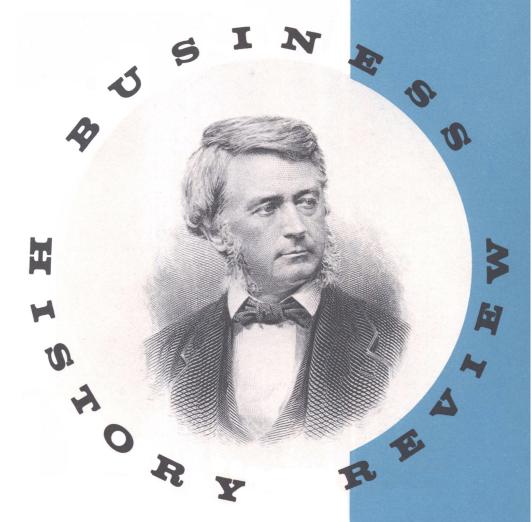
1981



FEATURED IN THIS ISSUE

- Slavery in Antebellum Textile Mills
- The Railway-Corporate State Metaphor
- International Politics and Iraqi Oil
- French Economic History A Review Article
- EDITOR'S CORNER
- BOOK REVIEWS
- ANNUAL INDEX, 1981



MANAGING EDITOR

James E. Fell, Jr., Harvard University

BUSINESS MANAGER

Rosemary V. Gray, Harvard University

ADVISORY BOARD

Louis P. Cain, Loyola University of Chicago François Caron, The Sorbonne Alfred D. Chandler, Jr., Harvard University Donald Coleman, Pembroke College, Cambridge Leslie Hannah, London School of Economics & Political Science H. Thomas Johnson, Western Washington University Morton Keller, Brandeis University Diane Lindstrom, University of Wisconsin Harold C. Livesay, Virginia Polytechnic Institute and State University Thomas K. McCraw, Harvard University John J. McCusker, University of Maryland — College Park John P. McKay, University of Illinois at Urbana/Champaign Akio Okochi, University of Tokyo Stephen Salsbury, University of Sydney Merritt Roe Smith, Massachusetts Institute of Technology Richard H. Tilly, Westfälische-Wilhelms Universität Paul Uselding, University of Illinois at Urbana/Champaign

HONORARY MEMBER

Henrietta Larson, Harvard University, Emerita

COVER:

Thomas A. Scott, President of the Pennsylvania Railroad, who agreed with a fellow businessman that "the destruction of railroad property may be attributed 'to a class of Damn Fools' who refuse to make and maintain rates." From an engraving by the Continental Bank Note Company, used by the courtesy of Baker Library, Harvard University. (See pp. 491-516.)

The records business men leave have a kind of veracity that we do not find as a rule in political records The Business Historical Society and allied associations are providing material which is going to give us a more accurate foundation for judgment in other fields of history.—Victor S. Clark in an address to the first American conference on business history, Harvard University, December 30, 1930.

BUSINESS HISTORY REVIEW

CONTENTS

THE FABRIC OF CONTROL: SLAVERY IN ANTEBELLUM SOUTH- ERN TEXTILE MILLS 471
RANDALL M. MILLER
IMAGE AND REALITY: THE RAILWAY CORPORATE-STATE METAPHOR
INTERNATIONAL POLITICS AND IRAQI OIL, 1918-1928: A STUDY IN ANGLO-AMERICAN DIPLOMACY 517 WILLIAM STIVERS
FROM OLD REGIME TO NEW: BUSINESS, BUREAUCRACY, AND SOCIAL CHANGE IN EIGHTEENTH-CENTURY FRANCE – A REVIEW ARTICLE
THE EDITOR'S CORNER
BOOK REVIEWS
Abraham, David, The Collapse of the Weimar Republic: Political Economy and Crisis. Reviewed by Elaine Glovka Spencer 609
Anderson, Douglas D., Regulatory Politics and Electric Util- ities: A Case Study in Political Economy. Reviewed by Philip J. Funigiello
Beckett, J.V., Coal and Tobacco: The Lowthers and the Economic Development of West Cumberland, 1660-1760. Reviewed by Joyce Ellis 602
Bibliographic Guide to Business and Economics: 1979. Reviewed by Lorna M. Daniells
Brown, D. Clayton, Electricity for Rural America: The Fight for the REA. Reviewed by Douglas D. Anderson 582
(continued on next page)

PUBLISHED QUARTERLY BY THE HARVARD GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

VOLUME LV, NUMBER 4

WINTER 1981

CONTENTS

(continued)

Cherny, Robert W., Populism, Progressivism and the Transformation of Nebraska Politics, 1885-1915. Reviewed by Karel D. Bicha	578
Collier, Basil, Arms and the Men: The Arms Trade and Governments. Reviewed by Malcolm Smith	601
Cummings, Scott, ed., Self-Help in Urban America: Patterns of Minority Business Enterprise. Reviewed by John Bodnar.	587
Daniel, Cletus E., Bitter Harvest: A History of California Farmworkers, 1870-1941. Reviewed by Athan G. Theoharis	581
Downard, William L., Dictionary of the History of the American Brewing and Distilling Industries. Reviewed by K. Austin Kerr	597
Du Boff, Richard B., Electric Power in American Manufacturing, 1889-1958. Reviewed by Thomas P. Hughes	584
Foster, Mark S., From Streetcar to Superhighway: American City Planners and Urban Transportation, 1900-1940. Reviewed by William R. Childs	585
Gansler, Jacques S., The Defense Industry. Reviewed by Robert Cuff	590
Headrick, Daniel R., The Tools of Empire: Technology and European Imperialism in the Nineteenth Century Reviewed by G.N. von Tunzelmann.	599
Highsaw, Robert B., Edward Douglass White: Defender of the Conservative Faith. Reviewed by Arthur F. McEvoy.	575
Hines, Neal O., Denny's Knoll: A History of the Metropolitan Tract of the University of Washington. Reviewed by Mansel G. Blackford	580
Louis, J.C. and Harvey Z. Yazijian, The Cola Wars: The Story of the Global Corporate Battle Between the Coca-Cola Company and PepsiCo, Inc. Reviewed by Daniel Pope	588
McLean, Harold H., Pittsburgh and Lake Erie R.R. Reviewed by Keith L. Bryant	571
Martin, Ross M., TUC: The Growth of a Pressure Group 1868- 1976. Reviewed by Standish Meacham	603
Miller, Aaron David, Search for Security: Saudi Arabian Oil and American Foreign Policy, 1939-1949. Reviewed by Michael B. Stoff	596
Mueller, Dennis C., ed., The Determinants and Effects of Mergers: An International Comparison Reviewed by Leslie Hannah	568
Palmer, Bruce, "Man over Money": The Southern Populist Critique of American Capitalism. Reviewed by Daniel Pope.	577
(continued on next page)	

CONTENTS

(continued)

Schiller, Dan, Objectivity and the News: The Public and the Rise of Commercial Journalism. Reviewed by James Lewis Baughman	570
Scott, John and Michael Hughes, The Anatomy of Scottish Capital: Scottish Companies and Scottish Capital, 1900-1979. Reviewed by R. H. Campbell	605
Shelley, Louise I., Crime and Modernization: The Impact of Industrialization on Crime. Reviewed by Thomas V. DiBacco.	569
Siegrist, Hannes, Vom Familienbetrieb zum Managerunternehmen: Angestellte und Industrielle Organisation am Beispiel der Georg Fischer AG in Schaffhausen 1797-1930. Reviewed by Toni Pierenkemper	608
Sigmund, Paul E., Multinationals in Latin America: The Politics of Nationalization. Reviewed by Ronald C. Newton	611
Taft, Philip, Organizing Dixie: Alabama Workers in the Industrial Age. Reviewed by Athan G. Theoharis	581
Unger, Richard W., Dutch Shipbuilding Before 1800. Reviewed by William J. Hausman	606
Wendel, C. H., 150 Years of International Harvester. Reviewed by R. Douglas Hurt	574
White, Gerald T., Billions for Defense: Government Financing by the Defense Plant Corporation During World War II. Reviewed by Robert Cuff.	590

The Business History Review (ISSN0007–6805) is published in the Spring, Summer, Autumn, and Winter. Address all communications, including manuscripts, change of address, and rights and permissions inquiries to Business History Review, 216 Cotting House, Soldiers Field, Boston, Massachusetts 02163. Telephone 617–495–6312. Individual subscription rate, \$15.00; Institutions, \$20.00. Special subscription rate for students, \$7.50. All subscriptions outside the U.S.A. and Canada, \$20.00. Back issues and reprints of current articles also available; rates on request. Notice of failure to receive issues must reach this office not later than six months after date of mailing. Postmaster: Send address changes to the aforementioned address.

The Business History Review does not assume responsibility for statements of fact or opinion made by its contributors.

The Business History Review Five-Year Indexes: Volume XXXVI (1962) Through Volume XL (1966); Volume XLI (1967) Through Volume XLV (1971); and Volume XLVI (1972) Through Volume L (1976), can be obtained from our office at \$4.00 each, postpaid. These guides provide detailed author, title, proper name, and subject entries to our articles, notes and reviews over their period of coverage.

Contents are currently indexed or abstracted in: Accountants' Index; America: History and Life; Book Review Index; Book Review Index to Social Science Periodicals, Business Methods Index; Business Periodicals Index; Current Contents; Behavioral, Social, and Management Sciences; Historical Abstracts; Index to Economic Journals; Journal of Economic Literature; Public Affairs Information Service Bulletin; and Social Sciences Index. Second-class postage paid at Boston, Massachusetts. Printed at Harvard University Printing Office.

Copyright © 1981 by the President and Fellows of Harvard College.

STATEMENT OF OWNERSHIP	POSTAL SERVICE P, MANAGEMENT AND CIRCL Wed by 39 U.S.C. 3685)	ULATION
1. TITLE OF PUBLICATION	wed by 39 U.S.C. 3685)	
BUSINESS HISTORY REVIEW	0 0 0 7 6	8 0 5 10/1/81
FREQUENCY OF ISSUE	A. NO. OF ISSUES PUBLI	SHED B. ANNUAL SUBSCRIPTION
Quarterly	ANNUALLY 4	\$20.00
COMPLETE MAILING ADDRESS OF KNOWN OFFICE OF PUBLICATION	(Street, City, County, State and 71P Code)	1 '
Cotting House 216, Soldiers Field, Bo		,,,,,,,
COMPLETE MAILING ADDRESS OF THE HEADQUARTERS OR GENERA	AL BUSINESS OFFICES OF THE PUBLISH	ERS (Not printers)
Same as Item 4		
s. Full names and complete mailing adoress of publisher, et	DITOR, AND MANAGING EDITOR (This lie	m MUST NOT be blank)
PUBLISHER (Name and Complete Mailing Address)		
The President and Fellows of Harvard C	College, Cambridge, MA	
DITOR (Name and Complete Malling Address)		
Albro Martin, Cotting 216, Soldiers Fi	eld, Boston, MA 02163	
MANAGING EDITOR (Name and Complete Mailing Address)		
James E. Fell, Jr. Cotting House 216,		
OWNER (I owned by a corporation, its name and address must be stated holders owning or holding 1 percent or more of total amount of stock. If not must be given. If owned by a partnership or other unincorporated lims, its publication is published by a nonprofit organization, its name and address	anned by a compaction. The same and adds	anne at the lasthib. It was an
FULL NAME	COMPLETE	MAILING ADDRESS
mh - n - Ji	Massachusetts Hall,	Cambridge, MA 02138
The President and Fellows of Harvard College		
KNOWN BONDHOLDERS, MORTGAGES, AND OTHER TOTAL AMOUNT OF BONDS, MORTGAGES	SECURITY HOLDERS OWNING OR HOLD	DING 1 PERCENT OR MORE OF
FULL NAME		MAILING ADDRESS
None		
FOR COMPLETION BY NONPROFIT ORGANIZATIONS AUTHORIZE The purpose, function, and nonprofit status of this organization and the	exempt status for Federal income tax purpo	ction 411.3, DMM only) oses (Check one)
(1) HAS NOT CHANGED DURING (2) HAS CHANGED D	IONTHS change with t	sublisher must submit explanation of
MAS NOT CHANGED DURING HAS CHANGED D PRECEDING 12 MONTHS PRECEDING 12 M		his statement.)
LA PRECEDING 12 MONTHS LA PRECEDING 12 M	AVERAGE NO. COPIES EACH ISSUE DURING PRECEDING 12 MONTHS	
DEPRECEDING 12 MONTHS PRECEDING 12 M EXTENT AND NATURE OF CIRCULATION	AVERAGE NO. COPIES EACH ISSUE DURING PRECEDING 12 MONTHS	
D. PRECEDING 12 MONTHS L PRECEDING 12 M D. EXTENT AND NATURE OF CIRCULATION TOTAL NO. COPIES (New Press Rum)	2525	ACTUAL NO. COPIES OF SIN ISSUE PUBLISHED NEAREST FILING DATE 2550
DE PRECEDING 12 MONTHS PRECEDING 12 M EXTENT AND NATURE OF CIRCULATION TOTAL NO. COPIES (Mel Press Run) PAID CIRCULATION 1. BALES THROUGH DEALERS AND CARRIERS, STREET VERHOORS AND COUNTER BALES		ACTUAL NO. COPIES OF SIN ISSUE PUBLISHED NEAREST FILING DATE
A. EXTENT AND NATURE OF CIRCULATION TOTAL NO. COMES (New Press Run) PAID CIRCULATION TO CARLES TRADUCH CEALERS AND CARRIERS, STREET VERHOORS AND COUNTER BALES 2. MAIL SUBSCRIPTION	2525	ACTUAL NO. COPIES OF SIN ISSUE PUBLISHED NEAREST FILING DATE 2550
A EXTENT AND NATURE OF CIRCULATION TOTAL NO. COPIES (Not Press Run) PAID CIRCULATION PAID CIRCULATION PAID CIRCULATION PAID CIRCULATION 2. MAIL SUBSCRIPTION	2525 None	ACTUAL NO. COPIES OF SIN ISSUE PUBLISHED NEAREST FILING DATE 2550 None
A EXTENT AND NATURE OF CIRCULATION DESCRIPTION TOTAL NO. COPIES (Net Press Run) PAID CIRCULATION 1. BALES THROUGH DEALERS AND CARRIERS, STREET VERDORS AND COUNTER BALES 2. MAIL SUBSCRIPTION TOTAL PAID CIRCULATION (Sum of 1081 and 1082)	2525 None 1840 1840	ACTUAL NO. COPIES OF SIN ISSUE PUBLISHED NAGNEST PILING DATE 2550 None 1849
DESCRIPTION BY MAIL, CARRIER OR OTHER MEANS EXTERT AND NATURE OF CIRCULATION DAIL CIRCULATION PAID CIRCULATION PAID CIRCULATION PAID CIRCULATION VERIFORD AND COUNTER BALES 2. MAIL SUBSCRIPTION TOTAL PAID CIRCULATION (Sum of 1081 and 1082) PAID CIRCULATION (Sum of 1081 and 1082)	2525 None 1840	ACTUAL NO. COPIES OF SIM- ISSUE PUBLISHED NAMEST PILING DATE 2550 None 1849 1849 517
ALL PRECEDING 12 MONTHS DESCRIPTION EXTENT AND NATURE OF CIRCULATION TOTAL NO. COPIES (Mer Press Run) PAID CIRCULATION PAID CIRCULATION PAID CIRCULATION 2. MAIL SUBSCRIPTION TOTAL PAID CIRCULATION (Sum of 1081 and 1082) FREE DISTRIBUTION BY MAIL, CARRIER OR OTHER MEANS SAMPLES, COMPLIMENTARY, AND OTHER PIEE COPIES TOTAL DISTRIBUTION (Sum of C and D)	2525 None 1840 1840 515	ACTUAL NO. COPIES OF SIN ISSUE PUBLISHED NAGREST 2550 None 1849 1849 517 2366
ALL PRECEDING 12 MONTHS DESCRIPTION EXTENT AND NATURE OF CIRCULATION TOTAL NO. COPIES (Mer Press Run) PAID CIRCULATION PAID CIRCULATION PAID CIRCULATION 2. MAIL SUBSCRIPTION TOTAL PAID CIRCULATION (Sum of 1081 and 1082) FREE DISTRIBUTION BY MAIL, CARRIER OR OTHER MEANS SAMPLES, COMPLIMENTARY, AND OTHER PIEE COPIES TOTAL DISTRIBUTION (Sum of C and D)	2525 None 1840 1840 515 2355	ACTUAL NO. COPIES OF SIN ISSUE PUBLISHED NEAREST FILING DAYE 2550 None 1849 1849 517 2366 184
A EXTENT AND NATURE OF CIRCULATION TOTAL NO. COPIES (Not Press Run) PAID CIRCULATION 1. BALES THROUGH DEALERS AND CARRIERS, STREET VERDORS AND COUNTER BALES 2. MAIL SUBSCRIPTION TOTAL PAID CIRCULATION (Sum of 1081 and 1082) PREP DISTRIBUTION BY MAIL. CARRIER OR OTHER MEANS SAME, COMPLISHED AND OTHER PRES COPIES TOTAL DISTRIBUTION (Sum of C and D) COPIES NOT DISTRIBUTED COPIES NO	2525 None 1840 1840 515 2355	ACTUAL NO COPIES OF SIM- ISSUE PUBLISHED NAMEST 2550 None 1849 1849 517 2366 184 None
DESCRIPTION OF THE PRECEDING 12 MONTHS EXTENT AND NATURE OF CIRCULATION TOTAL MO. COPIES (Met Press Run) PAID CIRCULATION 1. BALES THROUGH DEALERS AND CARRIERS, STREET VERDORS AND COUNTER BALES 2. MAIL SUBSCRIPTION TOTAL PAID CIRCULATION (Sum of 1081 and 1082) PRIES DISTRIBUTION BY MAIL. CARRIER OR OTHER MEANS SAMPLES, COMPLISHMENTARY, AND OTHER PRIES COPIES TOTAL DISTRIBUTION (Sum of C and D) COPIES NOT DISTRIBUTED 1. OFFICE USS. LEFT OWN. UNACCOUNTED, SPOILED ATTER PRINTING 2. RETURN FROM NEWS AGENTS TOTAL (Sum of E. F1 and 2 - should equal net press run shown in A)	2525 None 1840 1840 515 2355 170 None 2525	ACTUAL NO. COPIES OF SIN ISSUE PUBLISHED NEAREST 2550 None 1849 1849 517 2366 184 None 2550