about the higher interest rate on his business loan. Nor did Jim see the recessionary implications of several stories on CNN a fall in consumer confidence and a slight uptick in the unemployment rate.
And even though Jim had noted a small blurb in Business Week about Japan's shift towards a more expansionary monetary policy, Jim didn't have a clue that this would cause the value of the yen to fall relative to the dollar. And give his Japanese competitors a big leg up. So Jim got caught with his proverbial pants down.
By October, the Japanese had taken over half of a market that was already shrinking fast from the onset of a recession

By Thanksgiving, Jim found himself sitting on a huge inventory that he couldn't give

away.

By December, he was unable to pay a huge loan that wouldn't go away. By June, he was bankrupt. Today,
Jim works as a consultant for one of his old Japanese competitors during the day, and studies macroeconomics in the evenings at a nearby college. He sits in the front row of class right next to Teresa Watson.
Unlike Jim, Teresa didn't go bankrupt but she came very close.
You see Teresa is a single working mother whose big dream in life is to own her own home. As the marketing director for a major corporation, Teresa earns a good salary and some years ago she had saved \$25,000 for a house down payment. After months of looking, Teresa's choice had boiled down to either a modest two bedroom condo near job in the city or her dream home, the more expensive single family house out in the valley. After talking it over with a mortgage banker, Teresa decided that the only way she could afford her dream home was to take out a variable rate mortgage. It was available at a full two percentage points below the fixed rate mortgage, and monthly mortgage payment would be several hundred dollars less, but only if interest rate stayed Sure, Teresa felt a little nervous about choosing the variable rate, but the mortgage banker told her not to worry.
Rates of been stable for over three years now and it shouldn't be any problem. Teresa failed to see, however, were numerous warning signs of growing inflationary pressures. On the demand-poll side the unemployment rate had just reached an eight year low. On the cost push side, the news was full stories about a bad cotton crop in Brazil, a worldwide drought and possible food shortages, renewed violence in the Middle East and rising oil prices. And a fall in the value of the dollar. Within two years, interest rates had climbed into the double digits, and Teresa could no longer afford her skyrocketing mortgage payments. The climb in interest rates, the economy plunged into a recession taking the real estate market down with it. For six months, Teresa tried to sell her house at the original price. But finally, facing the humiliation of foreclosure, she unloaded it for \$25,000 less than she bought it for, losing every cent of her equity. The tragedy is that both Jim and Teresa could've avoided their hardships if they had only been armed with the power of macroeconomics. Anticipating increased competition and recession,
Jim could have halved this production
rather than doubling it and he'd still be in business today. And Teresa could have either bought that less expensive condo with a fixed rate mortgage Or better yet, waited until the real estate market went soft and bought her dream house at an affordable price. Despite the enormous impact macroeconomics has on our personal and professional lives, most of us view it as a remote, complicated and indeed dismal science In fact, when I first studied macroeconomics I got guickly buried in a jumble of graphs and equations that seemingly had little relevance either to my own personal or professional life. It wasn't until I began to teach the subject that I saw that the best way to truly understand the power of macroeconomics is to teach it from an historical perspective.
This is important for at least two

reasons.
First history gives us a real world context for an otherwise abstract and

difficult subject.

Think about it. For our grandparents the hardships, pain, and uncertainty of the Great Depression were all too real and we as a nation don't ever want to repeat them.

Nor do we want to repeat the economic stagnation of the 1950s, the stagflation of the 1970s, or the so-called jobless recovery of the early 1990s.
The second reason to put macroeconomics in an historical context, is to emphasize that it is very much an evolving policy science.
Put simply, the Keynesian solutions which were used to lift us out of the Great Depression in the 1930s, or to wake us up from the economic doldrums of the 1960s Would be inappropriate in today's more sophisticated in global economy. In the remainder of this first lesson, we'll briefly define macroeconomics and then briefly define macroeconomics and then identify key policy issues.

Once we do that, we'll move right into a short macroeconomic history by first introducing so called Classical Economics.

A school of thinking that macroeconomists around the world relied heavily upon from the late 1700s, right up until the Great Depression of the 1930s. However, beginning with the Great
Depression, we will see that
the problems facing macroeconomists have
become progressively more complex over From unemployment and inflation to stagflation, stagnating income, and chronic budget and trade deficits.
We'll also see that new macroeconomic

From unemployment and inflation to stagflation, stagnating income, and chronic budget and trade deficits. We'll also see that new macroeconomic theories have emerged in response to this increasing complexity at key turning points in the world's economic history. Keynesianism in the 1930s, monetarism in the 1970s, supply side economics in the 1980s. And new Classical Economics in the the 1990s.

[MUSIC] So what is macroeconomics?
The word macro means big or large. And macroeconomics focuses on the big economic picture, specifically how the overall national economy performs. Macroeconomics is distinguished from microeconomics which deals with the behavior of individual markets and the business, consumers, investors and workers that make up the economy. The four most important policy problems in macroeconomics are inflation. unemployment, the rate of economic growth and movements in the business cycle.
Inflation is defined as an upward movement of prices from one year to the next. It is typically measured by the percentage change in price indices, such as the consumer price index, the producer price index, or the so called GDP deflator. For example, the producer price index is based on a number of important raw While the most widely used measure of inflation, the consumer price index, or CPI, is calculated by pricing a market basket of goods and services Purchased by a typical household. This market basket includes prices of food, clothing, includes prices of food, ciortining, shelter, fuel, transportation, medical care, college tuition, and other goods and services purchased for day-to-day living. Inflation has often been described as The Cruelest Tax because it eats away at our savings and at our paychecks.
For example, if the rate of inflation exceeds the rate of growth in our paycheck that means our real income or purchasing is declining even though our wages are going up.
Note, however, that not everyone loses from inflation. For example inflation net is unanticipated can benefit borrowers at the expense of lenders. How might that happen? To see how inflation can help borrowers and hurt lenders, suppose you borrow \$1,000 from a bank and promise to repay it in two years. If during that time, the price level doubles because of inflation, the \$1000 which you repay will have only half the purchasing power of the \$1000 originally borrowed. Macro Economic Problem number two is unemployment.
The unemployment rate is measured as the number of unemployed persons divided by the number of people in the labor force. In talking about employment. Economists distinguish between three kinds, frictional, cyclical and structural. Frictional unemployment is the least of the macroeconomist's worries. It occurrs as a natural part of the job seeking process as people quit their jobs just long enough to look for and find another one. Cyclical unemployment however is a much more serious problem. It occurs when the economy dips into a recession and it is this type of unemployment that microeconomists have historically spend most of their time trying to solve. However, in an increasingly technological third type of unemployment, structural unemployment has begun receiving more attention. Structural unemployment occurs when a change in technology makes someone's job obsolete. The auto worker replaced by a robot, the telephone information operator replaced by a computerized voice synthesizer.

Or the classroom teacher replaced by a video or audio tape. As we shall see, structural unemployment of the hardest kinds of unemployment to

The third major macroeconomic policy

program focuses on the rate of economic growth. The rate of economic growth is typically measured by the growth in the nation's gross domestic product, or GDP.
The GDP is defined as the market value of final goods and services produced in a country in a given year.
And economists have two ways of measuring it.

One is called the flow of cost or income approach.
The other is called the flow of product or expenditures approach.
With the flow of product or expenditures approach the gross domestic product equals consumption plus investment plus government expenditures plus expenditures by foreigners or net exports.
Where net exports are defined as the difference between total imports and total exports. In contrast, the flow of cost, or income approach, simply adds up all the income people receive each year from producing the year's output. Under this approach the gross domestic product roughly equals wages earned by workers plus rents earned by property owners plus interest received by lenders plus profits earned by In thinking about economic growth in the gross domestic product it is useful to distinguish between actual and potential GDP. Actual GDP, represents what we are producing, while potential GDP represents the maximum amount the economy can produce without causing inflation. When actual GDP is well below potential GDP, we are in the recessionary range of the economy. In contrast, when actual GDP is above potential GDP, we run the strong risk of inflation. This figure illustrates the relationship between actual and potential GDP and the unemployment rate.
In the top portion of the figure. The difference between potential GDP and actual GDP is the GDP gap.
This GDP gap measures the output the economy sacrifices because it fails to fully use its productive potential. Note, in the lower figure, that a high unemployment rate, means a large GDP gap. In thinking about economic growth, and the gross domestic product, it is also useful to distinguish between nominal GDP and real GDP. Nominal GDP is measured in actual market However, prices change over time and if we were to use nominal GDP to measure economic growth.

It would be like using a rubber yardstick. One that stretches in your hands from day to day. To address this problem, macroeconomists use real GDP. This is simply nominal GDP adjusted for inflation, and it is calculated in constant prices for a particular year, say, 1992. Moreover when we divide nominal GDP by a Real GDP, we obtain the GDP Deflator, another valuable inflation index. Real GDP is the best widely available measure of the level and growth of output in the economy and movements in Real GDP serve as the carefully monitored pulse of a nation's economy.
Closely related to the issue of economic growth and real GDP as a measure of such growth is the problem of business cycles. The term business cycle refers to the ups and downs in real GDP over several years.
While individual business cycles vary substantially in length and intensity, all display common

as illustrated in this figure.

The cycle looks like a roller coaster.
There is a peak where business activity reaches a maximum, a trough which is brought about by a recessionary downturn in total output.
And a recovery or upturn in which the economy expands towards full employment. Note that each of these phases of the cycle oscillate around a growth trend line.
A central concern of macro economist is to determine whether a recurring business cycle exists and if so, what are the forces behind it?
More importantly, both macro economists and the political leaders they may serve, want to know what macro economic policies, may be used to control or harness the business cycle.
At the same time, a central concern of businesses is to determine whether the economy is going into a contraction or

expansion.

With the right guess in business, often being the difference between a big profit and a big

That's why many businesses rely on economic forecasting services to help them plan their production and marketing efforts

[MUSIC] In dealing with economic problems such as inflation and unemployment, the federal government has a number of policy tools at his disposal. The two most important are the fiscal policy and monetary policy. Fiscal policy uses increased government expenditure, or, alternatively tax cuts to stimulate or expand the economy. Fiscal policy can also be used to contract the economy and fight inflation by reducing government expenditures Fiscal policy uses increased government expenditures, or, alternatively, tax cuts to stimulate or expand the economy.
Fiscal policy can also be used to contract the economy and fight inflation by reducing government expenditures or raising taxes.

Monetary policy, on the other hand, uses control over the money supply to achieve similar goals in both monetary and fiscal policy are often used in conjunction with one Properly practiced, macro economic policies can help create a climate of prosperity and growth. However, improperly implied macroeconomic policies can inflict the greatest of miseries and harm. In the remainder of this first lesson we will demonstrate this point by briefly outlining the historical evolution of macro economic thinking. In doing so we'll show how over time new theories like Kevnesianism, monetarism and supply-side economics have emerged to try and cope with problems that the previous theories couldn't solve Ultimately, it is only after we come to understand how macroeconomics has evolved. And how it keeps evolving over time That we will come to realize how important and relevant this subject is to everything we do. Before beginning our macroeconomic history however, let's become acquainted with one of the most important tools in macroeconomics. Aggregate supply aggregate demand analysis. The AS-AD model has its roots in classical economics and is represented in The vertical axis measures the general price level for all goods and services And the horizontal axis measures the level of real gdp.
The curve labeled AS represents the economy's aggregate supply, or how much out put the economy will produce at different price levels. Note that it slopes upwards meaning that the higher the price level the more that businesses will produce The downward sloping AD curve is the aggregate demand curve. It represents what everyone in the economy, consumers, businesses foreigners and government, would buy at different aggregate price levels Downwards slope means that as the general price level is falls consumers and businesses will increase their demand for goods and services.
Where the AS And AD curves cross, at point e, we have a macro economic equilibrium. A macroeconomic equilibrium is a combination of overall price and quantity at which neither buyers nor sellers wish to change their purchases, sales, or prices. For example, at a price level of P equals 200, the economy is out of equilibrium. Why do you think this would be? The economy is out of equilibrium because businesses want to sell quantity C, but purchasers only want to buy quantity B. At this price, goods will pile up on the and eventually firms will have to cut production and prices. This drives the economy back to equilibrium at point E. Now, let's use this aggregate supply/

aggregate

demand model, to interpret some important



events in macroeconomic history.

[MUSIC]. To begin our macroeconomic history let's start with the classical model. It dates back the late 1700s and it has its roots in the Laissez Faire writings of free market economists like Adam Smith David Ricardo, and most importantly Jean Baptist Say.
These classical economists believe that problem of unemployment was the natural part of the business cycle.
That it was self-correcting and most important, that there was no need for the government to interfere in the free market to correct it.

Between the Civil War and the roaring 20s, Americans sustained periodic booms and busts, recording no less than five official depressions. However, after every bust the economy always bounced back, exactly as the classical economists predicted.
That was true until these classical economists met their match in the Great Depression of teh 1930's. With the stockmarket crash of 1929 the economy fell into first a recession and then a deep depression.
The gross domestic product fell by almost a third, and by 1933, 25% of the work force was unemployed. At the same time, business investment virtually disappeared. From about \$16 billion in 1929, to \$1 billion by 1933. While President Herbert Hoover kept promising that prosperity was just around the And the classical economists kept waiting for what they viewed as the inevitable recovery.
Two key figures walked on to the macroeconomic stage.
Economist John Maynard Keynes, and Hoover's presidential successor, Franklin Delano Roosevelt. John Maynard Keynes, flatly rejected the classical notion of a self correcting economy.

And warned that patiently waiting for the And warned that patiently waiting for the eventual recovery was fruitless. because, in the long run, we're all dead. Keynes believed that under certain circumstances, the economy would not naturally rebound, but simply stagnate, or even worse, fall into a death spiral. To Keynes, the only way to get the economy moving again, was to prime the economic pump with increased government expenditures. Thus, the fiscal policy was born and a Keynesian prescription became the underlying, if unstated philosophy of Franklin Delano Roosevelt's New Deal. Roosevelt's ambitious public works programs in the 1930s. together with the 1940s boom of World War Were enough to lift the American economy out of the great depression and up to unparallel heights. In the early 1950s, the Keynesian prescription of large scale government expenditures worked again. This time when the heavy spending associated with the Korean War helped pull the economy out of a slump. A decade later, pure Keynesianism reached its zenith with a much heralded Kennedy tax cut of 1964. President John F Kennedy's Camelot, the Chairman of Economic Advisors, Walter Heller, popularized the term, fine tuning. And Heller firmly believed that through the careful mechanistic application of Keynesian principles. The nation's macroeconomy could be held close to full employment with minimal inflation.
1962, Heller recommended to Kennedy that

the President advocate a large tax cut to stimulate the sluggish economy. The Congress eventually agreed, and this

Keynesian tax cut helped

make the 1960s one of the most prosperous decades in America.

However, this fiscal stimulus also laid the foundation for the emergence of a new and ugly macroeconomic phenomenon known as Stagflation.

Simultaneous high inflation and high unemployment.

The stagflation problem had its roots in President Lyndon Johnson's stubbornness. In the late 1960s, against the strong advice of his economic advisors, Johnson increased his expenditures on the Vietnam War. But refused to cut spending on his great society social welfare programs.

This refusal helped spawn the virulent demand pull iflation.

[MUSIC]. The essence of Demand-Pull Inflation is too much money chasing too few goods. And that is exactly what happened when the U.S tried to finance both guns and butter both the Vietnam War and the Great Society This situation is illustrated in this figure. During war time, increased defense spending moves aggregate demand from AD to AD prime. And equilibrium output increases from E to E prime as real GEP expands. However, when real output rises far above potential output, the price level moves up sharply as well, from P to P prime. In 1972, President Richard Nixon impose price and wage controls and gained the nation a brief respite from the Johnson-era inflation. However, once the controls were lifted in 1973, inflation jumped back up to double diaits. Helped in large part by a different kind of inflation then emerging, an inflation known as cost push or supply side inflation. Cost-push, or supply-side inflation occurs when factors such as rapid increases in raw material prices or wage increases drive up production costs. This can happen as a result of so-called supply shocks, such as those experienced in the early 1970s.
During this period, such shock included failures, a worldwide drought, and a quadrupling of the world price of crude oil. This cost push situation in the 1970s is illustrated in this figure. Sharply higher oil, commodity, and labor costs increased the cost of doing business.
In the AS, AD framework the higher cost shift the AS curve up from AS to AS prime. And, the equilibrium shifts from E to E prime.

Output declines from Q to Q prime while prices rise.
This leads to the phenomenon of stagflation, recession or stagnation combined with inflation. In this situation the economy suffers the double whammy of both lower output and higher prices. Prior to the 1970s, economists didn't believe vou could even have both high inflation and high unemployment at the same time. One went up, the other had to go down. The 1970s proved economists wrong on this point and likewise exposed
Keynesian economics as being incapable of solving the new stagnation problem. Kevnesian Dilemma was simply this, using expansionary policies . to reduce unemployment simply created more inflation. While using contractionary policies to curb inflation, only deepened the recession. That meant that the traditional Keynesian tools could solve only half of the stagflation problem at any one time. And only by making the other half worse. It was this inability of Keynesian economics to cope with stagflation that set the stage for Professor Milton Friedman's, Monetarist challenge to what had become the Keynesian orthodoxy. Milton Friedman's Monetarist school argued that the problems of both inflation and recession may be traced to one thing. The rate of growth of the money supply. To the Monetarists, inflation happens when the government prints too much money, and recessions happen when it prints too little. From this Monetarist perspective, stagflation is the inevitable result of activist fiscal and

monetary

policies, that try to push the economy beyond its so-called natural rate of

unemployment.
Or, more technically, its lowest sustainable unemployment rate. This natural rate of unemployment, or LSUR, is the lowest level of unemployment that can be attained without upward pressure on inflation. Or into the Monetarist expansionary attempts to go beyond this lowest sustainable unemployment rate may result in short run spurts of growth. However, after each growth spurt, prices and wages rise, and drag the economy back to its LSUR, albeit at a higher rate of inflation. Over time these futile attempts to the economy beyond it's lowest sustainable unemployment rate lead to an upward inflationary spiral. In this situation, Monetarists believe that the only way to wring inflation and inflationary expectations out of the economy, is to have the actual unemployment rate rise above the LSUR. And that means only thing, inducing a recession.

This is at least one interpretation of what the federal reserve did beginning in 1979 under the Monetarist banner of setting monetary growth targets.

Under Chairman Paul Volcker, the Fed adopted a sharply contractionary monetary policy.

And interest rates soared to over 20%.

And interest rates soared to over 20%. Particularly hard hit were interest sensitive sectors of the economy like housing construction, automobile purchases and business investment while the Feds bitter medicine worked. Three years of hard economic times left a bitter taste in the mouths of the American

bitter taste in the mouths of the American people. Now hungry for a sweeter macroeconomic cure than either the Keynesians or Monetarists could offer.

the Keynesians or Monetarists could offer. Enter stage right, supply side economics. [MUSIC].

[MUSIC] In the 1980 presidential election, Ronald Reagan ran on a supply-side platform that to simultaneously cut taxes, increase government tax revenues and accelerate the rate of economic growth. Without inducing inflation, a very sweet macro-economic cure indeed. On the surface, the supply side approach looks very similar to the kind of Keynesian tax cut prescribed in the 1960s to stimulate a sluggish economy. However, the supply siders viewed such tax cuts from a very different behavioural perspective.
Unlike the Keynesians, they did not agree that such a tax cut would necessarily cause inflation. Instead, the supply siders believed that the American people would actually work much harder and invest much more if they
were allowed to keep more of the fruits of their labour.
The end result would be to increase the amount of goods and services our economy could actually produce by pushing out the economy's supply curve. Hence, supply-side economics.

Most important the supply siders promised that by cutting taxes, and thereby spurring rapid growth, a loss in tax
revenue from the tax cut would be more than offset by the increase in tax revenues from increased economic growth.
Thus, under supply side economics, the budget deficit would actually be reduced. Unfortunately, that didn't happen. While the economy boomed, so too did America's budget deficit. And as the budget deficit soared, America's trade deficit soared with it. The so called twin deficits deeply concerned Reagan's successor George Bush particularly after the budget deficit jumped over \$ 200 billion at the midpoint of his term in 1990 and the economy began to slide into recession. To any red blooded Keynesian, this onset of recession would have been a clear signal to engage in expansionary policy.
However, in the Bush White House, Ronald Reagan supply side advisors had been suplanted, not by Keynesians but rather, by a new breed of macroeconomic thinkers. The so called, New Classicals.
New Classical economics is based on the controversial theory of rational expectations. This theory says that if you form your expectations rationally, you will take into account all available information, including the future effects of activist fiscal and monetary policies. The idea behind rational expectations is that such activist policies might be able to fool people for a while. However, after a while people will learn experiences and then you can't fool them Central policy implication of this idea is of course profound.
Rational expectations render activist and monetary policies completely ineffective, so this should be abandoned. We'll talk more about whether this theory is good economics or not the later lesson, but it was clearly bad politics, at least for President Bush. Indeed, Bush's new classical advisors flatly rejected any Keynsesian quick fix to the deepening recession. Instead they called for more stable and systematic policies based on long term rather than a continued reliance on short sided discretionary reactions. Bush took this new classical advice.

The economy limped into the 1992 presidential election, and like Richard Nixon in 1960, Bush lost to a Democrat promising to get the economy moving again.

What is perhaps most interesting about this transition of power is that Bill Clinton actually did very little to stimulate the economy.
The mere fact however, that Clinton promised a more activist approach helped restore business and consumer confidence.
The same time congressional passage of Clinton's deficit reduction legislation in 1993 sent Wall Street a clear signal that his administration was serious about budget balance.
Together these factors helped accelerate a recovery that had already begun by the end of Bush's term.
These factors also set the stage for Clinton's remarkably easy re-election in 1996, as well as the longest economic recovery in peace-time history.
>> The next decade would not however, be anywhere near as kind or prosperous as the Shortly after George Walker Bush took office in 2001, the US economy would fall into recession while by years end, America would be hit by a 9/11 terrorist attack that would catapult the country into two expensive wars in Iraq and Afghanistan.
In that same year of 2001, China joined the World Trade Organization and began flooding America with illegally subsidized exports. Over the next ten years, the US would shutdown over 50,000 factories, lose more than \$5 million manufacturing jobs and see it's historical annual rate
of GDP growth cut by a full 2 3rds. On top of two wars in a burgeoning trade deficit, the US dentify, the osl economy would also be hit in 2007 with a massive collapse of a housing bubble and soon find itself in the worst recession since the great depression of the 1930s. To pull a nation out of recession in slow growth, the White House and Congress would orchestrate the biggest fiscal stimulus in history. While the Federal Reserve would use new monetary policy tools like quantitative easing to likewise break the record for a huge monetary stimulus. All these fiscal and monetary stimuli to little avail however, and in the 2010s macro-economists would once again find themselves in a rapidly changing global economy where traditional fiscal and monetary policy solutions were no longer working very well and where countries around the globe face deepe seated structural issues seemingly resistant to Keynesian solutions. Of course the major purpose of this introductory course in macroeconomics, is to help all us better understand the incredibly complex global economic forces now effecting both our personal and professional lives.
In the meantime, please remember that not something to memorized but rather something to conceptualize.
As you study it, think about it too,

your job and your business might just

[MUSIC]
I'm Peter Navarro from University of

depend on it.

California Irvine. [MUSIC]