

## PREFACE

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**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

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### 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**:
  - James Fulcher, *Capitalism: A Very Short Introduction* (Oxford: Oxford University Press, 2004), ch. 1, “What is capitalism?” (1-18)

#### SEPT. 8-9 (W-TH) SECTIONS – orientation, introductions, and discussion of assigned reading:

Readings on 18<sup>th</sup>-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)

- 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**:
  - Marylynn Salmon, *Women and the Law of Property in Early America* (Chapel Hill and London: University of North Carolina Press, 1986), ch. 3, "Contracts" (41-57).
- In **Major Problems, Chapter 2**:
  - Essay by Perkins, "The Entrepreneurial Spirit in Colonial America" (1989; 47-55)

SEPT. 9 (TH) LECTURE – "The imperial political economy"

KEYWORD: colony

For discussion in lecture today

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- 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

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### Week of September 14-16

SEPT. 14 (T) LECTURE – "Revolutionary and post-colonial tumult"

KEYWORD: (first) Bank of the United States

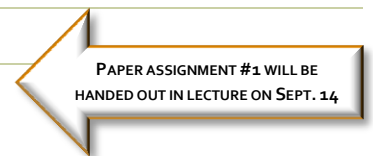
SEPT. 15-16 (W-TH) SECTIONS – Readings for discussion

On the imperial economy

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- 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

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- In **Major Problems, Chapter 3**:
    - Doc. #6, Revolutionary Era Merchants Explain the Causes of Inflation, 1779 (77-78)



- 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)
- Essay by Doerflinger, "Philadelphia Merchants and the Rise of Federalist Power in the New Nation" (1986; 93-105)
- On **Learn@UW**:
  - David Waldstreicher, *Slavery's Constitution: From Revolution to Ratification* (New York: Hill and Wang, 2009), "Prologue: Meaningful Silences" (3-19).
  - John Lauritz Larson, *The Market Revolution in America: Liberty, Ambition, and the Eclipse of the Common Good* (Cambridge: Cambridge University Press, 2010), portion of ch. 1, "First Fruits of Independence" (12-23).
- In **Major Problems, Chapter 4**, Public and Private Interests in the Transition to Industrialization, 1790-1860
  - Portion of essay by Matson, "Financial Innovation . . ." (2003; 125-128 ONLY)

SEPT. 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 \*\*\***

SEPT. 21 (T) LECTURE - "A new institutional power: the corporation"

KEYWORD: general incorporation

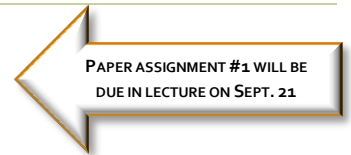
SEPT. 22-23(W-TH) SECTIONS – Readings for discussion

On state-economy relations

- On **Learn@UW**:
  - Daniel Raymond, *Thoughts on Political Economy* (Baltimore: Fielding Lucas, Jun'r., 1820), ch. 10, "Corporations" (425-433).
  - Selections from *Letter, on the Use and Abuse of Incorporations, Addressed to the Delegation from the City of New-York, in the State Legislature. By One of Their Constituents* (New York: G. & C. Carvill, 1827), 3-14, 50-59.
- 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)
  - Remainder of essay by Mattson, "Financial Innovation . . ." (2003; 128-131)
  - 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)
  - Essay by John, "Building the First Information Highway: The Deregulation of Telegraphy" (2004; 131-135).

SEPT. 23 (TH) LECTURE – "Capital and credit in antebellum capitalism"

Total pages of required reading this week: 46



## 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)
  - Essay by Johnson, “The Slave Traders of New Orleans” (1999; 155-158)
  - Essay by Dew, “Running Buffalo Forge: Master, Slaves, and the Overwork System” (1994; 159-163)
  - Essay by Faust, “James Henry Hammond and the Plantation as a Business Enterprise” (1982; 163-170)
- On **Learn@UW**:
  - Seth Rockman, *Scraping 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, o\_2.
- In **Major Problems, Chapter 6**:
  - Doc. #4, *New York Times* Discusses the Morrill Tariff and American Industry, 1861 (180-182)
  - Essay by Beckert, “New York Business Elites and the Civil War” (2003; 202-207)

- On **Learn@UW**:
  - Stephen Mihm, *A Nation of Counterfeiters: Capitalists, Con Men, and the Making of the United States* (Cambridge: Harvard University Press, 2007), ch. 7, "Banking on the Nation" (305-359).

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)
  - Essay by Ingham, "Clash of the Titans: Andrew Carnegie and Pittsburgh's Old Iron Masters" (1991; 191-195)
  - Essay by Laird, "Progress and the Double Meaning of Industry" (1998; 196-202)
- 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

### Week of October 12-14



OCT. 12 (T) LECTURE – "Social relations of capitalism transformed"

KEYWORDS: plutocracy

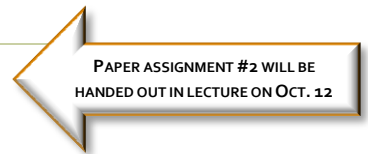
OCT. 13-14 (W-TH) SECTIONS – Readings for discussion

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**:
  - Frederick W. Taylor, *The Principles of Scientific Management* (New York and London: Harper & Brothers, 1911), Intro and ch. 2 (5-8, 30-60).
    - The complete volume is available on [Google books](#).

On aspects of vertical integration

- In **Major Problems, Chapter 7**:
  - Doc. #3, An Office Supply Company Advertises the Globe Routing System, 1897 (214-215)
- In **Major Problems, Chapter 8**:
  - Doc. #8, Goodyear Tire & Rubber Company Applies Human Engineering to the Labor-Capital Problem, 1920 (254-258)
  - Essay by Jacoby, "Welfare Capitalism at Kodak" (1997; 264-271)
- On **Learn@UW**:
  - Edward D. Jones, "The Manufacturer and the Domestic Market," *Annals of the American Academy of Political and Social Science* 25, Business Management and Finance (January 1905): 1-20.
- In **Major Problems, Chapter 10**, Satisfaction Guaranteed? American Business and the Rise of Consumer Society, 1900-1940



- Doc. #1, John Wanamaker, The Four Cardinal Points of the Department Store, 1911 (298-299)

**Recommended reading**

- Explore the website *Digital History Reader*, Module 5: Industrialization and Its Discontents: The Great Strike of 1877: [http://www.dhr.history.vt.edu/modules/us/modo5\\_industry/index.html](http://www.dhr.history.vt.edu/modules/us/modo5_industry/index.html).

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

Total pages of required reading this week: 77



*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.

PAPER ASSIGNMENT #2 WILL BE DUE IN LECTURE ON OCT. 19



*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:**
  - Rowena Olegario, *A Culture of Credit: Embedding Trust and Transparency in American Business* (Cambridge and New York: Harvard University Press, 2006), ch. 5, “Growth, Competition, Legitimacy: Credit Reporting in the Late Nineteenth Century” (139-173).
- 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:**
  - Nina Lerman, “New South, New North: Region, Ideology, and Access in Industrial Education,” in *Technology and the African-American Experience: Needs and Opportunities for Study* (Cambridge: MIT Press, 2004), 77-105.
- 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)
  - Essay by Lipartito, “Switchboard Operators or Girl-Free Automation? Gender, Stereotypes and Managerial Choice in the Bell Telephone System” (1994; 232-239)

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)
- Essay by Dunlavy, "Why Did Some American Businesses Get So Big?" (1994; 258-263)

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)
- Essay by Yates, "How the Business World Adopted the Typewriter" (1989; 223-226)
- Essay by Usselman, "Mastering Technology, Channeling Change: The Testing Laboratory at the Pennsylvania Railroad" (2002; 226-231)

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:**

- Stuart Chase, *The Tragedy of Waste* (1925; New York: Macmillan Co., 1929), ch. 7, "An Analysis of Advertising" (108-125).
- Earnest Elmo Calkins, *Business the Civilizer* (Boston: Little, Brown and Co., 1928), pp. 1-29.
- "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)
- Essay by Millard, "The International Industry of Recorded Sound" (1995; 315-321)
- Essay by Blaszczyk, "Marketing Pyrex Ovenware" (2000; 321-327)

- 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



### 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)
- Explore the website *Digital History Reader*, Module 6: "'Which Side Are You On?' The Flint Sit-Down Strike, 1936-37": [http://www.dhr.history.vt.edu/modules/us/modo6\\_1936/index.html](http://www.dhr.history.vt.edu/modules/us/modo6_1936/index.html), focusing on the sections entitled Introduction, Context, and Evidence.

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**:
  - Kim Phillips-Fein, *Invisible Hands: The Businessmen's Crusade against the New Deal* (New York and London: W. W. Norton, 2009), ch. 1, "Paradise Lost" (3-25).

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)
  - Doc. #8, *Life* Celebrates Henry J. Kaiser and the U.S. Wartime Shipbuilding Program, 1942 (352-355)
  - Doc. #9, *Mill and Factory* Explains How the Aircraft Industry Recruits Women, 1942 (355-356)
  - Essay by Davidson, "World War II and the Birth of the Military-Industrial-Complex" (1995; 366-371)

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

KEYWORDS: Bretton Woods, National Defense Highways Act

PAPER ASSIGNMENT #3 WILL BE  
HANDED OUT IN LECTURE ON NOV. 9



Total pages of required reading this week: 62 + website pages/documents



### 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)
  - Doc. #4, *U.S. News and World Report* Explains What the Baby Boom Means to the Economy, 1957 (382-384)
  - Doc. #5, *Fortune* Credits Federal Policies for the Explosion of Motels, 1959 (384-388)
  - 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)
  - Doc. #7, Vietnam War Raises Business Hackles, 1971 (389-392)
  - Essay by Schulman, “Fortress Dixie: Defense Spending and the Rise of the Sunbelt” (1994; 399-407)

On the emerging service economy

- On **Learn@UW**:
  - Bethany Moreton, *To Serve God and Wal-Mart: The Making of Christian Free Enterprise* (Cambridge and London: Harvard University Press, 2009), ch. 2, “The Birth of Wal-Mart” (24-35), and ch. 4, “The Family in the Store” (47-66).
- 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)
  - Essay by Dicke, “We Deliver: Domino’s Pizza and the Franchising Method” (1992; 465-471)

NOV. 18 (TH) LECTURE – “The problem of the modern corporation”

KEYWORDS: separation of ownership and management

Total pages of required reading this week: 85



### 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

PAPER ASSIGNMENT #3 WILL BE DUE IN LECTURE ON NOV. 23

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## Week of November 30-December 2

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

KEYWORD: EPA

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

On multinationals

- In **Major Problems, Chapter 15**, *American Business in the World, 1945-2005*:
  - 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, *Weyerhaeuser 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)
  - Essay by Sicilia, *“The Corporation Under Siege”* (2004; 436-440)

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

KEYWORD: stagflation

Total pages of required reading this week: ca. 68

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## Week of December 7-9

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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**:
  - Robert H. Hayes and William J. Abernathy, *“Managing Our Way to Economic Decline,” Harvard Business Review* 58 (July-August 1980): 67-77.
  - John E. Schwartz and Thomas J. Volgy, *“The Myth of America's Economic Decline,” Harvard Business Review* 63 (Sept/Oct 1985): 98-107.

On the next “new economy”?

- In **Major Problems, Chapter 14**:

- Doc. #5, Journalists Probe Transportation Workers' Lives in the Wake of Deregulation, 1992 (458-460)
- Essay by Vietor, "American Airlines Competes After Deregulation" (1994; 471-478)
- Doc. #6, Sam Walton, Ten Rules That Worked for Me, 1992 (460-462)
- Doc. #7, A Congressman Explores Wal-Mart's Labor Practices in the United States and Asia, 2004 (462-464)
- Essay by Head, "Inside Wal-Mart" (2004; 478-483)
- 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)
  - Essay by Baily and Farrell, "Exploding the Myths About Offshoring" (2004; 515-520)
- On **Learn@UW**:
  - Selection from Jagdish Bhagwati and Alan S. Blinder, ed. and with an intro. by Benjamin M. Friedman, *Offshoring American Jobs: What Response from U.S. Economic Policy?* (Cambridge: MIT Press, 2009).
  - Selections from this year's **Go Big Read** (free to enrolled students): Rebecca Skloot, *The Immortal Life of Henrietta Lacks* (New York: Crown Publishers/Random House, 2010).

DEC. 9 (TH) LECTURE – "A new era of capitalism? Part 2"

KEYWORD: nanotechnology, derivatives

Total pages of required reading this week: ca. 108




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### Week of December 14-16

DEC. 14 (T) LECTURE – "A new era of capitalism? Part 3"

DEC. 15 (W) SECTIONS – will not meet

DEC. 16 (W) – Study Day

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### 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)

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