Preface

**Major Problems** refers to the required text *Major Problems in American Business History*. The list of readings for each week includes the page numbers of the individual readings in parentheses. Note that the reading lists are long but that many of the primary sources are very short; overall, the reading load is moderate—which means that you are expected to do all of it before each section meeting. Although the editors' introductions to each chapter and set of documents in *Major Problems* are not listed below, *always be sure to read them*; they offer useful context in which to situate the documents and essays. Other readings will be available on Learn@UW.

Lecture topics and, within reason, assigned readings may be subject to change.

The dates on which the three writing assignments will be handed out and are due are indicated below.

**Schedule of Lectures, Sections, and Readings**

### Sept. 2 (Th) Lecture – Introductions

A reading assignment for discussion in lecture on Tuesday is available on Learn@UW (see Sept. 7 for details).

Required introductory reading: *A Pocket Guide to Writing in History*, chs. 1-4 (1-65). This will serve as an orientation for students who have not taken a history course recently and as a refresher for history majors.

Optional reading: *Major Problems*, Preface and ch. 1

SECTIONS will not meet today.

### Week of September 7-9

**Sept. 7 (T) Lecture – “Doing business in the colonies”**

**Keyword:** bill of exchange

For discussion in lecture today

- On Learn@UW:

**Sept. 8-9 (W-Th) Sections – orientation, introductions, and discussion of assigned reading:**

- Readings on 18th-century colonial capitalism – discerning themes and concepts

  - In *Major Problems, Chapter 2*, Capitalism in Early America:
    - Doc. #1, Benj. Franklin Coaches an Ambitious Tradesman, 1748 (38-39)
    - Doc. #2, John Woolman's Christian Conscience Impels Him to Leave Retailing, 1756 (39-40)
    - Doc. #3, Farmers Ask the Rhode Island Assembly to Regulate Commercial Fishing, 1766 (40-42)
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- Doc. #4, Iron Masters Petition Rhode Island Lawmakers for Water Rights, 1769 (42-43)
- Doc. #5, Promoter Alexander Clúny Extols Florida's Virtues, 1770 (43-44)
- Doc. #6, Merchant-Planter Henry Laurens Reflects on Florida's Challenges, 1766 (44-46)
- In Major Problems, Chapter 3, Merchants and Commercial Networks in the Atlantic World, 1680-1790:
  - Doc. #1, VA Merchant-Planter Wm. Fitzhugh Describes His Tobacco Plantation, 1686 (71-72)
  - Doc. #2, Boston Merchant Thomas Hancock Launches a Covert Voyage to Amsterdam, 1742 (72-73)
  - Doc. #3, New York Merchant Gerard G. Beekman Insures Slave Cargo from Africa, 1749 (73-74)
- On Learn@UW:
  - Additional Beekman letters:
    - To Joseph Kirby, Philadelphia, Dec. 25, 1749;
    - To Samuel Chase, Rhode Island, Aug. 16, 1750
- In Major Problems, Chapter 3:
  - Doc. #4, A Hudson's Bay Factor Orders Merchandise for His Indian Customers, 1739 (74-76)
- On Learn@UW:
- In Major Problems, Chapter 2:

Sept. 9 (TH) Lecture – “The imperial political economy”

Keyword: colony

For discussion in lecture today

- On Learn@UW:
  - Excerpt from The Present State of the British Court... (1720) on Commissioners of Trade and Plantations (141-142)

Total pages of required reading this week: 63

Week of September 14-16

Sept. 14 (T) Lecture – “Revolutionary and post-colonial tumult”

Keyword: (first) Bank of the United States

Sept. 15-16 (W-TH) Sections – Readings for discussion

On the imperial economy

- In Major Problems, Chapter 3:
  - Essay by Morgan, “British Merchants, the Slave Trade, and the Transatlantic Economy” (2000; 82-87)
  - Essay by Carlos and Lewis, “Fur Trading on the Frontier: The Hudson’s Bay Company and Indian Consumers” (2002; 87-93)
- On Learn@UW:
  - Additional Beekman letters:
    - To David and William Ross, Newry [Ireland], Feb. 10, 1766;
    - To David and William Ross, Newry [Ireland], May 2, 1766

On revolutionary and post-colonial dilemmas

- In Major Problems, Chapter 3:
  - Doc. #6, Revolutionary Era Merchants Explain the Causes of Inflation, 1779 (77-78)
SCHEDULE OF LECTURES, READINGS, AND ASSIGNMENTS - HISTORY 247 - PAGE 3

- Doc. #7, Tench Coxe Proposes a Chamber of Commerce, 1784 (78-79)
- Doc. #8, Antifederalist George Bryan Attacks the Merchant Junto, 1788 (79-80)
- Doc. #9, A Merchant-Speculator Encourages Europeans to Invest in Western Land, 1788 (80-81)

On Learn@UW:

In Major Problems, Chapter 4, Public and Private Interests in the Transition to Industrialization, 1790-1860

September 16 (Th) Lecture
- Part 1: “Breaking with the colonial past: the War of 1812”
  KEYWORD: War of 1812
- Part 2: paper-writing workshop
  Review Pocket Guide, chapter 4, and read chapters 6, 7a, and 7c before lecture

Total pages of required reading this week: 66 (plus Pocket Guide)

Week of September 21-23

*** STRONG TIME-MANAGEMENT SKILLS REQUIRED THIS WEEK ***

September 21 (T) Lecture - “A new institutional power: the corporation”
KEYWORD: general incorporation

September 22-23 (W-TH) Sections – Readings for discussion
On state-economy relations

On Learn@UW:

In Major Problems, Chapter 4:
- Doc. #5, Nathan Appleton Explains How Banks Benefit Everyone, 1831 (113-115)
- Doc. #6, William M. Gouge Decries Banks as Corporations, 1833 (115-118)
- Doc. #7, Baltimore Patriot Supports Government Regulation of Telegraph, 1845 (118-119)
- Doc. #8, New York Journal Presses for the Privatization of Telegraphy, 1846 (119)

September 23 (Th) Lecture – “Capital and credit in antebellum capitalism”

Total pages of required reading this week: 46

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Week of September 28-30

SEPT. 28 (T) LECTURE – "Race and gender in antebellum capitalism"
SEPT. 29-30 (W-Th) Sections – Readings for discussion

On the antebellum social world of business: social rules (laws and norms)

- In Major Problems, Chapter 5, Doing Business in the Slave South, 1800-1860:
  - Doc. #1, A Georgia Planter Instructs His Overseer, 1832 (140-141)
  - Doc. #2, A Carolina Industrialist Explains Why Factories Are Good for the South, 1845 (142-144)
  - Doc. #3, Frederick Douglass Remembers the Slave Trade, 1852 (144-145)
  - Doc. #4, Louisiana’s Slave Laws Simplified, 1853 (146-147)
  - Doc. #5, A Virginia Slave Master Hires a Slave Workforce, 1856 (147-149)
  - Doc. #6, Senator James Henry Hammond Declares “Cotton is King,” 1858 (149-154)

- On Learn@UW:
  - Seth Rockman, Scrapping By: Wage Labor, Slavery, and Survival in Early Baltimore
    (Baltimore: Johns Hopkins University Press, 2009), ch. 1, “Coming to Work in the City” (16-44).
  - Revised Statutes of the State of Wisconsin... 1858, ch. 95, “Of the Rights of Married Women” (571-572).

- In Major Problems, Chapter 9, The Many Faces of Entrepreneurship, 1840-1930:
  - Doc. #1, Jewish Immigrant Abraham Kohn Laments His Wanderings as a Peddler, 1842-1843 (274-277)

On the antebellum social world of business: new social relations

- In Major Problems, chapter 6, Inventing American Industry, 1810-1890:
  - Doc. #1, Industrialist Kirk Boott Chronicles the Great Achievements of Lowell, 1827 (174-176)
  - Doc. #2, A Factory Girl Leads a Tour of the Lowell Mills, 1845 (176-178)
  - Doc. #3, George S. White, The Moral Influence of Industry, 1836 (178-180)
  - Doc #6, Freeman Hunt, The Ups and Downs of Business, 1856 (186-187)

SEPT. 30 (TH) LECTURE – “What was so revolutionary about ‘industry’?”

KEYWORD: “American System” (of manufacturing)

Total pages of required reading this week: 75

Week of October 5-7

OCT. 5 (T) LECTURE – “Civil War: Refiguring state and economy”

KEYWORD: “American System” (policy package)

OCT. 6-7 (W-TH) SECTIONS – Readings for discussion

On the Civil War political economy

- On Learn@UW:
  - “King Bread vs. King Cotton,” Chicago Tribune, September 28, 1861, 0_2.

- In Major Problems, Chapter 6:
  - Doc. #4, New York Times Discusses the Morrill Tariff and American Industry, 1861 (180-182)
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- **On Learn@UW:**

On the new, post-Civil War economy

- In **Major Problems, Chapter 6:**
  - Doc. #5, *Atlantic Monthly* Visits Pittsburgh, the Workshop of the West, 1868 (183-186)
  - Doc. #7, Andrew Carnegie, How Young Men Can Succeed, 1885 (187-189)

- In **Major Problems, Chapter 7,** Technology in the Age of Big Business, 1870-1920:
  - Doc. #1, Technology Enshrined at the World’s Fair, 1876 (210-212)

**OCT. 7 (TH) LECTURE** – “New strategies of growth”

**KEYWORDS:** horizontal integration; vertical integration

Total pages of required reading this week: 86

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**Week of October 12-14**

**OCT. 12 (T) LECTURE** – “Social relations of capitalism transformed”

**KEYWORDS:** plutocracy

**OCT. 13-14 (W-TH) SECTIONS** – Readings for discussion

On the new social relations of industrial capitalism

- In **Major Problems, Chapter 8,** The Age of the Octopus: Business and the Reform Impulse, 1876-1920:
  - Doc. #1, Unionized Workers in the Knights of Labor Demand a Fair Share of American Wealth, 1878 (242-243)
  - Doc. #3, Sweatshop Conditions Horrify a Factory Inspector (247-248)
  - Doc. #4, Industrialist George M. Pullman Explains the Strike at Pullman Palace Car Works, 1894 (248-249)

- On Learn@UW:
    - The complete volume is available on Google books.

On aspects of vertical integration

- In **Major Problems, Chapter 7:**

- In **Major Problems, Chapter 8:**
  - Doc. #8, Goodyear Tire & Rubber Company Applies Human Engineering to the Labor-Capital Problem, 1920 (254-258)

- On Learn@UW:

- In **Major Problems, Chapter 10,** Satisfaction Guaranteed? American Business and the Rise of Consumer Society, 1900-1940
Recommended reading


OCT. 14 (TH) LECTURE – The birth of financial capitalism?

Total pages of required reading this week: 77

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**Week of October 19-21**

OCT. 19 (T) LECTURE – “Social barriers to entry: race and gender ca. 1900”

**KEYWORD:** Granville T. Woods

OCT. 20-21 (W-TH) MINI-BREAK – sections and the Thurs. lecture will not meet; Prof. D. will be available for one-on-one meetings during our regular lecture time.

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**Week of October 26-28**

OCT. 26 (T) LECTURE – “Business regulation restructured”

**KEYWORD:** “race to the bottom”

OCT. 27-28 SECTIONS – Readings for discussion

On the social world of business

- **In Major Problems, Chapter 9:**
  - Doc. #2, A Credit Agency Monitors Businesses Nationwide, 1850s-1880s (277-279)
  - On Learn@UW:

- **In Major Problems, Chapter 9:**
  - Doc. #3, A Cleveland Newspaper Heralds the Peoples’ Drug Company as an Achievement for the Negro Race, 1906 (279-280)
  - On Learn@UW:

- **In Major Problems, Chapter 7:**
  - Doc. #4, A Vice President at the New York Central Railroad Describes Railroad Management as a Manly Profession, 1903 (215-218)

- **In Major Problems, Chapter 9:**
  - Doc. #4, Mrs. M. L. Rayne Highlights Proper Business Ventures for Victorian Women, 1893 (280-281)

- **In Major Problems, Chapter 7:**
  - Doc. #5, Male and Female Telegraph Operators Go on Strike, 1907 (218-219)

On the regulatory challenges of new strategies of growth

- **In Major Problems, Chapter 8:**
Doc. #2, Journalist Henry Demarest Lloyd Exposes the Standard Oil Monopoly, 1881 (244-247)
Doc. #5, Sugar King Henry O. Havemeyer Declares the Customs Bill as the Mother of All Trusts, 1899 (250-251)
Doc. #6, President Theodore Roosevelt Advocates Regulation, 1901 (251-253)
Doc. #7, “People’s Attorney” Louis D. Brandeis Lashes Out Against the Money Trust, 1913 (253-254)

OCT. 28 (TH) LECTURE – “Consolidating ‘bigness’: The era of the Great War
KEYWORD: dollar-a-year men, simplification

Total pages of required reading this week: 98

Week of November 2-4

NOV. 2 (T) LECTURE – “The rise of ‘systems’”
KEYWORD: diversification

NOV. 3-4 (W-TH) SECTIONS – Readings for discussion
On technological systems

In Major Problems, Chapter 7:
- Doc. #6, AT&T President Theodore N. Vail Celebrates the Bell System, 1909 (220-222)

On the post-WWI consumer economy

In Major Problems, Chapter 10:
- Doc. #3, Du Pont’s Advertising Director Describes the Impact of World War I, 1918 (301-302)
- On Learn@UW:
  - “The Story of the New Campaign,” The Chameleon [Sherwin-Williams Co. publication for its salesmen], September 1918, 6-7, 11.

In Major Problems, Chapter 9:
- Doc. #5, Christine Frederick Advises Retailers on Selling to Women, 1920 (281-283)

In Major Problems, Chapter 10:
- Doc. #4, Paul T. Cherington, Putting American Consumers Under the Microscope, 1924 (303-304)
- Doc. #5, Alfred P. Sloan, Jr., How GM Gets the Facts on Car Buyers and Competes with Ford, 1927 (305-308)
- Doc. #6, Herbert Hoover Explains How World Trade and Protective Tariffs Ensure American Prosperity, 1928 (308-311)
- Doc. #7, J. C. Penney, How Chain Stores Benefit Farmers, 1930 (311-312)
- Doc. #8, National Wholesale Grocers’ Association, Why Chain Stores Threaten the Nation’s Welfare, 1930 (312-314)
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- Essay by Bean, “Mass Marketing Meets Main Street: Department Stores, Mail Order, and the Chain Store Menace” (1996; 327-332)

NOV. 4 (TH) LECTURE – “The Great Depression: Crisis of Capitalism?”

**KEYWORD:** technological unemployment

**Total pages of required reading this week:** 97

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**Week of November 9-11**

NOV. 9 (T) LECTURE – “World war again - forging modern American capitalism”

**KEYWORD:** military-industrial complex

NOV. 10-11 (W-TH) SECTIONS – Readings for discussion

**KEYWORD:** Blue Eagle

**On the Great Depression: labor**

- In **Major Problems, Chapter 11**, Times of Crisis: From the Stock Market Crash Through World War II, 1929-1945:
  - Doc. #4, CIO Leader John L. Lewis Issues a Forceful Warning to Industry, 1936 (341-343)
  - Doc. #5, GM Managers Work Behind Closed Doors on a Collective Bargaining Policy, 1936 (343-346)
  - Essay by Harris, “GM, Chrysler, and Unionization” (1982; 361-365)

**On the Great Depression: capital**

- In **Major Problems, Chapter 11**:
  - Doc. #1, A Wall Street Broker Remembers 1929 (337-339)
  - Doc. #2, NRA’s Blue Eagle Displayed in a Restaurant Window, 1934 (339)
  - Doc. #3, American Liberty League Vigorously Opposes the New Deal, 1936 (340-341)
  - Doc. #6, *Magazine of Wall Street* Assesses Corporate Performance for Investors, 1929-1938 (346-351)
- On **Learn@UW**:

**On the Great Depression: why?**

- In **Major Problems, Chapter 11**:
  - Essay by Bernstein, “Why the Great Depression Was Great” (1989; 357-361)

**On the experience of World War II**

- In **Major Problems, Chapter 11**:
  - Doc. #7, St. Louis Banker Heads the Defense Plant Corporation, 1940-1944 (351-352)

NOV. 11 (TH) LECTURE – “The surprise of post-WWII prosperity”

**KEYWORDS:** Bretton Woods, National Defense Highways Act

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**Week of November 16-18**

**NOV. 16 (T) LECTURE** – “Post-war strategies: conglomeration and franchising”  
**KEYWORD:** conglomeration

**NOV. 17-18 (W-TH) SECTIONS** – Readings for discussion  
On the motors of American capitalism after WWII

- In *Major Problems, Chapter 12*, Postwar Challenges and Opportunities: The Culture of Affluence and the Cold War, 1945-1980:
  - Doc. #1, National Association of Manufacturers Outlines a Plan for Postwar Prosperity, 1944 (374-377)
  - Doc. #2, Real Estate Developers Lure Business to the Suburbs, 1948 (378-379)
  - Doc. #3, A Concerned Consumer Asks a Big Businessman About the Price of a Nylon Shirt, 1950 (379-381)
  - Essay by Cohen, “From Town Center to Shopping Center: The Reconfiguration of Marketplaces in Postwar America” (1996; 393-399)
  - Doc. #6, Senator Hubert H. Humphrey Compares R&D Expenditures at Home and Abroad, 1962 (388-389)

On the emerging service economy

- On *Learn@UW*:
  - In *Major Problems, Chapter 14*, The Great Transition from Manufacturing to Services, 1945-2005:
    - Doc. #1, Economist Victor R. Fuchs Highlights the Growth of Services, 1965 (449-450)
    - Doc. #2, Investment Bankers Association Predicts a Computer Boom, 1963 (450-453)
    - Doc. #3, Bill Veeck Assesses Baseball’s Marketing (453-455)
    - Doc. #4, Ray Kroc Explains How He Built the McDonald’s Empire, 1968 (455-458)

**NOV. 18 (TH) LECTURE** – “The problem of the modern corporation”  
**KEYWORDS:** separation of ownership and management

Total pages of required reading this week: 85

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**Week of November 23-25**

**NOV. 23 (T) LECTURE** – “American business pushes abroad”  
**KEYWORD:** multinationals

**NOV. 24-25 (W-TH) SECTIONS** – Thanksgiving break; no section meetings this week

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Week of November 30 - December 2

NOV. 30 (T) LECTURE – “Why the ‘new (social) regulation’?”
KEYWORD: EPA

DEC. 1-2 (W-TH) SECTIONS – Readings for discussion

On multinational

  - Doc. #1, Fortune Urges Business to Export Capitalism and Democracy, 1947 (487-491)
  - Doc. #2, High Labor Costs and Foreign Competition Confound Steelmakers, 1968 (491-495)
  - Doc. #3, National Industrial Conference Board Evaluates the General Agreement on Tariffs and Trade (GATT), 1968 (495-496)
  - Doc. #4, Pharmaceutical Giant Bristol-Myers Encounters Cultural Differences in Japan and the USSR in the 1970s (497-499)

- On Learn@UW:
  - [TBA]

On the context of “new regulation”

- In *Major Problems, Chapter 13*, Business and the Public Interest: Corporate Responsibility for Environment, Health, and Safety, 1945-2005:
  - Doc. #1, A Prominent Zoologist Speaks About the Threat of the Modern Economy, 1949 (411-412)
  - Doc. #2, Weyerhauser Explains the Forest Industry’s Practices, 1949 (413-414)
  - Doc. #3, Ralph Nader Blames Detroit Carmakers for Automotive Accidents, 1965 (414-416)
  - Doc. #4, Alcoa CEO Explains the Public Responsibility of Private Enterprise, 1967 (417-420)
  - Doc. #5, Economist Milton Friedman Urges Business to Focus on Profits, 1970 (420-423)
  - Doc. #6, Sun Oil Executive Outlines the Nation’s Energy Dilemmas, 1973 (423-427)
  - Doc. #7, A Lawmaker Explains the Necessity for the Superfund, 1981 (427-429)
  - Doc. #8, CIGNA Doctor Critiques Tobacco Advertising, 1987 (429-432)

DEC. 2 (TH) LECTURE – “Crisis again - the 1970s”
KEYWORD: stagflation

Total pages of required reading this week: ca. 68

Week of December 7-9

DEC. 7 (TH) LECTURE – “A new era of capitalism? Part 1”
KEYWORD: core business, deregulation

DEC. 8-9 (W-TH) SECTIONS – Readings for discussion
KEYWORD: pseudo-professionalism

On the troubles of the 1970s

- On Learn@UW:

On the next “new economy”?

- In *Major Problems, Chapter 14*:

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- Doc. #5, Journalists Probe Transportation Workers’ Lives in the Wake of Deregulation, 1992 (458-460)
- Doc. #6, Sam Walton, Ten Rules That Worked for Me, 1992 (460-462)

- In Major Problems, Chapter 15:
  - Doc. #5, Time Documents the Agricultural Surplus, 1986 (499-501)
  - Doc. #6, Journalist Thomas L. Friedman Describes McDonald’s Global Expansion, 1996 (501-503)
  - Doc. #7, Washington Think Tank Calculates NAFTA’s Impact on Jobs, 2001 (504-505)
  - Doc. #8, USDA Reports NAFTA’s Benefits to Agricultural Exports, 2001 (506-507)

- On Learn@UW:

**Total pages of required reading this week: ca. 108**

**Week of December 14-16**

- DEC. 14 (T) LECTURE – “A new era of capitalism? Part 2”
- DEC. 15 (W) SECTIONS – will not meet
- DEC. 16 (W) – Study Day

**End-of-semester events**

- REVIEW: Fri., Dec. 17, 3:00 p.m. (location TBA)
- FINAL EXAM: Tues., Dec. 21, 10:05 a.m.- 12:05 p.m. (location TBA)