Business History Review

W I N T E R 2 0 0 1



Shipping Agricultural Equipment on the Illinois Central Railroad, 1920s

Cover: Interstate shipping was one of several industries that brought conflict between state and national regulators. In his article, "State Regulators and Pragmatic Federalism in the United States, 1889–1945," William R. Childs describes the ways in which state regulators worked to forge a cooperative relationship with their federal counterparts. (The cover image, part of the Industrial Life Photograph Collection, appears courtesy of Baker Library, Harvard Business School).

© 2001 by The President and Fellows of Harvard College. All rights reserved.

ISSN 0007-6805

 $Periodical\ postage\ paid\ at\ Boston,\ Mass.,\ and\ additional\ offices.$

Business History Review

Published Quarterly by Harvard Business School Volume 75 Number 4 Winter 2001

EDITORS · Walter A. Friedman and Thomas K. McCraw PRODUCTION MANAGER · Margaret P. Willard BOOK REVIEW COORDINATOR · Felice Whittum Harvard University

EDITORIAL ADVISORY BOARD

Franco Amatori, Università Bocconi Mansel Blackford, Ohio State University Alfred D. Chandler Jr., Harvard University Patricia Denault, Harvard University Tony Freyer, University of Alabama Patrick Fridenson, École des Hautes Études Mark Fruin, San Jose State University Richard R. John, University of Illinois, Chicago Nancy F. Koehn, Harvard University John J. McCusker, Trinity University John P. McKay, University of Illinois, Urbana-Champaign David A. Moss, Harvard University H. V. Nelles, York University Daniel Nelson, University of Akron Richard S. Rosenbloom, Harvard University Philip Scranton, Rutgers University, Camden Michael S. Smith, University of South Carolina Susan Strasser, University of Delaware Richard S. Tedlow, Harvard University Richard H. K. Vietor, Harvard University Mira Wilkins, Florida International University Takeshi Yuzawa, Gakushuin University

BOOK REVIEW BOARD

Jeremy Baskes, Ohio Wesleyan University
Andrea Colli, Università Bocconi
Andrea McElderry, University of Louisville
Rowena Olegario, University of Michigan
Wyatt Wells, Auburn University Montgomery
Robert E. Wright, University of Virginia

The Business History Review is published in the spring, summer, autumn, and winter by Harvard Business School and is printed at Capital City Press in Vermont.

- Manuscripts, books for review, commentary, and all editorial correspondence should be sent to Walter A. Friedman at the address below.
- Queries regarding advertising and subscriptions, as well as changes of address, should be sent to the address given below or by e-mail to bhr@hbs.edu.
- Correspondence regarding rights and permissions should be sent to Permissions at the address given below.

Business History Review Harvard Business School Soldiers Field Boston, MA 02163 Telephone: 617-495-6154 Fax: 617-496-5985

- E-mail correspondence and inquiries can be sent to bhr@hbs.edu.
- Subscription rates for the volume year 2002:

Individuals	\$50.00
Institutions	\$100.00
Students (with photocopy of current student identification)	\$35.00
All subscriptions outside the U.S., Mexico & Canada	\$115.00

- Many issues of volumes 60–75 (1986–2001) are available from our office for \$15.00 per issue. Please contact BHR for details.
- Business History Review articles are listed in Business Methods Index, Book Review Index, The Journal of Economic Literature, Historical Abstracts, America-History and Life, and ABI/INFORM.
- Notice of failure to receive issues must reach the office no later than six months
 after the date of mailing. Postmaster: Send address changes to Business History
 Review, Harvard Business School, Soldiers Field, Boston, MA 02163.
- The paper used in this journal meets the minimum requirements of the American National Standard for Permanence of Paper for Printed Library Materials, Z.39.48 and is 50% recycled, 10% post-consumer.
- Visit our web site for further details and current information: www.hbs.edu/bhr.

CONTENTS

ARTICLES

- William R. Childs State Regulators and Pragmatic Federalism in the United States, 1889–1945 701
- Eugene Ridings Chambers of Commerce and Business Elites in Great Britain and Brazil in the Nineteenth Century: Some Comparisons • 739
- Jonathan Soffer The National Association of Manufacturers and the Militarization of American Conservatism 775
 - Robert Gardella Tea Processing in China, circa 1885– A Photographic Essay • 807

ANNOUNCEMENTS • 813

BOOK REVIEWS

- Alice Amsden, The Rise of "the Rest": Challenges to the West from Late-Industrialization Economies.

 Reviewed by Robert Forrant 922
- Cynthia D. Anderson, The Social Consequences of Economic Restructuring in the Textile Industry: Change in a Southern Mill Village. Reviewed by Randall L. Patton • 850
 - Edward J. Balleisen, Navigating Failure: Bankruptcy and Commercial Society in Antebellum America. Reviewed by Clyde A. Haulman • 825
- Mansel Blackford, Fragile Paradise: The Impact of Tourism on Maui, 1959–2000. Reviewed by Harvey K. Newman • 860
- David Blanke, Sowing the American Dream: How Consumer Culture Took Root in the Rural Midwest.

 Reviewed by Thomas A. Woods 832
- Rajeswary Ampalavanar Brown, Chinese Big Business and the Wealth of Asian Nations. Reviewed by Elisabeth Köll 916

A'Lelia Bundles, On Her Own Ground: The Life and Times of Madam C. J. Walker. Reviewed by Alexa Benson Henderson • 840 Olen Cole Jr., The African-American Experience in the Civilian Conservation Corps. Reviewed by Mark D. Higbee • 843

Margaret Derry, Ontario's Cattle Kingdom: Purebred Breeders and Their World, 1870–1920. Reviewed by Connie L. Lester • 877

Luca Einaudi, Money and Politics: European Monetary Unification and the International Gold Standard (1865–1873). Reviewed by Lawrence H. Officer • 896

Niall Ferguson, The Cash Nexus: Money and Power in the Modern World, 1700–2000.Reviewed by Richard F. Teichgraeber III • 893

William B. Friedericks, Covering Iowa: The History of the Des Moines Register and Tribune Company, 1849–1985.

Reviewed by Richard B. Kielbowicz • 830

Elliott J. Gorn, Mother Jones: The Most Dangerous Woman in America. Reviewed by Craig Phelan • 845

Margaret B. W. Graham and Alec T. Shuldiner, Corning and the Craft of Innovation. Reviewed by Christopher L. Tucci • 862

Allison L. Hepler, Women in Labor: Mothers, Medicine, and Occupational Health in the United States, 1890–1980.

Reviewed by Anna R. Igra • 835

Gerald Horne, Class Struggle in Hollywood, 1930–1950: Moguls, Mobsters, Stars, Reds, and Trade Unionists. Reviewed by James J. Lorence • 848

Agatha C. Hughes and Thomas P. Hughes, editors, Systems, Experts, and Computers: The Systems Approach in Management and Engineering, World War II and After.

Reviewed by Stephen P. Waring • 866

Paul Israel, Edison: A Life of Invention.Reviewed by John W. Servos • 819'

Charles David Jacobson, Ties that Bind: Economic and Political Dilemmas of Urban Utility Networks, 1800–1990.

Reviewed by William J. Hausman • 827

Harold James, The Deutsche Bank and the Nazi Economic War against the Jews: The Expropriation of Jewish-Owned Property. Reviewed by Jeremy Leaman • 910

- Edgar Jones, The Business of Medicine: A History of Glaxo.
 Reviewed by Stephen B. Adams 888
- Thomas H. Kreneck, Mexican American Odyssey: Felix Tijerina, Entrepreneur & Civic Leader, 1905–1965. Reviewed by Paul H. Carlson • 853
 - Robert Lewis, Manufacturing Montreal: The Making of an Industrial Landscape, 1850–1930. Reviewed by Michael Huberman • 875
- Leonor Ludlow and Carlos Marichal, editors, Un siglo de deuda pública en México [A century of public debt in Mexico]. Reviewed by Edward Beatty • 880
 - Ruth Milkman, editor, Organizing Immigrants: The Challenge for Unions in Contemporary California. Reviewed by Zaragosa Vargas • 858
 - Astrid Möller, Naukratis: Trade in Archaic Greece.

 Reviewed by Claire Calcagno 913
 - Laurence B. Mussio, Telecom Nation: Telecommunications, Computers, and Governments in Canada. Reviewed by Hudson Janisch • 869
 - Glen Norcliffe, The Ride to Modernity: The Bicycle in Canada, 1869–1900. Reviewed by Colin Harris • 873
- Alfred Reckendrees, Das "Stahltrust"-Projekt: Die Gründung der Vereinigte Stahlwerke A.G. und ihre Unternehmensentwicklung 1926–1933/34 [The "steel-trust" project: The founding of the United Steel Works AG and its business development, 1926–1933/34]. Reviewed by Jeffrey Fear 906
- Donna J. Rilling, Making Houses, Crafting Capitalism: Builders in Philadelphia, 1790–1850. Reviewed by Ronald Schultz 822
- Leonard N. Rosenband, Papermaking in Eighteenth-Century France: Management, Labor, and Revolution at the Montgolfier Mill, 1761–1805. Reviewed by Christopher H. Johnson • 899
- T. M. Sell, Wings of Power: Boeing and the Politics of Growth in the Northwest. Reviewed by David D. Lee 865
- Julian L. Simon (Timur Kuran, editor), The Great Breakthrough and Its Cause. Reviewed by Roderick Floud • 891

- Kerry Smith, A Time of Crisis: Japan, the Great Depression, and Rural Revitalization. Reviewed by Louis G. Perez • 920
- Susanne E. Smith, Dancing in the Street: Motown and the Cultural Politics of Detroit. Reviewed by Kathy M. Newman 855
 - Barry Stapleton and James H. Thomas, Gales: A Study in Brewing, Business and Family History.

 Reviewed by Christine Clark 883
- David Thoms and Tom Donnelly, The Coventry Motor Industry: Birth to Renaissance. Reviewed by Timothy R. Whisler • 885
- Laurent Tissot, Naissance d'une industrie touristique: Les Anglais et la Suisse au XIXe siècle [Birth of a tourist industry: The English and the Swiss in the nineteenth century].

 Reviewed by Stephen L. Harp 903
- Julie A. Willett, Permanent Waves: The Making of the American Beauty Shop. Reviewed by Elysa Engelman • 838

INDEX TO VOLUME 75 • 927

Contributors

William R. Childs is associate professor of history at The Ohio State University. He is the author of Trucking and the Public Interest (1985), articles on regulation and infrastructure, and numerous book reviews. Currently, he is completing a history of the Texas Railroad Commission and state and national regulation up to the middle of the twentieth century. In 1995, he succeeded Edwin Perkins as editor of Essays in Economic and Business History and remained in that position for four years.

Robert Gardella is professor of history at the United States Merchant Marine Academy in Kings Point, New York. He is the author of Harvesting Mountains: Fujian and the China Tea Trade, 1757–1937 (1994) and co-editor of Chinese Business History: Interpretive Trends and Priorities for the Future (1998). He is currently analyzing small business partnership contracts in late-nineteenth and midtwentieth century China, and the implications of such instruments for the development of overseas Chinese business structures in Southeast Asia since the 1700s.

Eugene Ridings is professor emeritus of history at Winona State University. He received his Ph.D. from the University of Florida under the direction of Neill Macaulay in 1970. He is the author of Business Interest Groups in Nineteenth-Century Brazil (1994) and has published a number of articles on the interaction of business and government.

Jonathan Soffer is assistant professor of history at Polytechnic University in Brooklyn, New York. In 1992, he received his doctorate from Columbia University. He is the author of General Matthew B. Ridgway: From Progressivism to Reaganism, 1895–1993 (1998). At present, he is writing a book on the society, politics, and culture of New York City during the administration of Mayor Ed Koch.