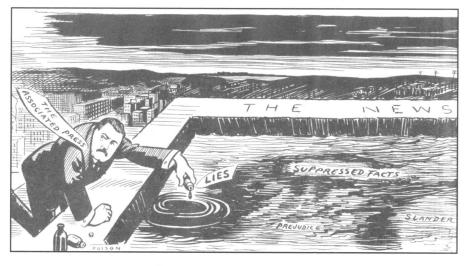
BUSINESS HISTORY REVIEW

WINTER 2003



Telegraphed news reports were "poisoned at the source" according to *The Masses* in 1913

Cover: A July 1913 cartoon from the American socialist monthly The Masses claimed that news stories being sent to daily newspapers from the large telegraph services (Havas, Reuters, Wolff's, and the Associated Press) were hardly unbiased. Instead, they offered privileged information and suppressed or inserted reports to serve special interests. Alex Nalbach investigates the history of these telegraph agencies in his article, "'Poisoned at the Source'? Telegraphic News Services and Big Business in the Nineteenth Century." (Detail from cartoon by Art Young.)



© 2003 by The President and Fellows of Harvard College. All rights reserved.

ISSN 0007-6805

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

REVIEW

Published Quarterly by Harvard Business School Volume 77 Number 4 Winter 2003

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
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, Vanderbilt University
Werner Plumpe, University of Frankfurt
Wyatt Wells, Auburn University Montgomery
Robert E. Wright, New York University

HARVARD BUSINESS SCHOOL

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

Editorial office: 617-495-1003 Subscription inquiries: 617-495-6179

Fax: 617-495-0594

• E-mail correspondence and inquiries can be sent to bhr@hbs.edu.

• Subscription rates for the volume year 2003:

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

- Many issues of volumes 60-76 (1986-2002) 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

Alex Nalbach, "Poisoned at the Source"? Telegraphic News Services and Big Business in the Nineteenth Century • 577

Robert Lewis, Local Production Practices and Chicago's Automotive Industry, 1900–1930 • 611

John N. Ingham, Building Businesses, Creating Communities: Residential Segregation and the Growth of African American Business in Southern Cities, 1880–1915 • 639

Maceo Crenshaw Dailey Jr., The Business Life of Emmett Jay Scott • 667

RESEARCH NOTES

Richard S. Tedlow, Kim Eric Bettcher, and Courtney A. Purrington, The Chief Executive Officer of the Large American Industrial Corporation in 1917 • 687

Blaine McCormick and Burton W. Folsom Jr., A Survey of Business Historians on America's Greatest Entrepreneurs • 703

ANNOUNCEMENTS • 717

REVIEW ESSAYS

Douglas Brinkley, Wheels for the World: Henry Ford, His Company, and a Century of Progress, 1903–2003.

Reviewed by Mira Wilkins • 725

Pauline Maier, Merritt Roe Smith, Alexander Keyssar, and Daniel K. Kevles, A History of the United States: Inventing America. Reviewed by Steven W. Usselman • 731

Martin Daunton, Trusting Leviathan: The Politics of Taxation in Britain, 1799–1914 and Just Taxes: The Politics of Taxation in Britain, 1914–79. Reviewed by Forrest Capie • 737

BOOK REVIEWS • 743

- John Benson and Laura Ugolini, editors, A Nation of Shopkeepers: Five Centuries of British Retailing. Reviewed by Christine M. Clark • 793
- Larry G. Bowman, Before the World Series: Pride, Profits, and Baseball's First Championships. Reviewed by George B. Kirsch • 768
- John Cantrell and Gillian Cookson, editors, Henry Maudslay and the Pioneers of the Machine Age. Reviewed by Christine MacLeod • 782
- Stephanie A. Carpenter, On the Farm Front: The Women's Land Army in World War II. Reviewed by Anna R. Igra • 774
 - Rebecca Cassidy, The Sport of Kings: Kinship, Class and Thoroughbred Breeding in Newmarket. Reviewed by Jeffrey Hill • 790
 - Geoffrey Channon, Railways in Britain and the United States, 1830–1940. Reviewed by John K. Brown • 785
- Stanley L. Chapman, Hosiery and Knitwear: Four Centuries of Small-Scale Industry in Britain, c.1589–2000.

 Reviewed by Giorgio Riello 780
 - Linsun Cheng, Banking in Modern China: Entrepreneurs, Professional Managers, and the Development of Chinese Banks, 1897–1937. Reviewed by Brett Sheehan • 811
- Robert L. Clark, Lee A. Craig, and Jack W. Wilson, A History of Public Sector Pensions in the United States. Reviewed by Joanna Short • 750
 - Parks M. Coble, Chinese Capitalists in Japan's New Order: The Occupied Lower Yangzi, 1937–1945. Reviewed by Hanchao Lu • 814
 - Bruce J. Dickson, Red Capitalists in China: The Party, Private Entrepreneurs, and Prospects for Political Change.

 Reviewed by Mark W. Frazier 816
- Michael Ferguson, The Rise of Management Consulting in Britain.

 Reviewed by David J. Jeremy 795
 - Donald Filtzer, Soviet Workers and Late Stalinism: Labour and the Restoration of the Stalinist System after World War II. Reviewed by Wendy Goldman • 808

- Marc Flandreau, Carl-Ludwig Holtfrerich, and Harold James, editors, International Financial History in the Twentieth Century: System and Anarchy. Reviewed by Priscilla Roberts 798
 - Wayne E. Fuller, Morality and the Mail in Nineteenth-Century America. Reviewed by Gaines M. Foster • 755
 - Jacob S. Hacker, The Divided Welfare State: The Battle over Public and Private Social Benefits in the United States.

 Reviewed by Mark J. Stern 766
 - Paul Hendrix, Sir Henri Deterding and Royal Dutch-Shell: Changing Control of World Oil, 1900–1940. Reviewed by Hugh S. Gorman • 803
 - Susan Eleanor Hirsch, After the Strike: A Century of Labor Struggle at Pullman. Reviewed by Judith Sealander • 763
 - Charles K. Hyde, Riding the Roller Coaster: A History of the Chrysler Corporation. Reviewed by K. Austin Kerr 772
- Richard L. Kaplan, Politics and the American Press: The Rise of Objectivity, 1865–1920. Reviewed by Thorin Tritter 757
- Christian Kleinschmidt, Der Producktive Blick: Wahrnemung amerikanischer und japanischer Management- und Producktionmethoden durch deutsche Unternehmer, 1950–1985 [The Productive Gaze: Perceptions of American and Japanese Management and Production Methods by German Businessmen, 1950–1985]. Reviewed by Mary Nolan • 805
- J. Forbes Munro, Maritime Enterprise and Empire: Sir William Mackinnon and His Business Network, 1823–1893.

 Reviewed by Michael Miller 787
 - Thomas Alan Schwartz, Lyndon Johnson and Europe: In the Shadow of Vietnam. Reviewed by Charles E. Neu 779
- Jeffrey Sklansky, The Soul's Economy: Market and Selfhood in American Thought, 1820–1920. Reviewed by Mark Pittenger • 747
- Robert Michael Smith, From Blackjacks to Briefcases: A History of Commercialized Strikebreaking and Unionbusting in the United States. Reviewed by Richard Oestreicher 761
 - Jonathan Sterne, The Audible Past: Cultural Origins of Sound Reproduction. Reviewed by David Hochfelder • 770

Cyrus Veeser, A World Safe for Capitalism: Dollar Diplomacy and America's Rise to Global Power. Reviewed by Jesse Hoffnung-Garskof • 743

Howard Wachtel, Street of Dreams—Boulevard of Broken Hearts: Wall Street's First Century. Reviewed by Janice Traflet • 752

Wyatt Wells, American Capitalism, 1945–2000: Continuity and Change from Mass Production to the Information Society.

Reviewed by Michael French • 745

Alfred Yee, Shopping at Giant Foods: Chinese American Supermarkets in Northern California. Reviewed by Yong Chen • 776

INDEX TO VOLUME 77 • 819

Contributors

Kim Eric Bettcher completed his Ph.D. dissertation, "Factionalism and the Adaptation of Dominant Parties: Japan's Liberal Democratic Party and Italy's Christian Democracy," at Johns Hopkins University in the fall of 1991. He has taught at Trinity College, Hartford, and has worked as a research associate at Harvard Business School for the past five years.

Maceo Crenshaw Dailey Jr. is director of African American Studies and associate professor in the History Department, University of Texas at El Paso. He currently serves as chair of the board of directors of the Texas Council for the Humanities. Recently he published "The African Union Company of the 1920s and Its Business Activities in Africa and the United States" in Black Business and Economic Power, edited by Alusine Jalloh and Toyin Falola (2002). His current research centers on the political and sociocultural influence of African American families in Texas.

Burton Folsom Jr. is Charles Kline Professor of History and Management at Hillsdale College in Hillsdale, Michigan. He is the author of Urban Capitalists, Empire Builders (1981), and The Myth of the Robber Barons (1991), which went into its fourth edition this year.

John N. Ingham is professor of history at the University of Toronto. He is the author of several books and articles on the American steel industry, including *Making Iron and Steel: Independent Mills in Pittsburgh*, 1820–1920 (1991). Presently he is completing a study of African American businesses in ten southern cities.

Robert Lewis is associate professor of geography at the University of Toronto, where he conducts research on historical, business, and urban geography. He has published on various aspects of Montreal and Chicago suburban industrial and working-class residential areas, including Manufacturing Montreal (2000) and an edited book, The Manufacturing Suburbs (2004). A manuscript on business networks in Chicago from 1880 to 1940 is nearly complete.

Blaine McCormick is assistant professor of management in the Hankamer School of Business at Baylor University. He currently serves as a visiting editor for volume six of *The Papers of Thomas A. Edison*. He has also published research on Benjamin Franklin's impact on American management practices and is currently preparing a new edition of Franklin's autobiography, to be published in 2005.

Alex Nalbach is assistant professor of European and world history at Saginaw Valley State University in Michigan. A recent article, "The Software of Empire," published in 2003 in *Imperial Co-Histories* (edited by Julie Codell), explored the relationship between nineteenth-century wire services and imperialism. He is currently studying the relationship between nineteenth-century wire services and diplomacy.

Courtney A. Purrington completed his dissertation, "Governing an Alliance: The Political Economy of the Japan—U.S. Security Relationship," in the Department of Government at Harvard University. He was formerly a faculty postdoctoral research fellow at Harvard Business School and a political scientist at the RAND Corp. He has written extensively on subjects relating to Japan—U.S. relations.

Richard S. Tedlow is the Class of 1949 Professor of Business Administration at Harvard Business School, where he specializes in the history of business. He has written several books, most recently, Giants of Enterprise: Seven Business Innovators and the Empires They Built, which was selected by Business Week as one of the top ten business books of 2001, and The Watson Dynasty: The Fiery Reign and Troubled Legacy of IBM's Founding Father and Son (2003). He is now working on a biography of Intel cofounder and chairman, Andy Grove.