

meetings play in today's society, and not merely in the realm of politics? (p. 809, in the section The Authoritarian and Totalitarian States)

6. "The Formation of Collective Farms": What is a collective farm, and how was it created? What was the reason that Stalin ordered the collectivization of agriculture? What traditions of Russian life and character did this novel unit of agricultural production attack? What social and economic costs were involved in the formation of the collectives? Were the collective farms successful? Why, or why not? (p. 814, in the section The Authoritarian and Totalitarian States)

7. "Spain Divided: A View from Barcelona": Does he make any distinction between Anarchist and Communist? Why or why not? Why did he feel compelled to join the fight when he didn't go to Spain to do so? In what does he notice the revolutionaries acting as tyrannical? How did society look and function under this new revolution? How does he balance his critiques and praises? Does his account seem objective? Would you want to live in such a society? (p. 816, in the section The Authoritarian and Totalitarian States)

8. "Hesse and the Unconscious": How might the German Nazis have capitalized on the psychic uncertainties and confusion among ordinary people that Hesse describes here afflicting a central character in one of the author's most popular novels? What are the political dangers inherent in a populace comprised of too many people vulnerable to the problems of Hesse's literary character? Why was Hesse popular among young Germans in the aftermath of World War I and young Americans in the counter-culture of the 1960s? (p. 823, in the section Cultural and Intellectual Trends in the Interwar Years)

## CHAPTER OUTLINE

### An Uncertain Peace

- I. The Impact of World War I
  - A. Undermined the idea of progress
  - B. Erection of war memorials
  - C. The lost generation: extreme violence becomes a social reality
  - D. Many veterans become active in new political movements
- II. The Search for Security:
  - A. The weaknesses of the League of Nations
  - B. The French Policy of Coercion (1919 – 1924)
    1. desire for strict enforcement the Treaty of Versailles
    2. Allied Reparations Commission, April 1921 \$33 billion paid in annual installments of one billion gold marks
    3. Germany unable to pay in 1922 leads to French occupation of the Ruhr Valley
    4. German mark fall to 4.2 trillion to \$1, end of November 1923
    5. after Hitler's Beer Hall Putsch, new attempts at conciliation
  - C. The Hopeful Years (1924 – 1929)
    1. new French government and Germany stabilization of currency

- 2. Dawes Plan, 1924, reduces reparations and provides American loan
- D. The Spirit of Locarno
  - 1. Treaty of Locarno guarantees Germany's western borders
  - 2. Germany invited to League of Nations in 1926
- E. Coexistence with Soviet Russia
- III. The Great Depression
  - A. Causes
    - 1. problems in domestic economies and international financial crisis
    - 2. crash of the American stock market, October 1929, affects European markets
  - B. Unemployment
  - C. Social and Political Repercussions
    - 1. women take on low-paying jobs
    - 2. many men out of work, especially young men
    - 3. governments increase control of economy
    - 4. renewed interest in Marxism
    - 5. rise of fascism

The Democratic States in the West

- I. Great Britain
  - A. Period of painful readjustment after World War I
  - B. First Labour Prime Minister: Ramsay MacDonald
  - C. Conservatives under Stanley Baldwin guide recovery 1925-1929
  - D. Labour Party failed to solve problems 1929-1931
  - E. "National Government" coalition claimed credit for surviving depression
  - F. John Maynard Keynes (1883-1946): public works financed through deficit spending
- II. France
  - A. Was the strongest power in Europe after WWI
  - B. Raymond Poincaré's National Bloc government voted out in 1924
  - C. Cartel of the Left fails in 1926, and Poincaré returns
  - D. 1936: Popular Front resists fascism (Léon Blum, prime minister) but fail to solve problems of depression
- III. The Scandinavian States
- IV. The United States
- V. European States and the World: The Colonial Empires
  - A. Rising tide of unrest in Asia and Africa
  - B. The Middle East: division of Ottoman Empire and rise of Turkey
  - C. India: Mohandas Gandhi (1869 – 1948) and Civil Disobedience
  - D. Africa
    - 1. Britain and France awarded German colonies
    - 2. Protest movements led by a new generation of European-educated leaders

The Authoritarian and Totalitarian States

- I. The Retreat from Democracy
  - A. Conditions in Europe
    - 1. divisions along class and gender lines
    - 2. Great Depression deepens conflict

- B. Origins of Totalitarianism
  1. precedent set by total war
  2. use of mass propaganda techniques
  3. high speed communication
  4. led by single leader and single party
  5. transcends political labels
- II. Fascist Italy
  - A. Impact of World War I: Italians angry over failure to receive territory
  - B. The Birth of Fascism
    1. Benito Mussolini (1883-1945) leads Fascio di Combattimento (League of Combat), 1919
    2. growth of the socialist party
    3. Mussolini uses anticommunism, antistrike activity, and nationalist rhetoric combined with the brute force of the Squadristi
    4. march on Rome, 1922
    5. Mussolini appointed prime minister, October 29, 1922
- III. Mussolini and the Italian Fascist State
  - A. Fascist Government elected through force and manipulation
  - B. All other parties outlawed, 1926 – Fascist dictatorship established
  - C. Mussolini views Fascist state as totalitarian
  - D. Attempt to mold fascists into a single-minded community (Young Fascists); hoped to create a new Italian
  - E. Family is the pillar of the state; women are homemakers and baby producers
  - F. Never achieves the degree of totalitarianism like Germany or Soviet Union
  - G. Lateran Accords, February 1929, creates Vatican City
- IV. Hitler and Nazi Germany
  - A. Weimar Germany
    1. suffers from uprisings; cannot change basic governmental structure
    2. never controls the army
    3. serious economic difficulties, including the Great Depression
  - B. The Emergence of Adolf Hitler
    1. Adolf Hitler (1889-1945): anti-Semite and extreme German nationalist
    2. fights in World War I and later enters politics
  - C. The Rise of the Nazis
    1. German Workers' Party renamed National Socialist German Workers' Party (NSDAP), 1921
    2. develops into a mass political movement
    3. Sturmabteilung (SA), Storm Troops
    4. Munich Beer Hall Putsch, November 1923
    5. Hitler imprisoned: writes Mein Kampf, (My Struggle)
  - D. Hitler's New Tactics
    1. decides to use constitutional means to gain power
    2. reorganization of the party: follow Führerrinzip
    3. development of national party organization and urban strategy
  - E. The Nazi Seizure of Power
    1. Nazi party largest in the Reichstag after 1932 election

2. support from right-wing elites; think they can control Hitler
  3. becomes chancellor, January 30, 1933
  4. Reichstag fire, February 27, 1933, leads to Hitler taking emergency power
  5. successes in 1933 election leads to Enabling Act
  6. Gleichschaltung, coordination of all institutions under Nazi control
  7. President Paul von Hindenburg dies, August 2, 1934; Hitler becomes sole ruler of Germany
- F. The Nazi State (1933-1939)
1. Parliamentary republic dismantled
  2. mass demonstrations and spectacles to create collective fellowship
  3. constant rivalry makes Hitler the decision-maker
  4. economics and the drop in unemployment: Hitler claims credit
  5. Heinrich Himmler and the SS: Hitler's personal bodyguard
  6. churches, schools, and universities brought under Nazi control
  7. Aryan Racial State: Nuremberg laws, September 1935
    - a. Kristallnacht, November 9-10, 1938
    - b. restrictions on Jews
- V. The Soviet Union
- A. The New Economic Policy
1. modified capitalism
  2. Union of Socialist Republics established, 1922
- B. The Struggle for Power
1. Lenin suffers strokes, (1922-1924)
  2. ideological division: Leon Trotsky vs. Joseph Stalin
  3. Stalin uses post as general secretary to gain complete control
- C. The Stalinist Era (1929-1939)
1. First Five Year Plan, 1928 emphasizes industry
  2. social and political costs are enormous: stressed need for sacrifice
  3. rapid collectivization of agriculture and artificially created famines
  4. purges and labor camps strengthen political control
  5. reversed liberal social legislation for women
  6. positive attribute: education
- VI. Authoritarianism in Eastern Europe
- A. Conservative Authoritarian Governments limit participation of the masses
- B. Eastern Europe after WWI
1. Austria, Poland, Czechoslovakia, and Yugoslavia adopted parliamentary systems
  2. Romania and Bulgaria gained new parliamentary constitutions
  3. Greece became a republic
  4. Hungary parliamentary in form; controlled by landed aristocrats
- C. Problems lead to authoritarianism
1. little or no tradition of liberalism and parliamentary form
  2. rural and agrarian society
  3. ethnic conflicts
- D. Only Czechoslovakia maintains political democracy

## VII. Dictatorship in the Iberian Peninsula

- A. General Miguel Primo de Rivera's political dictatorship falls to the Popular Front, which is then challenged by General Francisco Franco
- B. The Spanish Civil War
  - 1. ~~Republicans and the Popular Front vs. General Francisco Franco and the Nationalists~~
  - 2. foreign intervention complicates issues ("dress rehearsal" for WWII)
  - 3. Franco emerges victorious (March 28, 1939)
- C. The Franco Regime: Traditional, conservative dictatorship
- D. Portugal: Antonio Salazar controls government 1926-1966

## The Expansion of Mass Culture and Mass Leisure

## I. Radio and Movies

- A. Revolution in mass communication
- B. First radio broadcast: Nellie Melba, June 16, 1920
- C. Movies: ~~Quo Vadis~~; Birth of a Nation released pre-WWI
- D. Immediate shared experience: stars became subjects of adoration
- E. Used for political purposes
  - 1. Nazis encourage radio listening by producing cheap radios
  - 2. film with political messages: Triumph of the Will, 1934

## II. Mass Leisure

- A. Sports
- B. Tourism: civilian air travel, colonial spas
- C. Organized Mass Leisure in Italy and Germany
  - 1. Dopolavoro in Italy
  - 2. Kraft durch Freude in Germany

## Cultural and Intellectual Trends in the Interwar Years

## I. Prewar avant-garde culture becomes acceptable

- A. Political, economic, and social insecurities
- B. Radical changes in women's styles
- C. Theodor van de Velde, Ideal Marriage: Its Physiology and Technique

## II. Nightmares and New Visions: Art and Music

- A. Abstract painting; fascination with the absurd
- B. German Expressionism: George Grosz (1893-1958) and Otto Dix (1891-1959)
- C. The Dada Movement
  - 1. attempted to enshrine the purposelessness of life
  - 2. 1918 Dada Manifesto in Berlin
  - 3. Tristan Tzara (1896-1945) and Hannah Höch
- D. Surrealism: Salvador Dali (1904-1989)
- E. Functionalism in Modern Architecture: Bauhaus School in Germany
- F. A Popular Audience:
  - 1. Kurt Weill, The Threepenny Opera
  - 2. many traditionalists denounce the modern art movement
- G. Art in Totalitarian Regimes: inculcates social values; very uniform
- H. A New Style in Music: Arnold Schönberg (1874 - 1951) abandons tonality

- III. The Search for the Unconscious in Literature
  - A. James Joyce (1882-1941), *Ulysses* (stream of consciousness)
  - B. Virginia Woolf (1882-1942) and the Bloomsbury Circle
  - C. Hermann Hesse (1877-1962), *Steppenwolf* (impact of Carl Jung)
- IV. The Unconscious in Psychology: Carl Jung
  - A. Impact of Freud more significant in the 1920s
  - B. Jung (1856-1961) diverges from Freud
  - C. Idea of the collective unconscious
- V. The "Heroic Age of Physics"
  - A. Laid foundation for atomic bomb
  - B. Ernest Rutherford (1871-1937), atom could be split
  - C. Werner Heisenberg (1901-1976), "uncertainty principle"

## GLOSSARY

**Authoritarian state:** a state that has a dictatorial government and some other trappings of a totalitarian state, but does not demand that the masses be actively involved in the regime's goals as totalitarian states do.

**Collective farms:** large farms created in the Soviet Union by Stalin by combining many small holdings into one large farm worked by the peasants under government supervision.

**Dadaism:** absurdist art movement of the interwar years.

**Fascism:** an ideology or movement that exalts the nation above the individual and calls for a centralized government with a dictatorial leader, economic and social regimentation, and forcible suppression of opposition; in particular, the ideology of Mussolini's Fascist regime in Italy.

**Functionalism:** movement in modern architecture; based on the idea that buildings should be use and fulfill the purpose for which they were intended.

**Lebensraum:** "living space." The doctrine, adopted by Hitler, that a nation's power depends on the amount of land it occupies; thus, a nation must expand to be strong.

**New Economic Policy:** a modified version of the old capitalist system introduced in the Soviet Union by Lenin in 1921 to revive the economy after the ravages of the civil war and war communism.

**Propaganda:** the use of images, film, etc. to manipulate entire populations into following a political party or idea.

**Squadristi:** bands of fascists who attacked Socialists in the early 1920s in Italy.

**Surrealism:** artistic movement that sought reality beyond the material world and explored the unconscious; works often portrayed fantasies, dreams and nightmares

4. “Heinrich Himmler: ‘We Had the Moral Right’”: How does Himmler justify the Holocaust in his speech to leaders of the SS? Why does he suggest the Jews should be targeted? Where are the flaws in his argument, and how does it demonstrate the danger of ideological rigidity? (p. 849, in the section, The New Order)

5. “The Bombing of Civilians”: What common elements do you find in these different descriptions of bombing raids? What do the three accounts suggest about the progression of bombing destructiveness as the war progressed? What effect did aerial bombing of cities and civilians have on the nature of modern warfare? (p. 853, in the section The Home Front)

6. “Emergence of the Cold War: Churchill and Stalin”: In what ways do Churchill’s statement and Stalin’s response reveal the divisions in the Western world that initiated the Cold War? What do they indicate about why each side objected to the policies of the other? In what ways do the two statements reflect each side’s misunderstanding of the other? (p. 859, in the section-Aftermath of the War)

## CHAPTER OUTLINE

### Prelude to War: 1933-1939

#### I. The Role of Hitler

- A. World War II began in the mind of Adolf Hitler
  1. believed that the Aryans should create a great civilization
  2. Aryans threatened by the Slavs, who are inferior
  3. Germany needs more land to support a larger population
- B. Believed that the Russian Revolution created the conditions for German expansion; Germany must prepare for war with the Soviet Union

#### II. The “Diplomatic Revolution” (1933-1936)

- A. Hitler wanted to convince others that his intentions were peaceful
- B. German Rearmament prompts policy of appeasement
- C. Occupation of the Rhineland
  1. troops into the demilitarized Rhineland, March 7, 1936
  2. reinforced Hitler’s convictions that Britain and France would not act
- D. New Alliances
  1. Rome-Berlin Axis, October 1936
  2. Anti-Comintern Pact between Germany and Japan, November 1936

#### III. The Path to War (1937-1939)

- A. Ongoing Rearmament
  1. planning for Blitzkrieg
  2. construction of Luftwaffe and panzer divisions
  3. naval rearmament after Anglo-German Naval Pact of 1935
- B. Union with Austria: annexation carried out “legally” so no interference from Britain or France
- C. Czechoslovakia
  1. Hitler demands the cession of the Sudetenland, September 15, 1938
  2. Munich Conference, September 29, 1938: high point of appeasement
  3. Hitler occupies Czechoslovakia

- D. Poland
  1. Hitler demands Danzig; British offer to protect Poland
  2. Britain and France begin to negotiate with Stalin
  3. Hitler's non-aggression pact with the Soviet Union, August 23, 1939
  4. invasion of Poland, September 1, 1939
  5. Britain and France declare war on Germany, September 3, 1939
- IV. The Path to War in Asia
  - A. Japan's Rise to World Power Status
    1. defeat of China (1895) and Russia (1905)
    2. by 1933, Japanese Empire included: Korea, Formosa, Manchuria, and the Marshall, Caroline, and Mariana Islands
  - B. Internal Tensions in Japan
    1. population growth
    2. impact of trade barriers
    3. rise of militarist government
  - C. Japanese Goals in East Asia
    1. September 1931: Japanese conquest of Manchuria
    2. Japan targeted China first
    3. Rape of Nanjing
    4. cooperation with Germany in the late 1930s
    5. shift of attention to Southeast Asia in the late 1930s

The Course of World War II

- I. Victory and Stalemate
  - A. Blitzkrieg (lightning war) in Poland ends in division between Germany and the USSR on September 28, 1939
  - B. Hitler's Attack in the West
    1. "Phony War", winter 1939-1940; French placated by the Maginot Line
    2. Germany resumes offensive, April 9, 1939, against Denmark and Norway
    3. attack on Netherlands, Belgium, and France, May 10, 1940
    4. invasion of France through Luxembourg and the Ardennes traps French at Dunkirk; evacuated by the British in a heroic effort
    5. surrender of France, June 22, 1940
    6. Vichy France under WWI hero Marshal Henri Pétain (1856-1951)
  - C. The Problem of Britain
    1. Winston Churchill (1874-1965) becomes prime minister
    2. German Luftwaffe launches air offensive, but British radar and code breakers hold them off
    3. Germany loses Battle of Britain by September 1940
    4. German Mediterranean strategy never fully realized
  - D. Invasion of the Soviet Union
    1. initial gains halted by early winter and unexpected Soviet resistance
    2. morale breaks down and weakens army
- II. The War in Asia: Attack on Pearl Harbor brings US into the war (Dec 1941)
- III. The Turning Point of the War (1942-1943)
  - A. Entry of United States into the war critical to Allied victory
  - B. The Grand Alliance



1. defeat of Germany the first priority
  2. military aid to Russia and Britain
  3. allies ignore political differences, agreeing on unconditional surrender
- C. The Course of the War (1942-1943)
1. German success in 1942 in Africa and Soviet Union
  2. Allies invade North Africa, November 1942, victory in May 1943
- D. Battle of Stalingrad
1. November 1942-February 1943
  2. Stalin: "Not a Step Back" leads to street-by-street conflict
  3. winter privations and Soviet attacks force Germans to surrender
- E. Battle of Midway: June 4, 1942

#### IV. The Last Years of the War

- A. The Fall of Italy: the "soft underbelly" of Europe
1. invasion of Sicily, 1943
  2. invasion of Italy, September 1943
  3. Rome falls June 4, 1944
- B. Allied Advances in the West
1. D-Day invasion of France, June 6, 1944
  2. liberated Paris by the end of August
  3. Battle of the Bulge is a last-ditch effort
- C. Soviet Offensive in the East
1. Tank Battle of Kursk, July 5-12, 1943: Germans lose 18 of their best panzer divisions
  2. Russians enter Berlin, April 1945
  3. Hitler's suicide, April 30, 1945
  4. surrender of Germany, May 7, 1945
- D. Defeat of Japan after bombing of Hiroshima and Nagasaki

#### The New Order

##### I. The Nazi Empire

- A. Nazi occupied Europe was organized in two ways
1. some areas annexed and made into German provinces
  2. most areas occupied and administered by Germans (inefficient)
- B. Racial considerations in the Nazi New Order: "Aryans" are given better treatment than inferior "Latins"
- C. Plans for an Aryan Racial Empire
1. resettlement plans of the East: Poles replaced by Germans
  2. if carried out, plan involved destruction of 30 million Slavs
- D. Economic Exploitation: seizure of raw materials, machines, and food
- E. Use of Foreign Workers: forced labor creates economic chaos

##### II. Resistance Movements

- A. Resistance movements in Nazi-occupied Europe
1. Free French under Charles de Gaulle
  2. Tito in Yugoslavia
  3. women participated in resistance

##### B. Resistance in Germany

1. limited resistance: White Rose

- 2. mostly crushed by the Gestapo
- 3. plots against Hitler fail
- IV. The Holocaust
  - A. Early Nazi Policy: focused on emigration
  - B. The SS and the Einsatzgruppen
    - 1. The Final Solution administered by Reinhard Heydrich (1904-1942)
    - 2. Einsatzgruppen as mobile killing units
  - C. The Death Camps
  - D. The Other Holocaust
    - 1. death of 9 - 10 million people beyond the 5 - 6 million Jews
    - 2. 40 percent of European Gypsies, as well as Slavs, homosexuals, and others
- V. The New Order in Asia
  - A. Great East Asia Co-Prosperity Sphere
  - B. "Asia for the Asians"
  - C. Power in the hands of Japanese military
  - D. Little respect for local populations

The Home Front

- I. The Mobilization of Peoples
  - A. Great Britain
    - 1. more complete mobilization than its allies or Germany
    - 2. efforts to solve food shortage: "Dig for Victory"
    - 3. planned economy
  - B. The Soviet Union
    - 1. enormous losses, 2 of every 5 killed in World War II were Russians
    - 2. Stalin creates system of "supercentralization"
    - 3. another industrial revolution for the Soviet Union
    - 4. Soviet women play a major role; peasants bear enormous burdens
    - 5. total mobilization produces victory
  - C. The United States
  - D. Germany
    - 1. continued production of consumer goods first two years of the war
    - 2. Blitzkrieg and then plunder conquered countries
    - 3. Albert Speer and armaments production starting in 1942
    - 4. total mobilization of the economy, 1944
    - 5. women increasingly involved as the war progresses
  - E. Japan
- II. Frontline Civilians: The Bombing of Cities
  - A. Luftwaffe Attacks: Londoners set the standard by refusing to panic
  - B. Allies begin bombing raids on German cities under Arthur Harris
  - C. American daytime bombing raids: Hamburg; Dresden
  - D. Success or failure of bombing raids: destroys cities but not morale
  - E. The Bombing of Japan: The Atomic Bomb
- III. The Costs of World War II
  - A. The numbers: casualties and "displaced persons"
  - B. Physical destruction

## IV. The Allied War Conferences

- A. End of World War II marks beginning of Cold War
- B. The Conference at Teheran
  - 1. Big Three decide future course of the war
  - 2. plan invasion of the continent for 1944
  - 3. agreement for the partition of postwar Germany
- C. Conference at Yalta, February 1945
  - 1. "Declaration on Liberated Europe"
  - 2. Soviet military assistance for the war against Japan
  - 3. creation of a United Nations
  - 4. German unconditional surrender
  - 5. free elections in Eastern Europe
- D. Intensifying Differences
  - 1. only common aim was defeat of Nazism
  - 2. Americans concerned over Soviet control of eastern Europe
- E. The Potsdam Conference
  - 1. July 1945 conference begins under a cloud of mistrust
  - 2. Truman replaces Roosevelt; overconfidence due to atomic bomb
  - 3. developments in eastern Europe cannot be stopped without war

## V. The Emergence of the Cold War: Mutual mistrust and ideological conflict

## GLOSSARY

**Appeasement:** the policy, followed by the European nations in the 1930s, of accepting Hitler's annexation of Austria and Czechoslovakia in the belief that meeting his demands would assure peace and stability.

**Blitzkrieg:** "lightning war." A war conducted with great speed and force, as in Germany's advance at the beginning of World War II.

**Cold War:** the ideological conflict between the Soviet Union and the United States after World War II.

**Final Solution:** the physical extermination of the Jewish people by the Nazis during World War II.

**Nazi New Order:** the Nazis' plan for their conquered territories; included the extermination of Jews and others considered inferior, ruthless exploitation of resources, German colonization in the east, and the use of Poles, Russians, and Ukrainians as slave labor.

**Panzer Division:** a German division consisting of about 300 tanks with accompanying forces and supplies; essential for Blitzkrieg.

**Unconditional surrender:** complete, unqualified surrender of a belligerent nation.

## SUGGESTED INTERNET RESOURCES

### **BBC History: World War II**

<http://www.bbc.co.uk/history/worldwars/wwtwo/>

### **Holocaust Memorial Museum**

<http://www.ushmm.org/information/exhibitions>

### **Holocaust Resources at the NY Museum of Tolerance:**

[http://www.museumoftolerance.com/site/c.tmL6KfNVLtH/b.5052467/k.4B6/Holocaust\\_Resources.htm](http://www.museumoftolerance.com/site/c.tmL6KfNVLtH/b.5052467/k.4B6/Holocaust_Resources.htm)

### **The National World War II Museum**

<http://nationalww2museum.org/>

### **The Winston Churchill Home Page:**

<http://www.winstonchurchill.org>

A site with many of the British war leader's finest speeches online—see the subsection “For Educators” at this site for documents and lesson plans.

### **World War Two: Online Archives:**

<http://digitalcollections.smu.edu/all/cul/hgp/>

This website, hosted by the SMU Central Library, contains a broad selection of relevant documents and images distributed by the U.S. Government Printing Office during the Second World War.

## SUGGESTED VIDEO RESOURCES

**America and the Holocaust: Deceit and Indifference**, PBS, (90 minutes)

**The Holocaust: In Memory of Millions**. Bethesda: Discovery Communications, 1994. (120 minutes)

**Schindler's List**, Universal Pictures, 1993. (195 minutes)

**Stalingrad**, A&E, 2006. (43 minutes)

**WWII: The Lost Color Archives**. The History Channel, 2000. (120 minutes)

**Yalta: Peace, Power, and Betrayal**, PBS, (60 minutes)