

PAPERS
OF THE
SIXTEENTH
BUSINESS HISTORY CONFERENCE
FEBRUARY 21-22, 1969

Edited by
CHARLES J. KENNEDY

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PROGRAM OF THE SIXTEENTH ANNUAL MEETING
OF THE BUSINESS HISTORY CONFERENCE

LINCOLN, NEBRASKA, FEBRUARY 21-22, 1969

FRIDAY, FEBRUARY 21, 1969

2:00 P.M. PROBLEMS, METHODOLOGY, AND SOURCES

Chairman: Harold F. Williamson, Northwestern University

Papers: Eric M. Sigsworth, University of York (England); Lloyd K. Marquis, American Institute of Management (Paper to be given at dinner session this evening); Robert B. Eckles, Purdue University

3:00 P.M. COFFEE AND DOUGHNUTS served by Rho Chapter, Phi Chi Theta

3:15 P.M. REPORTS ON RECENT PH.D. THESES

Chairman: Harold F. Williamson, Northwestern University

Papers: Stephen Butcher, Kansas State Teachers College; Robert J. Waller, University of Northern Iowa; Elizabeth E. Swayne, Northwestern University; Robert Ankli, Guelph University

6:00 P.M. DINNER

Chairman: Ross M. Robertson, Indiana University

Address: Lloyd K. Marquis, American Institute of Management

8:00 P.M. RECEPTION

Host: D. I. Parker, Security Mutual Life Insurance Company, Lincoln, Nebraska

SATURDAY, FEBRUARY 22, 1969

9:00 A.M. COFFEE AND ROLLS served by Rho Chapter, Phi Chi Theta

9:30 A.M. CASES ON BUSINESS HISTORY IN THE WEST

Chairman: Donald L. Kemmerer, University of Illinois

Papers: John G. Clark, University of Kansas; Leon J. Rosenberg, University of Arkansas; Norman L. Crockett, University of Missouri, Rolla

12:15 P.M. LUNCHEON

Chairman: James F. Doster, University of Alabama

Paper: Carlo De Cugis, I. Bocconi University (Milan)

3:00 P.M. THE DEVELOPMENT OF BUSINESS IN ENGLAND, GERMANY, AND THE UNITED STATES OF AMERICA DURING THE PERIOD OF EARLY INDUSTRIALIZATION

Chairman: Ralph W. Hidy, Harvard University

Papers: R. M. Hartwell, Nuffield College, Oxford; K. Peter Harder, Wichita State University; Alice Teichova, Charles University (Prague)

5:45 P.M. SOCIAL HOUR

6:45 P.M. DINNER

Chairman: Charles J. Kennedy, University of Nebraska

Introduction of Speaker: Muriel E. Hidy, Business History Foundation

Address: Henrietta M. Larson, Harvard University

EDITOR'S INTRODUCTION

CHARLES J. KENNEDY
University of Nebraska

Business history may be divided into three parts: the environment as it affects business, the administration of business, and the influence of business upon environment. Today, when a scholar writes about a business firm he undoubtedly is well aware of its relation to the environment even though he may not elaborate upon that aspect; likewise, more and more authors when discussing the environment in which business operates are knowledgeable of the history of business units. Thus, when authors, teachers, and a few businessmen with a common concern assemble the last weekend of each February at some campus in Canada or the United States, they are likely to represent divergent interests in their efforts to understand the nature and role of business in man's history, for this annual conference is a gathering of persons interested in one or more facets of business history, not merely the relatively few who think of themselves primarily as business historians.

According to the custom at these annual meetings the host professor is chairman of the program committee. In that capacity I had the excellent counsel of Alfred D. Chandler, Jr. of Johns Hopkins University, Donald L. Kemmerer of the University of Illinois, Ross M. Robertson of the University of Indiana, who also serves as the executive secretary of the conference, and Harold F. Williamson of Northwestern University. The result was a program of fifteen papers related to selected topics.

The highlight of the conference was the paper read at the closing session, which we place first in this volume: a summary statement by the director and chief author of the most extensive history of a business firm yet undertaken. Henrietta M. Larson's incisive observations on the "contours of change" as experienced by the Standard Oil Company (New Jersey) is an admirable example of what a scholarly historian of a business firm can produce when a business management cooperates. Out of such discoveries of truth teachers and textbook authors can present history more nearly as it actually happened. Because this conference was meeting in the central part of the continent, the committee invited three men to present papers on their research concerning case histories in the West. Leon Joseph Rosenberg's presentation of the Sanger Brothers of Dallas, Norman L. Crockett's analysis of wool manufacturers in

the midwest, and John G. Clark's analysis of the business elite in early New Orleans show three of the forms that case histories may take. Doctoral dissertations frequently are also of the case history type, as shown by the abstracts we are publishing of the longer papers presented by four young scholars, Robert Ankli, Elizabeth Swayne Yamashita, Stephen Butcher, and Robert J. Waller on their respective and varied topics.

One area in which both economic historians and business historians are necessarily interested is the environment during early industrialization in various countries and the relation to the development of business. It is a very large subject and one in which there is much work to be done. Three authors, each in his own manner, spoke upon the inducements and obstacles to business in a single country. R. M. Hartwell's paper is a stimulating appraisal of conditions affecting businessmen in England not quite two centuries ago, an episode in man's history that makes a difference everywhere today. K. Peter Harder's paper on Germany in the early nineteenth century is a very encouraging example of what younger economists and historians are doing by using tools and disciplines at their command in concentrating upon the task of understanding the development of business. For the United States a number of scholars who specialize on business history would be available. The program committee did not attempt to decide which expert in this country should be invited to speak, however, because the committee saw a unique opportunity. Alice Teichova and her husband were spending the year at several American universities in historical research, and while her specialty is Czechoslovak history, her broad interests and background enabled her to present to us a paper on our history as seen by a scholar from central Europe. Such empathy is wholesome and rewarding for Americans who really want to understand their past.

The present is full of history, too, as we all know. A striking illustration in current business history is the extensive reception given to Jean-Jacques Servan-Schreiber's recent book *The American Challenge*. The program committee felt that this book should be discussed by an expert who is both an economist and an author of business history. It was our good fortune that Carlo De Cugis was available.

Every annual meeting of the Business History Conference includes at least informal shoptalk; and sometimes there are formal papers on problems, methods, and sources. This conference opened with papers on those topics, and thus both young and mature

scholars could pursue the discussion between the several sessions. Eric M. Sigsworth's paper on the businessman in England between 1870 and 1914 is both revealing and challenging to both business historians and economic historians. A potential technique to appraise business management in the past was offered by Lloyd K. Marquis who explained the "management audit" and indicated that business historians could adapt it for their use. Of course, nothing much can be done to write business history without adequate sources. Robert B. Eckles reminded all of us, scholars and businessmen, not only that records must be saved but that they must be used. Photocopy, he suggested, is the best answer yet, and one which merits more attention.

The Sixteenth Business History Conference was held at the Nebraska Center for Continuing Education on the campus of the University of Nebraska in Lincoln. Besides the program committee, the chairman's wife and some of his doctoral students assisted in the many tasks associated with such meetings. The students who gave much of their time are Gerald Baird, Bruce W. Beloit, Allen L. Bures, William D. Crist, Neal O. Higgins, Philip R. Smith, Phillip M. Sarver, and Gottfried E. Voelker. Dr. E. S. Wallace and Mrs. Dorothy Switzer, editor and assistant editor, respectively, of the *Nebraska Journal of Economics and Business*, and my wife, Dorothy Kennedy, graciously donated their editorial assistance. The College of Business Administration contributed some of the funds necessary to publish these papers both as an issue of the *Nebraska Journal of Economics and Business* and as the *Papers of the Conference*.

An outstanding feature of every annual meeting of the Business History Conference is the informal discussion between the sessions. Not only is the conference attendance small enough to permit everyone to chat with everyone else but the programs are planned with that in mind. Mr. D. I. Parker, president of the Security Mutual Life Insurance Company, contributed to this portion of the program by hosting the conference at a reception where in a social atmosphere scholars, businessmen, and wives learned more about business history and each other.

A new emphasis was introduced at the Sixteenth Conference. Wives and foreign scholars have attended previous meetings, but this year the number in both groups was impressive and we hope it indicates only the beginning of their increased participation in future years.

—August 1969

PARTICIPANTS OF THE CONFERENCE

CANADA

Trent University
David S. Macmillan
University of Guelph
Robert Ankli
University of Western Ontario
Richard C. Overton

CZECHOSLOVAKIA

Charles University
Alice Teichova (Mrs Mikalus Teich)
Czechoslovak Academy of Sciences
Mikalus Teich

ITALY

I. Bocconi University, Milan
Carlo De Cugis*

JAPAN

Kobe University of Commerce
Jiro Toyahora
Ryukoku University
Kesaji Koboyaski
Waseda University
Kin'ichiwo Toba

UNITED KINGDOM

Nuffield College, Oxford
R. M. Hartwell
University of York
Eric Sigsworth

UNITED STATES

American Institute of Management
Lloyd K. Marquis. Also at Fairleigh
Dickinson, q v
Binger Distributing Company, Lincoln,
Nebraska
George R. Binger*

Business History Foundation, Inc.
Muriel E. Hidy (Mrs Ralph W.)

Colorado State University
Valentine Ridgway

Continental Oil Company
Harold Hays* (retired), Lincoln,
Nebraska

Dana College
R. Gary Dean
Nelson Williams

Eleutherian Mills-Hagley Foundation,
Inc.

David I. Gilchrist

Fairleigh Dickinson University
Lloyd K. Marquis. Also president of
American Institute of Management,
q v.

Harvard University
Ralph W. Hidy
Henrietta Larson
Robert Lovett*

Illinois State University
Fred W. Kohlmeyer*

Indiana University
Fred Bateman
James D. Foust
Ross M. Robertson

Kansas State Teachers College
Stephen J. Butcher

Kearney State College
Gordon Blake
Mary K. Ewing

John F. Kennedy College
Bruce Beloit (Union Pacific Railroad)

Kent State University
Chalmers Monteith

Nebraska Vocational Technical School
at Milford
Gerald W. Baird*

Nebraska Wesleyan University
George E. Crawford*

Nebraska State Historical Society
J. Potter
Paul D. Riley

Northwestern University Elizabeth Swayne Yamashita (Mrs. Donald M.) Harold F Williamson*	William D. Crist * g.s. (Stanislaus State College) G. James Francis, g.s. William Gillies* Howard R. Harlow,* g.s. Neal O. Higgins,* g.s. (East Texas State University) Richard M. Hodgetts Charles J. Kennedy* William E. Kuhn Douglas S. Lowe, g.s. (St. Cloud State College) Donald L. McManis Charles S. Miller* William C. Peters* William G. Phillips Benjamin G. Rader* Alan R. Reinmiller (student) Rudolph Roberts, g.s. (University of Liberia) Phillip M. Sarver, g.s. (Southern Colo- rado State College) Philip R. Smith, g.s. Royce Smith, g.s. (Oregon State Uni- versity) Joseph Soshnik* Joseph G. Svoboda* Gottfried Voelker, g.s. Darrell Wentworth (St. Cloud State College) James S. West, g.s. Gerald Wood, g.s.
Ohio University Scott D. Walton	University of Northern Iowa Robert J. Waller
Park College Clyde Crobaugh*	University of South Dakota Charles N. Kaufman Benno Wymar
John J. Pershing College Mohamed Dabbagh	University of Southern California E. Bryant Phillips
Purdue University Robert B. Eckles	University of Washington Bayard O. Wheeler
Security Mutual Life Insurance Com- pany, Lincoln, Nebraska Donald I. Parker*	Washburn University William O. Wagnon
Southeast Missouri State College Paul S. Barnett	Wichita State University K. Peter Harder
United Airlines, Inc. Adriano G. Delfino	
University of Alabama James F. Doster* Frank E. Dykema*	
University of Arkansas Leon J. Rosenberg	
University of Illinois Maynard Brickford Donald L. Kemmerer Larry Neal	
University of Kansas John G. Clark	
University of Missouri at Rolla Norman L. Crockett (University of Oklahoma)	
University of Montana Robert Peterson	
University of Nebraska Allen I. Bures,* g.s. (University of Dubuque Michael J. Cleary,* g.s.	

*Member's wife not otherwise listed.

g.s., Graduate student.

Faculty positions effective after Sept. 1, 1969 are enclosed in parentheses.