



TRENDY!

**MUSKOKA WINDSURFING
WAREHOUSE OUTLET
24 RONSON DR.
(401 & MARTINGROVE)
REXDALE 249-7873**

After four years of success with a Muskoka store on Hwy 11 (fifteen minutes north of the famous Paul Weber hamburger stop) Nancy and Bruce Clark opened a Toronto store on the north side of Eglinton Ave. just west of Bathurst St. In one short year they became Ontario's largest Windsurfing specialty shop with impressive California fashions and incredible selection.

Now they have opened Canada's first Windsurfing warehouse outlet located right beside the 401 at Martin Grove. The Clarks picked up this trendy warehouse concept from their buying trips to the U.S. where warehouse outlets are the latest craze. It worked! After only six months their warehouse outlet has become the largest most successful sailboard outlet in Canada. Its success has been attributed to the superb visibility from the 401 and its ease of access along with the greatest selection of quality products at considerably lower prices. It's definitely Canada's finest surf shop.

The three stores are a real find if you're into Windsurfing, Waterskiing, Mountain Bikes, Telemark Skiing, or California sportswear along with exciting fall/winter fashions and Cruisewear.

Muskoka Windsurfing's Eglinton store has taken on a new look this winter with an extensive Telemark ski program. They have become Toronto's largest Telemark specialist with over 40 rental packages at \$25. per weekend or you can purchase the same complete package for \$299. (skis, boots, poles, bindings and safety straps). They also offer a complete array of fall/winter fashions which include a terrific selection of: Boston Trader, Get Off Your High Horse, Esprit, Generra, Gant, Britches, Woolrich, Patagonia, Cooper Cole, Skyr, Murray Merkle, Royal Robbins, Mistral, Off Shore, Ocean Pacific and an awesome collection of sunglasses including Vuarnet's (all priced better than anywhere else).

Muskoka Windsurfing's Warehouse Store provides you with easy access from the 401 via Dixon/Martin Gove, a large parking area along with a cozy and friendly atmosphere that will certainly bring you back time and time again. You won't be disappointed.

**MUSKOKA
WINDSURFING**

The New Economy

National and world models, and the information economy

By I.S.P.

The strategic political and human challenge of addressing economic promises and threats is to deal with realities and futures in a non-illusory yet visionary, holistic and complete way.

A number of recent written works reflect the tension of uncertainty on the new economy. These parallel occasional visionary explications. More often the works function as incomplete metaphors for raw and uncooked and simply unprepared interpretive political rhetoric.

Some of the recent works suggest that their contents are concerned with options on understanding, planning and managing the new economy. With few exceptions, most works, despite 'leadership and initiative' encompassing titles, are unexceptional corporate culture descriptive proposals for middle range management.

Bothwell, Grove and Albrecht develop such tactical organizational management scenarios. Stone, Trimble, Davidson and Fisher, and Byers deal with the generalities of management strategy applicable to industrialized nations as a whole. Perroux and Reiffers question and suggest changes of the traditional transnational economic management models.

In order to understand the new options, it is necessary to reconstruct, recast and rethink the frameworks of contextually interlocking national and global structures. Many of these have been frozen at vastly different and inequitable stages of growth and development.

As a first step to understanding, Trimble's *Understanding the Canadian Economy*, described by the author as a 'humble beginners guide,' is a well structured introduction. The book critically examines, arrays and defines forms of economic organization: the business unit and dynamics of equilibrium; elementary concepts of supply and demand; money and banking; income distribution; public finance; social services; labour; agriculture; international trade; and problems of economically underdeveloped countries.

The book provides a substrate and particular-to-general contextual explication of economic elements. It does not discuss 'information.' However, it cuts across political, rhetorical and other channeled 'diplomatic' explications offered for the state of the economy. Thus, the book provides a framework for the individual parts, roles and functions of the Canadian economic 'spread-sheet' and a critical global evaluation of the North-South, East-West perspective.

Instrumental tactics are watchwords of Lin Bothwell's *The Art of Leadership* personal 'organization' development book. Its sections on leadership tasks, techniques, styles and futures on 'how to guide, direct and successfully produce results' are highly instrumental checklists for 'those-who-would-be-leaders.'

It is an uninspired, pragmatic, middle-weight work with a smattering of organizational theory. The 'theory by numbers' is wrought by breaking down component parts of tasks and functions of leadership decision priorities. The actualities of leadership-qua-leadership are submerged into artificial iconic cutouts of reconstituted charisma and legitimated rationality.

Andrew S. Grove's *High Output Management* is an equally instrumental approach for achieving 'leadership' and manipulative control of others through the closely monitored definition and articulation of end products.

Organization Development by Karl Albrecht is directed at 'top management' but differs little from Grove and Bothwell. The keywords are *planned evolution, interlocking social and administrative theory and practice, productivity, performance, and problem solving assessment*. The words are different but the manipulative thrust is the same.

The concept of *Seizing the Future*, eludes the writers of this remarkably unexceptional tome. The book, edited by Alistair F.F. Davidson and Ralph Fisher, is metaphorically and structurally problematic. The fervour of the non-innovative 'management poetics' of the title of the *collective* work is in opposition to the presumed policy option goals of the *individual* essays. *Seizing the Future: Opportunities for Canada in the 1980s; Policies, Strategies, and Technology*, presents the notion of 'seizing the future' from an absolutely entrepreneurial perspective. This is a limited, non-reciprocal, uni-level vision. The so-called 'strategic' treatment of basic policy issues is essentially tactical/logistical rather than *strategic*. The book presents an array of separate rather than an integrated synthesis of wholistic 'strategy' options.

Davidson and Fisher and their co-author acolytes very greatly admire and propose *imitative strategies* for programs-that-have-worked in other countries. They propose the import of ideation, or preset models rather than context environment specific strategy. Some sections are quite incomprehensible and appear as random lists for 'about to be developed ideas.' "[Opportunities in] Telecommunications" appears to have no structure whatever: the essay offers no balanced picture of the state of 'telecommunications' information economies in Canada.

As a whole the work is time limited, short-sighted and model bound. It is a pathetic attempt at entry to membership into the 'big bad wolf' pack of the corporate culture club.

The 'International Strategic Environment' section of *The Canadian Strategic Review* edited by York's R.B. Byers contains the essay "Industrial Strategy" by Leyton-Brown and MacDonald. It presents an immediate past-present historical summary and general precursor to subsequent ministerial re-alignments and co-located restructured twinning and later tri-located and tripling of federal departments concerned with economic development.

The Ministry of State for Science and Technology (MOSST) was co-located and restructured within the Ministry of State for Economic Development under Donald Johnston (July 1983); subsequently PM John Turner tri-located MOSST (June 1984) with the Department of Communications and Department of Regional Economic Expansion under Edward Lumley's industry ministry brief. These 'futures' were referred to in the essay and directly oriented to strategic government reevaluation of Canadian industrial and economic information action plans.

With the September 1984 change of government, Cabinet and Ministerial expansion steps were deconstructively combined with 'new' directions such as downgrading of the Foreign Investment Review Agency (renamed 'Investment Canada' by the administration of PM Brian Mulroney) as instruments of a new Canadian industrial strategy and economic agenda.

The value of *The Canadian Strategic Review* is in its overall global perspective. In contradistinction with the Davidson/Fisher book, concerned with *separate* issues from a *market* tactical perspective, Byers' work is an *integrated* and multiple level triangulated vision of issues which are contrastively related and cross-impacted with one another. By further example, the Canadian global commitment to a New World Economic Order—North-South crisis management, or 'the management of change . . . crises . . . which change can represent'—is correctly described in Arn/MacDonald's "North-South Relations" as 'moved by justice, common sense and [informed] self interest' to advance Canada [as a neutral broker] and to resolve economic discrepancies and global instabilities. The Arn/MacDonald essay reflects Canada's historically sympathetic and strategic posture to the information and technology diffusion aspects of the New World Economic Order and to new concepts of economic development such as those proposed by Francois Perroux.

The Canadian and world economies are at vital stages of interdependent co-evolution and growth. For reasons of immediate expedience, partial short term tactics may serve to mask the need for long term integrated strategies. In this respect, Michael Wilson, Minister of Finance, announced an *Agenda for Economic Renewal* (November 8, 1984): the general thrust was deregulatory marketplace equilibrium orientation with cuts in spending (3.5\$B) for a number of programs including *Research and Development* (116\$M)—lesser cuts in *culture communications, and information*—and fiscal regime incentive investment increases for *energy* and other sectors (4.2\$B). [These are presumably to counter anticipated—yet strangely *officially* 'unexpected'—deficits (34.9\$B and 37.1\$B for 1984 and 1985 respectively.)

The success of the Wilson *Agenda*, as with the options suggested in the previous works, must be judged by the degree of overall felicity and concordance with reality. The non-specifics of the *Agenda* have a crisis management reactionary reductionist quality.

Must be left unsaid for further 'leadership management study and development.' The suggestions made share many of the instrumental choice characteristics of Bothwell, Grove and Albrecht, and the 'fuzzy set' corporate vs. human value propositions of Davidson and Fisher.

The first step in depth economic strategy is to understand, to know, and thereby to have control over what is to come. For a country, the answer to the question 'what is the state of the nation?' should lead to strategic understanding of the patrimony of national resources and an agenda for their *full* development. The strategic reward of interactive knowledge reaps the harvest of authentic understanding versus the beguilement and poverty of illusion.

Strategies for national and global interactive impacting economies must contextually and *holistically* address pragmatic and realistic options rather than selectively opting out with expedient non-visionary problem avoidance and non-option, non-issue rhetorical generality fantasy escape realities.

International economic concerns lead to questions regarding the interdependence of trade and the structures and market arrangements established to deal with formularies of changing rules and shifting macro and micro contexts. On Multilateral levels these include treaties

and agreements, co-ordinative forums, consulting and international organizations such as the International Monetary Fund (IMF:1945); General Agreement on Tariffs and Trade (GATT:1947); Treaty of Rome/European Economic Community (EEC:1957); Organization for Economic Cooperation and Development (OECD:1960); United Nations Conference on Trade and Development (UNCTAD:1964). Canada is a member or special status (EEC) participant in all the above.

In this regard, in terms of diplomatic 'interpretive grounding,' *The OECD Economic Outlook July 1984*, trends and prospects report—in fulfillment of its mandate 'to foster highest sustainable economic growth, financial stability and non-discriminatory expansion of its 24 member and non-member countries'—reports 'favourably' on the outlook for achieving 'durable growth' within the OECD over the next 18 month period.

Phrases such as 'real US growth strong . . . accelerated inflation . . . serious risk to sustained recovery . . . persistent slack in labour markets . . . unlikely resurgence of wage pressures' are consistent with 'official discourse poetic explanations' on a national level. Global official discourse takes the form of 'those with a large stock of foreign debt are importantly affected by recent increases . . . in interest rates.' Imbalance adjustment impact phrases diplomatically describe 'unemployment as still high' and cite anticipatory labour fall-out statistics for Canada.

Thus, the recent Canadian Wilson *Agenda* fiscal statistics—2.4 percent GNP, 10.9 percent unemployment (for 1985)—are not out of keeping with the 'Canada Key Features and Trends' of 3 percent GNP, 11 percent unemployment (for 1985) cited by the OECD document (7 June/July 1984). Even with the OECD disclaimer that 'the assessments given of countries prospects do not necessarily correspond to those of national authorities concerned,' these statistics are concordant with one another despite recent national government 'interpretive official rhetoric' to the contrary.

The *Economic Agenda* is of course merely a blueprint for an 'official posture.' OECD documents supply 'diplomatic' external trend analysis critique measures of such statements.

Frank Stone's historical depth analysis for the growth and future of trade, tariffs, rules, modes and contexts of international market interaction is a comprehensive commentary on the multi-lateral trade system. In *Canada, the Gatt and the International Trade System*, Stone's examination is structured in four parts: (1) the ongoing process; (2) progress made in reducing trade barriers; (3) rule making, policies and frameworks; (4) resolution of disparities. He covers early Canada, US and British trade relations, preferences, post-war structures, recent regional trade groups and arrangements up to the co-ordinative functions of the GATT and the 'stabilizing' function of the OECD. Stone's exhaustively detailed work builds the neutral ground to understanding the rationale for new economic models, plans and strategies.

Francois Perroux' *A New Concept of Development* deals on a universal level with the 'contradiction and paradox of the desire for progress and the mistrust of its consequences.' In this respect the work presents reality option critique scenarios to the global problematique described in *Transnational Corporations and Endogenous Development*, by Jean-Louis Reiffers et al. Reiffers book is grounded in world wide case studies on transnational corporations dominating effect on culture, communications, education, science and technology.

Cultural Autonomy in Global Communication by Cees J. Hamelink is a parallel work to that of Reiffers. Hamelink presents a powerful analysis of 'selective criticisms' made

cont'd on page 22