

University of Wisconsin-Madison
Department of History
Semester I, 1987-88

History 247
American Business History
C. A. Dunlavy

4116 Humanities, 263-1854
Ofc. hrs. MW 11-12 p.m.
or by appointment

REQUIRED BOOKS

Hugh G. J. Aitken, Scientific Management in Action: Taylorism at Watertown Arsenal, 1908-1915 (Princeton University Press, 1985; orig. pub. 1960).

Mansel G. Blackford and K. Austin Kerr, Business Enterprise in American History (Houghton Mifflin Company, 1986).

Thomas K. McCraw, Prophets of Regulation: Charles Francis Adams, Louis D. Brandeis, James M. Landis, Alfred E. Kahn (Harvard University Press, Belknap Press, 1986).

Robert Sobel, The Great Bull Market: Wall Street in the 1920s (Norton, 1968).

Kurt Vonnegut, Player Piano (Dell, 1986).

COURSE OUTLINE

Introduction

Sept. 2 Introduction to American Business History
Sept. 4 The 18th-Century World Economy

Blackford and Kerr, pp. 1-35 only.

Business in Colonial (North) America

Sept. 7 HOLIDAY
Sept. 9 Northern Merchants, Artisans, and Farmers
Sept. 11 Southern Planters, Factors, and Yeomen

Blackford and Kerr, pp. 36-55 only.

Arthur H. Cole, "The Tempo of Mercantile Life in Colonial America," Business History Review 33 (1959): 277-99.

Charles F. Hummel, "The Business of Woodworking: 1700 to 1840," in Paul B. Kebaran and William C. Lipke, eds., Tools and Technologies: America's Wooden Age (Burlington, Vt.: Robert Hull Fleming Museum, University of Vermont, 1979), pp. 43-63.

"Credit and Marketing" in Lewis Cecil Gray, History of Agriculture in the Southern United States to 1860, Vol. 1 (New York: Peter Smith, 1941; orig. pub. 1932), pp. 409-33.

The Business of Nation-Building

- Sept. 14 The Revolutionary War
 Sept. 16 Business in the Constitution
 Sept. 18 The War of 1812 and the Business Revolution

Blackford and Kerr, pp. 56-80.

John F. Kasson, Civilizing the Machine: Technology and Republican Values in America, 1776-1900 (Penguin Books, 1977), pp. 3-51 (Ch. 1, "The Emergence of Republican Technology").

Thomas M. Doerflinger, A Vigorous Spirit of Enterprise: Merchants and Economic Development in Revolutionary Philadelphia (Chapel Hill and London: University of North Carolina press for the Institute for Early American History and Culture, Williamsburg, Virginia, 1986), pp. 335-64 (Ch. 8, "American Economic Development and the Case of Philadelphia").

The Antebellum Economy

- Sept. 21 Divergent Interests: The Old South, The Old North, and the New West
 Sept. 23 An Early American Tradition: "Mixed Enterprise" in Banking and Transportation
 Sept. 25 Divisive Issues: Internal Improvements, the Tariff, the Bank of the United States, and (Behind It All) Slavery

Blackford and Kerr, pp. 82-121.

Oscar Handlin and Mary F. Handlin, "Origins of the American Business Corporation," Journal of Economic History 5 (May 1945): 1-23.

Selections on banking in Wisconsin constitutional debates from Milo M. Quaife, ed., The Struggle Over Ratification, 1846-1847 (Madison: Wisconsin Historical Society, 1920), pp. 183-84 and 200-206.

The Industrial Revolution

- Sept. 28 What It Was and What It Wasn't (Yet)
 Sept. 30 Sectors of Change
 Oct. 2 Precursor of "Big Business": Textile Manufacturing

George S. Gibb, "The Pre-Industrial Revolution in America," Business Historical Society Bulletin 20 (October 1946): 103-116.

John F. Kasson, Civilizing the Machine: Technology and Republican Values in America, 1776-1900, pp. 55-106 (Ch. 2, "The Factory as Republican Community")

Paul Faler, "Cultural Aspects of the Industrial Revolution: Lynn, Massachusetts, Shoemakers and Industrial Morality, 1826-1860," Labor History 15 (Summer 1974): 367-94.

The First American Big Business: Railroads

- Oct. 5 A Worrisome New Technology
- Oct. 7 Administering the "Octopus"
- Oct. 9 MIDTERM EXAM

Blackford and Kerr, pp. 152-95.

[David C. McCallum], "Superintendent's Report," March 25, 1856, in Alfred D. Chandler, Jr., comp. and ed., The Railroads: The Nation's First Big Business, Sources and Readings (New York: Harcourt, Brace & World, Inc., 1965), pp. 101-108.

Walter Licht, Working for the Railroad: The Organization of Work in the Nineteenth Century (Princeton: Princeton University Press, 1983), pp. 79-124 (Ch. 3, "Working to Rule").

Turbulent Transition to an Industrial Economy

- Oct. 12 The Civil War
- Oct. 14 The War Between Big Business and Big Labor
- Oct. 16 The War Between the Railroads and the States

McCraw, Prophets of Regulation, pp. vii-ix and 1-79.

Wallace D. Farnham, "'The Weakened Spring of Government': A Study in Nineteenth-Century American History," American Historical Review 68 (April 1963): 662-80.

Big Business Ascendant

- Oct. 19 Horizontal and Vertical Integration
- Oct. 21 Living with the Modern Corporation: Bureaucracy, Oligopoly, and Imperialism
- Oct. 23 Ideology in the Age of Oligopoly

Aitken, Scientific Management in Action, pp. 3-48 and 85-185.

Big Business Challenged

- Oct. 26 Regulating Big Business: The ICC and the Sherman Antitrust Act
- Oct. 28 Trustbusting in the Progressive Era
- Oct. 30 Welfare Capitalism: Backward Integration?

Blackford and Kerr, pp. 196-264.

McCraw, Prophets of Regulation, pp. 80-152.

War Boom and Big Business (Briefly) Triumphant

- Nov. 2 Mobilizing for the First "Great War"
- Nov. 4 War Baby: The Decentralized, Multidivisional Corporation
- Nov. 6 "The Business of America is Business": The 1920s

Blackford and Kerr, pp. 266-301.

William Miller, "The Business Elite in Business Bureaucracies: Careers of Top Executives in the Early Twentieth Century," in idem, ed., Men in Business: Essays on the Historical Role of the Entrepreneur (New York and Evanston: Harper & Row, Harper Torchbook, 1962; orig. pub. 1952), pp. 286-305.

Business Beseiged: The Great Depression

- Nov. 9 1929-1932: The Great Slide into Depression
- Nov. 11 Witnessing the Demise of Capitalism?
- Nov. 13 The First New Deal

Blackford and Kerr, pp. 302-22 only.

Sobel, The Great Bull Market (complete)

Coping with Depression

- Nov. 16 From Welfare Capitalism to the Welfare State
- Nov. 18 Businessmen and the New Deal
- Nov. 20 Mobilizing for the Second Great War

Blackford and Kerr, pp. 322-37 only.

McCraw, Prophets of Regulation, pp. 153-221.

Post-War Growth: Return to Normalcy?

- Nov. 23 The US and the Post-War International Economy
- Nov. 25 Multinationals and Conglomerates
- Nov. 27 HOLIDAY

Blackford and Kerr, pp. 340-425.

Richard J. Barnet and Ronald E. Müller, Global Reach: The Power of the Multinational Corporations (New York: Simon and Schuster, 1974), pp. 13-26 and 72-104

Business in a New Socio-Political Context

- Nov. 30 Modern Managers
- Dec. 2 Corporate Social Responsibility
- Dec. 4 Post-War Political Economy: Regulation

Vonnegut, Player Piano (complete).

Trouble Returns

- Dec. 7 The Troubled 1970s: OPEC and Stagflation
- Dec. 9 Structural Changes in the World Economy
- Dec. 11 Uneven Recovery? Competition and Deregulation in the 1980s

Charles F. Sabel and Jonathan Zeitlin, "Historical Alternatives to Mass Production," Past and Present (August 1985): 133-176.

Robert H. Hayes and William J. Abernathy, "Managing Our Way to Economic Decline," Harvard Business Review 68 (July-August 1980): 67-77.

Robert B. Reich, "The Next American Frontier," Atlantic Monthly, March 1983, pp. 43-58, and April 1983, pp. 97-108.

Charles F. Sabel et al., "How to Keep Mature Industries Innovative," Technology Review 90 (April 1987): 27-35.

- Dec. 14 Review

Blackford and Kerr, pp. 426-45.

History 247
American Business History
Fall 1987

Colleen A. Dunlavy
4116 Humanities, 263-1854
Ofc. hrs. MW 11-12 p.m.

REQUIRED BOOKS

Hugh G. J. Aitken, Scientific Management in Action: Taylorism at Watertown Arsenal, 1908-1915 (Princeton University Press, 1985; orig. pub. 1960).

Mansel G. Blackford and K. Austin Kerr, Business Enterprise in American History (Houghton Mifflin Company, 1986).

Thomas K. McCraw, Prophets of Regulation: Charles Francis Adams, Louis D. Brandeis, James M. Landis, Alfred E. Kahn (Harvard University Press, Belknap Press, 1986).

Robert Sobel, The Great Bull Market: Wall Street in the 1920s (Norton, 1968).

Kurt Vonnegut, Player Piano (Dell, 1986).

COURSE OUTLINE

Introduction

- Sept. 2 Introduction to American Business History
Sept. 4 The 18th-Century World Economy

Blackford and Kerr, pp. 1-35 only.

Business in Colonial (North) America

- Sept. 7 HOLIDAY
Sept. 9 Northern Merchants, Artisans, and Farmers
Sept. 11 Southern Planters, Factors, and Yeomen

Blackford and Kerr, pp. 36-55 only.

Arthur H. Cole, "The Tempo of Mercantile Life in Colonial America," Business History Review 33 (1959): 277-99.

Charles F. Hummel, "The Business of Woodworking: 1700 to 1840," in Paul B. Kebaran and William C. Lipke, eds., Tools and Technologies: America's Wooden Age (Burlington, Vt.: Robert Hull Fleming Museum, University of Vermont, 1979), pp. 43-63.

"Credit and Marketing" in Lewis Cecil Gray, History of Agriculture in the Southern United States to 1860, Vol. 1 (New York: Peter Smith, 1941; orig. pub. 1932), pp. 409-33.

The Business of Nation-Building

- Sept. 14 The Revolutionary War
 Sept. 16 Business in the Constitution
 Sept. 18 The War of 1812 and the Business Revolution

Blackford and Kerr, pp. 56-80.

John F. Kasson, Civilizing the Machine: Technology and Republican Values in America, 1776-1900 (Penguin Books, 1977), pp. 3-51 (Ch. 1, "The Emergence of Republican Technology").

Thomas M. Doerflinger, A Vigorous Spirit of Enterprise: Merchants and Economic Development in Revolutionary Philadelphia (Chapel Hill and London: University of North Carolina press for the Institute for Early American History and Culture, Williamsburg, Virginia, 1986), pp. 335-64 (Ch. 8, "American Economic Development and the Case of Philadelphia").

The Antebellum Economy

- Sept. 21 Divergent Interests: The Old South, The Old North, and the New West
 Sept. 23 An Early American Tradition: "Mixed Enterprise" in Banking and Transportation
 Sept. 25 Divisive Issues: Internal Improvements, the Tariff, the Bank of the United States, and (Behind It All) Slavery

Blackford and Kerr, pp. 82-121.

Oscar Handlin and Mary F. Handlin, "Origins of the American Business Corporation," Journal of Economic History 5 (May 1945): 1-23.

Selections on banking in Wisconsin constitutional debates from Milo M. Quaife, ed., The Struggle Over Ratification, 1846-1847 (Madison: Wisconsin Historical Society, 1920), pp. 183-84 and 200-206.

The Industrial Revolution

- Sept. 28 What It Was and What It Wasn't (Yet)
 Sept. 30 Sectors of Change
 Oct. 2 Precursor of "Big Business": Textile Manufacturing

George S. Gibb, "The Pre-Industrial Revolution in America," Business Historical Society Bulletin 20 (October 1946): 103-116.

John F. Kasson, Civilizing the Machine: Technology and Republican Values in America, 1776-1900, pp. 55-106 (Ch. 2, "The Factory as Republican Community")

Paul Faler, "Cultural Aspects of the Industrial Revolution: Lynn, Massachusetts, Shoemakers and Industrial Morality, 1826-1860," Labor History 15 (Summer 1974): 367-94.

The First American Big Business: Railroads

- Oct. 5 A Worrisome New Technology
- Oct. 7 Administering the "Octopus"
- Oct. 9 MIDTERM EXAM

Blackford and Kerr, pp. 152-95.
 [David C. McCallum], "Superintendent's Report," March 25, 1856,
 in Alfred D. Chandler, Jr., comp. and ed., The Railroads:
 The Nation's First Big Business, Sources and Readings (New
 York: Harcourt, Brace & World, Inc., 1965), pp. 101-108.
 Walter Licht, Working for the Railroad: The Organization of
 Work in the Nineteenth Century (Princeton: Princeton
 University Press, 1983), pp. 79-124 (Ch. 3, "Working to
 Rule").

Turbulent Transition to an Industrial Economy

- Oct. 12 The Civil War
- Oct. 14 The War Between Big Business and Big Labor
- Oct. 16 The War Between the Railroads and the States

McCraw, Prophets of Regulation, pp. vii-ix and 1-79.
 Wallace D. Farnham, "'The Weakened Spring of Government': A
 Study in Nineteenth-Century American History," American
 Historical Review 68 (April 1963): 662-80.

Big Business Ascendant

- Oct. 19 Horizontal and Vertical Integration
- Oct. 21 Living with the Modern Corporation: Bureaucracy, Oligopoly,
 and Imperialism
- Oct. 23 Ideology in the Age of Oligopoly

Aitken, Scientific Management in Action, pp. 3-48 and 85-135.

Big Business Challenged

- Oct. 26 Regulating Big Business: The ICC and the Sherman Antitrust Act
- Oct. 28 Trustbusting in the Progressive Era
- Oct. 30 Welfare Capitalism: Backward Integration?

Blackford and Kerr, pp. 196-264.
 McCraw, Prophets of Regulation, pp. 80-152. -

War Boom and Big Business (Briefly) Triumphant

- Nov. 2 Mobilizing for the First "Great War"
 Nov. 4 War Baby: The Decentralized, Multidivisional Corporation
 Nov. 6 "The Business of America is Business": The 1920s

Blackford and Kerr, pp. 266-301.

William Miller, "The Business Elite in Business Bureaucracies: Careers of Top Executives in the Early Twentieth Century," in idem, ed., Men in Business: Essays on the Historical Role of the Entrepreneur (New York and Evanston: Harper & Row, Harper Torchbook, 1962; orig. pub. 1952), pp. 286-305.

Business Beseiged: The Great Depression

- Nov. 9 1929-1932: The Great Slide into Depression
 Nov. 11 Witnessing the Demise of Capitalism?
 Nov. 13 The First New Deal

Blackford and Kerr, pp. 302-22 only.

Sobel, The Great Bull Market (complete)

Coping with Depression

- Nov. 16 From Welfare Capitalism to the Welfare State
 Nov. 18 Businessmen and the New Deal
 Nov. 20 Mobilizing for the Second Great War

Blackford and Kerr, pp. 322-37 only.

McCraw, Prophets of Regulation, pp. 153-221.

Post-War Growth: Return to Normalcy?

- Nov. 23 The US and the Post-War International Economy
 Nov. 25 Multinationals and Conglomerates
 Nov. 27 HOLIDAY

Blackford and Kerr, pp. 340-425.

Raymond Vernon, "Storm over the Multinationals: Problems and Prospects," Foreign Affairs 55 (January 1977): 243-62.

Business in a New Socio-Political Context

- Nov. 30 Modern Managers
 Dec. 2 Corporate Social Responsibility
 Dec. 4 Post-War Political Economy: Regulation

Vonnegut, Player Piano (complete).

Trouble Returns

- Dec. 7 The Troubled 1970s: OPEC and Stagflation
- Dec. 9 Structural Changes in the World Economy
- Dec. 11 Uneven Recovery? Competition and Deregulation in the 1980s

Charles F. Sabel and Jonathan Zeitlin, "Historical Alternatives to Mass Production," Past and Present (August 1985): 133-176.

Robert H. Hayes and William J. Abernathy, "Managing Our Way to Economic Decline," Harvard Business Review 68 (July-August 1980): 67-77.

Robert B. Reich, "The Next American Frontier," Atlantic Monthly, March 1983, pp. 43-58, and April 1983, pp. 97-108.

Charles F. Sabel et al., "How to Keep Mature Industries Innovative," Technology Review 90 (April 1987): 27-35.

- Dec. 14 Review

Blackford and Kerr, pp. 426-45.