

American Business History

Instructor: Dr. Gene Smiley, Professor of Economics
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Office Hours: TuTh: 9:30-11:30 a.m. and 3:30-4:30 p.m., and by appointment
Text: Larry Schweikart, *The Entrepreneurial Adventure: A History of Business in the United States* (Orlando, FL: Harcourt College Publishers, 2000).

Attendance

University and college policies require attendance. The attendance policy allows each student to miss class hours equaling twice the credit hours of the course. Therefore, any absence in excess of three class meetings can, at the discretion of the instructor, result in the involuntary withdrawal of the student from the course. Because of this policy there is no differentiation between an *excused* and an *unexcused* absence. In my experience students who miss numerous classes do not do well in this class. You are strongly encouraged to attend each and every class.

Course Objectives

This course is an overview of the evolution, structure, values, and problems of the American business system. Although much of the course material treats issues that seem familiar today, you will realize that the vast scope of the history of American business makes the subject more complex and difficult than it appears at first glance. The course will include discussions of individual firms and industries, the role of the entrepreneur, changes in business organization and operation over time, and business response to external developments. The focus of the course will be on the late nineteenth and the twentieth centuries. Not all of the topics covered in the readings will be covered in class lecture. Lectures, by necessity, must be selective. However, all of the assigned readings should be read. At times I will ask questions and expect class discussion and participation by all students based on the assigned readings. Make certain that you read the chapters as assigned before each lecture. You are welcome to ask questions during the lecture. I urge you to take advantage of my office hours to discuss particular topics or to ask for help on material that you do not understand.

Examinations and Grading

The course grade will be based on class participation and a research paper presentation, an in-class examination, a take-home assignment, a final examination, and a research paper. The research paper requirements follow at the end of this syllabus. The examinations will be essay type questions. The weights are as follows:

In-class Examination	100	points	21.05% of possible points
Take-Home Assignment	80	points	16.84% of possible points
Final Examination	100	points	21.05% of possible points
Research Paper Topic	20	points	4.21% of possible points

Research Paper: First Submission	100	points	21.05% of possible points
Research Paper: Second Submission	50	points	10.53% of possible points
Class Participation & Paper Presentation	25	points	5.26% of possible points

A	100 - 90%
AB	90 - 85%
B	85 - 80%
BC	80 - 75%
C	75 - 70%
CD	70 - 65%
D	65 - 60%
F	60 - 0%

Thursday, February 21	In-Class Examination
Thursday, March 21	Take-Home Assignment Distributed in Class
Tuesday, March 26	Take-Home Assignment Due in Class
Friday, May 10, 8:00-10:00 a.m.	Final Examination
Thursday, January 31	Submission of Short Paper on Research Topic
Thursday, March 7	Submission of Research Paper
Monday, April 1	Research Paper Returned
Thursday, April 11	Submission of Revised Research Paper

Assignment and Lecture Topics

In the following **Schweikart Chapter xx** indicates an assigned reading from the Schweikart textbook. All of the other readings that are listed in italics are found in the two classwork directories, **Essays on Firms and Entrepreneurs** and **Essays on Industries**. A complete listing of the files in these directories and their locations follow the lecture assignments.

<u>Lec</u>	<u>Date</u>	<u>Topic and Readings</u>
1	Tu Jan 15	Introduction: Course Requirements
2	Th Jan 17	Firms and Entrepreneurs Schweikart, Chapter 1 <i>Entrepreneurship by Dethloff and Bryant</i>
3	Tu Jan 22	All-Purpose Merchants Schweikart, Chapters 2-3
4	Th Jan 24	Antebellum Agriculture: Agribusiness Schweikart, Chapters 3-5
5	Tu Jan 29	Antebellum Manufacturing Schweikart, Chapters 3-4
6	Th Jan 31	Nineteenth Century Transportation Schweikart, Chapters 4-6 <i>Canal Industry – A brief History of New York State Canals</i> Term paper Topic Due In Class

- 7 Tu Feb 5 Nineteenth Century Finance
Schweikart, Chapters 4, 6-7
- 8 Th Feb 7 The Postbellum Rise of Big Business
Schweikart, Chapters 5-7
The Standard Oil Company
- 9 Tu Feb 12 The Postbellum Rise of Big Business
Schweikart, Chapters 5-7
The Standard Oil Company
- 10 Th Feb 14 Late 19th Century Retailing: “Mr. Sears’ Catalogue” video
Schweikart, Chapters 6-7
- 11 Tu Feb 19 Late 19th and 20th Century Retailing: “J. C. Penney: Main Street Millionaire.” video
Schweikart, Chapters 7-8
Retailing – The 20th Century
- 12 Th Feb 21 **IN-CLASS EXAM**
- 13 Tu Feb 26 The Early Auto Industry: “Henry Ford and the Model T” video
Schweikart, Chapter 8
Automobile Industry – The 20th Century – Smiley
Automobile Industry – Krooss and Gilbert
Automobile Industry – The Development of the Franchise System
Alfred Sloan’s Innovations at GM
- 14 Th Feb 28 The Auto Industry to World War II
Schweikart, Chapter 8
Automobile Industry – The 20th Century – Smiley
Automobile Industry – Krooss and Gilbert
Automobile Industry – The Development of the Franchise System
Alfred Sloan’s Innovations at GM
- 15 Tu Mar 5 Management Changes: Diversification and Decentralization: Du Pont and GM
Schweikart, Chapters 8-9
- 16 Th Mar 7 Management Changes: Diversification and Decentralization: Du Pont and GM
Schweikart, Chapters 8-9
First Submission of Term Paper Due in Class
- 17 Tu Mar 12 **Spring Break: No Classes**
- 18 Th Mar 14 **Spring Break: No Classes**
- 19 Tu Mar 19 The Postwar Auto Industry: “The Tucker” video
Schweikart, Chapters 10-12
Automobile Industry – The 20th Century – Smiley
Automobile Industry – Krooss and Gilbert
Automobile Industry – Postwar Economy Cars
Short Essays on the Kaiser-Frazer Automobile Company

The Rise and Fall of the Edsel

- 20 Th Mar 21 The Postwar Auto Industry: “Driving for the American Dream” video
Schweikart, Chapters 10-12
Automobile Industry – The 20th Century – Smiley
Automobile Industry – Krooss and Gilbert
Automobile Industry – Postwar Economy Cars
Short Essays on the Kaiser-Frazer Automobile Company
The Rise and Fall of the Edsel
Take-Home Exam Distributed In Class
- 21 Tu Mar 26 Postwar Retailing: “Sam Walton: Bargain Billionaire” video
Schweikart, Chapters 10-12
Retailing Industry – The 20th Century
Take-Home Exam Due in Class
- 22 Th Mar 28 **Easter Break: No Class**
- M Apr 1 First Submission of Research Paper Available at Dr. Smiley’s Office:
Otherwise returned in the next class, Tuesday, April 2.**
- 23 Tu Apr 2 The Computer Industry
Schweikart, Chapters 12-13
Computer Industry – Inventing Information Systems
Computer Industry – Langlois – The Microcomputer Industry
Computer Industry – The 20th Century – Smiley
*Computer Industry – The Maturing of the Personal Computer Software Industry,
1982-1995*
Robert Noyce and Fairchild Semiconductor, 1950-1968
- 24 Th Apr 4 The Postwar Financial Industry
Schweikart, Chapters 11-13
Financial Industry – The 20th Century
- 25 Tu Apr 9 The Brewing Industry and Milwaukee: “Empires of Industry: Brewed in America”
video
Brewing Industry – 1933-1958
Brewing Industry – The Brewing Industry and Milwaukee
- 26 Th Apr 11 Local Firms: Allen-Bradley and Snap-On Tools
Snap-On Tools – Marketing Innovator
Final Submission of Term paper Due in Class
- 27 Tu Apr 16 **Class Presentations**
- 28 Th Apr 18 **Class Presentations**
- 29 Tu Apr 23 **Class Presentations**
- 30 Th Apr 25 **No class: EBHS Meetings**

- 31 Tu Apr 30 **Class Presentations**
32 Th May 2 **Class Presentations**

Final Examination: Friday, May 10, 8-10 a.m.

Essays on Firms and Entrepreneurs

**These Adobe Acrobat [.pdf] files are found in the classwork directory:
classwork.busadm.mu.edu/classwork/SMILEY/Econ125/Essays on Firms and Entrepreneurs/**

- 01 Entrepreneurship by Dethloff and Bryant
- 02 Colonial Era All-Purpose Merchants
- 03 Biography of Matthew Clarkson
- 04 John D Rockefeller and Standard Oil
- 05 Andrew Carnegie and the Steel Industry
- 06 Charles Schwab and the Steel Industry
- 07 The American Sugar Refining Company
- 08 The American Tobacco Company
- 09 Gustavus Swift and the Meatpacking Industry
- 10 The United Fruit Company
- 11 How Henry Ford Zapped a Licensing Monopoly
- 12 A Brief History of the Waukesha Motor Company
- 13 Alfred Sloan's Innovations at GM
- 14 Many factors fed Milwaukee's Industrial Expansion
- 15 Biography of Benjamin Strong
- 16 Snap-On Tools-Marketing Innovator
- 17 The History of Lennox Industries Inc
- 18 A Brief History of the TM Milwaukee to Waukesha Electric Railway
- 19 Makin O' the green - The Irish in Milwaukee
- 20 French – The Seiberling Rubber Company, 1922-1964
- 21 Biography of W T Grant of Grant Department Stores
- 22 Biography of Joshua Lionel Cowen
- 23 Biography of L L Bean
- 24 The House That Parcheesi Built - The Selchow and Righter Company
- 25 KDKA and the Survival of AM Radio
- 26 Short Essays on the Kaiser-Frazer Automobile Company
- 27 The Tucker Car - Did the Big Guys Do It In
- 28 William J Grede at J I Case Company, 1953-1961
- 29 The Rise and Fall of the Edsel
- 30 Robert Noyce and Fairchild Semiconductor, 1950-1968
- 31 The Rise and Fall of Ace Records
- 32 IH, Deere - a study in contrasts
- 33 Jockey International
- 34 The History of the King Midget Car

Essays on Firm Industries

**These Adobe Acrobat [.pdf] files are found in the classwork directory:
classwork.busadm.mu.edu/classwork/SMILEY/Econ125/Essays on Industries/**

- 01 Antebellum Agribusiness
- 02 Antebellum Manufacturing
- 03 The Canal Industry – A Brief History of the New State Canals
- 04 Nineteenth Century Transportation
- 05 Nineteenth Century Capital Markets
- 06 Milwaukee Brewing Industry Grew From Shipment of Barley
- 07 The Brewing Industry and Milwaukee – Short Articles
- 08 The Great Turn-of-the-Century Merger Wave
- 09 The Brewing Industry – 1933-1958
- 10 The US Tire Industry, 1920-1957
- 11 The Development of the Franchise System in the Automobile Industry
- 12 Automobile Industry - Krooss and Gilbert
- 13 The 20th Century American Automobile Industry
- 14 Pulp and Paper Industry - Product Diversification
- 15 Technological Change and the Theory of the Firm – The Locomotive Industry, 1920-1955
- 16 Airline Industry-the 20th Century
- 17 Coal Industry - The 20th Century
- 18 Communications Industry - The 20th Century
- 19 The 20th Century Electricity Utility Industry
- 20 The 20th Century Financial Industry
- 21 The 20th Century Natural Gas Industry
- 22 The 20th Century Petroleum Industry
- 23 The 20th Century Retailing Industry
- 24 Postwar Economy Cars Faced Uphill Battles
- 25 The Cable Television Industry - 1948-1995
- 26 The 20th Century Computer Industry
- 27 Langlois - The Microcomputer Industry
- 28 The Maturing of the Personal Computer Software Industry, 1982-1995
- 29 Inventing Information Systems
- 30 Uphill Battle – Department Stores Fight An Uphill Battle Just to Stay Relevant

Research Paper Requirements

The research paper is an integral and major part of this course, as indicated by the fact that 35.79 percent of the course grade depends on the grade for the three paper submissions. A suggested length for the research paper is from 10 to 20 double-spaced typed pages, *excluding* the title page, footnote pages, and bibliography. The paper grade will depend, among other things, on the thought, effort, and where relevant, originality of the student's effort. Longer papers do not necessarily mean better papers.

1. Submission Dates

- A. Research Paper Topic: Thursday, January 31.** This is a two to three page paper that presents and explains the topic the student wishes to write about. In this proposal each student should indicate why this topic was of interest and why the student chose to research and write on this topic. (This may well be incorporated into the finished research paper.) Although a formal outline is not required, the topic paper should clearly state how the student intends to develop the paper. In addition to the two to three pages in the body of the paper, there should be a cover page with

the title of the proposed paper, the student's name, the name and number of the course, and the date. At the end of the paper attach a preliminary bibliography listing books, articles, and other sources of information for the paper.

Though short this should be considered a complete paper. It should use complete sentences and contain no spelling or grammatical errors. *Submit two copies of this topic paper.* One copy I will retain and the second copy will be returned with comments, suggestions, and the grade for this paper.

If the research paper proposal is not submitted *in class* on Thursday, January 31, there will be a penalty of 5 points from whatever points the proposal otherwise receives. Each additional class day the research paper proposal is late will result in an additional 5-point penalty.

- B. **Submission of the Research paper: Thursday, March 7.** This submission of the research paper will be read and graded. It will be returned to each student to allow corrections in grammar, spelling, structure, and (where feasible) content changes before submission of the revised submission. *Please note the following: This submission is not a rough draft.* It is to be as complete and finished as each of you can make it! It should include a cover page and a bibliography at the end of the paper. *Be certain that you number all of the pages in the paper.* Any paper submitted without page numbers will have its grade reduced. I use page numbers as references when I make my comments at the end of the paper. As indicated above the grade will depend, among other things, on the thought, effort, and where relevant originality of the student's effort. This submission of the research paper will be available by Monday, April 1 and returned in class on Tuesday, April 2 so that each student can make revisions prior to the submission of the revised paper. *Since there will be only two weeks between the return of this submission and the revised submission, it is essential that each student use a word processing program to write the paper, and this is a requirement of the course.* The College of Business Administration maintains student labs with Word for Windows.

If the research paper is not submitted in class on Thursday, March 7 then 10 points will be deducted from whatever points it would otherwise have received. Each additional class meeting with the first submission not submitted will result in an additional 10-point penalty. *I cannot promise that any first submission that is submitted late will be returned on Monday, April 1.*

- C. **Submission of the Revised Research paper: Thursday, April 11.** *The original submission of the research paper must be returned with the revised submission.* This revised submission of the research paper will *not* be returned to the student. If you want a copy make a copy for yourself prior to submission. At the same time each student must submit a file containing the research paper. This may be via a floppy disk or via an e-mail attachment. Please indicate what word processing program was used to write the paper. (If you used a Macintosh word processing program rather than a Windows word processing program please so indicate.) The disk will be returned.

Because the research paper presentations begin on Tuesday, April 16 it is crucial that the revised research papers be submitted by Thursday, April 11. If the revised research paper is not submitted in class on Thursday, April 11 10 points will be deducted from whatever points otherwise would have been awarded. Each additional **class day** where the final submission is not submitted will result in an additional 10-point penalty.

There will be no exceptions to the late penalties for the research paper topic paper, the original submission, or the submission of the revised paper. The indicated dates are the last, not the first

*dates for these submissions. Each student has the entire semester prior to the indicated date to accomplish the designated task. No one should come forward with an excuse such as, "I have been so busy that I just could not get the paper finished on time." Such an excuse is **completely and unequivocally unacceptable.***

When the revised research paper is submitted, students must also submit a one-page summary of their research paper. The summary should include the title of the paper and the name of the student. It may be single-spaced. The summaries of all papers will be reproduced and distributed to each student in the class.

2. Footnotes

All direct quotes, paraphrased statements, specific data, and information directly attributable to a specific source or sources *must* be footnoted.

FOOTNOTES: REFERENCE

To save typing time and trouble, all reference footnotes can be handled as follows. In brackets [], — these are *not* parentheses () — and after the quotation, put the author's last name, year (see section on bibliography if author has more than one publication in the same year), and page number(s); e.g., [M.A. Hanna, 1986, p.5]. For example,

The hatchling corporation faced many hardships early in its life. M.A. Hanna soon found itself in hot water owning a number of poor mines, and having too many inventories. These problems continued to grow and by 1924 the corporation lost over 1.6 million dollars. [M.A. Hanna, 1986, p.5] It was at this time that George M. Humphrey emerged as the next entrepreneur to guide the company through tough times.

FOOTNOTES: COMMENT

If you have comment footnotes (elaborating on the text material), then use *, numbers, or letters and place the comment at the bottom of the page. Separate text and footnotes with an unbroken line twenty spaces in length, beginning at the left-hand margin on the first line beneath the text. The first line of the footnote material should be on the second line below this line (third line under the text). Indent the first line of each footnote the same number of spaces as the paragraph indentation in the text (six to eight spaces). Type the footnotes single space, but use double space between individual notes. For example,

E.g., last line of the text.*

*This same point is also made by several other authors examined, i.e., [Jones, 1942, p. 138] and [Smith, 1952, p. 221].

If, and only if, you use numbers comment footnotes may be placed at the end of the paper before the bibliography and after any appendices.

QUOTATIONS

In general, quotations should correspond exactly with the originals in wording, spelling,

capitalization, and punctuation. Short direct prose quotations should be incorporated into the text of the paper and enclosed in double quotation marks. A prose quotation of two or more sentences which *at the same time* runs to four or more typewritten lines should be set off from the text in single spacing. It should be indented in its entirety four spaces from the left and right marginal lines, with *no* quotation marks at the beginning and end.

TAKING NOTES

When taking notes on material you may later want to quote, make sure you get the material *exactly* as stated and note the *complete* bibliographic data, i.e.,

For a Book: Name of author(s); name of editor or translator if any; name of series in which the book appears, if any, and volume number in the series; fact of publication consisting of: number of volumes if reference is to a multi-volume work, number of edition if other than the first, place of publication, name of publishing agency, date of publication, volume number, and page number(s).

For an Article: Name of author(s); title of article (in quotes); name of periodical (underlined); volume (number, if any) of periodical; date of volume of issue; page number(s).

3. Bibliography

A bibliography listing *all* books and articles consulted in writing the research paper *must* be included at the end of the paper. Each entry in the bibliography must indicate where the book or article was found; e.g., “Marquette University Library,” or “Author’s personal collection,” or “University of Wisconsin-Milwaukee Library,” etc. Bibliography directions can be found in the Department of Economics Research paper Guidelines attached at the end of these guidelines.

The bibliography should be alphabetical with the surname first at the left margin. If an entry is more than one line, then subsequent lines are indented one-half inch from the margin. Single-space the entry, but leave a space between entries. For successive entries of works by the same author, substitute a one-half inch line ending with a period for the author’s name. If the author has more than one publication in one year, then add a, b, c, etc. after the year; e.g., 1969a, 1969b, 1969c, etc. Example:

Bailey, Duncan and Schotta, Charles. [1972] “Private and Social Rates of Return to Education of Academicians.” American Economic Review, Vol. LXII, No. 1 (March, 1972), pp. 19-31.

Ferguson, C. E., and Maurice, S. Charles. [1970] Economic Analysis. Homewood, Illinois: Richard D. Irwin, Inc., 1970.

4. Sources

You should make significant use of *at least* four good sources *other than textbooks* in preparing your paper. References can be found at the end of relevant chapters and in the footnotes for those chapters in the textbook. There is a selected bibliography for American Business History on the network server. Finally, if you are having difficulty finding sources for your chosen topic ask Prof. Smiley.

5. Content

Your grade will be based in a significant way on both *substance* and *style*. With respect to substance,

your paper should deal with an important topic, should take you well beyond the level of understanding of that topic which could be obtained from the assigned course readings, and should make effective use of good sources. With respect to style, your paper should be well organized, written with clarity, and devoid of errors in grammar, punctuation, spelling, etc.

6. Old Papers and Dual Submissions

Do not submit for credit in this course any paper that has been previously submitted for credit in this or any other course. Do not submit a paper that represents only a minor “facelift” of a paper previously submitted for credit. Do not submit a paper for credit in this course for which you expect to earn credit in a concurrent course, unless this is cleared *in advance* by *both* instructors.

7. Writing and Printing The Paper

As indicated above each student is required to use a word processing program to type and print the paper. Given the short period of time to revise the paper this is essential. Margins should be one inch on all four sides, the text should be double-spaced, and paragraph indentations should be one-half inch. Be certain that you use headings and subheadings to organize your paper and make it easier for the reader to follow your analysis and arguments.

8. Miscellaneous Comments and Recommendations

- a. ***Avoid unsubstantiated statements in your paper.***
For example, a statement such as “Curbs on automobile imports are good for the United States” requires justification. You may draw upon the findings of others, or data which you have collected to reach this conclusion. However, unsubstantiated statements will certainly be penalized.
- b. ***Use an outline.***
Before writing, *prepare an outline* to aid you in getting things in the proper place and sequence. The outline helps to organize your thoughts. Once the outline is in place, you can start filling the in gaps.
- c. ***Avoid mixing of tenses.***
You may use the present or the past tense. Often the present tense is preferred. For example, “Temin finds” would be used rather than “Temin found”, though sometimes this may make the paper sound awkward. But whichever approach is used make certain you are consistent in your tense use.
- d. ***Avoid causal language in your writing.***
This is a mistake that students frequently make. The statement, “It s almost as if critics of these guys don t care about the effects of these policies” is simply too conversational for a research paper. It could be restated in more formal terms to read, “Opponents of this view appear unconcerned with the economic consequences of these policies.” Avoid the use of words such as don t, can t, etc., in favor of , do not, cannot, etc.
- e. ***Avoid these common errors.***
-misspelt words [sic].
-hyphenating, at the end of a line where there are no syllables (wrong: nominat-ion; right: nomina-tion).

-running paragraphs together.
-uncorrected typographical errors.

- f. ***Always number all of the pages in your paper!*** Some word processing programs require that you explicitly implement page numbering. I will reduce the grade of any paper which does not have its pages numbered.
- g. ***Critically review the articles you read.***
Just because an article appears in print, does not automatically mean that its arguments are correct. Critically evaluate the arguments made, the data used (for example what have they left out of their model), the conclusions they draw, etc. Do not be afraid to disagree, but make certain that you can back up your assertions.
- h. ***Do not use plastic or paper binders.***
Submit your papers either stapled or paper clipped. Plastic report holders, the ones with the sliding plastic binders that are always falling off, make it more difficult to grade and comment on papers.
- i. ***Research paper competition.***
The Department of Economics has two awards each year that are given for excellence in writing. The Department of Economics Faculty Award is given for the best economics paper written by a graduating Arts and Sciences Economics major, and another Department of Economics Faculty Award is given for the best economics paper written by a graduating Business Economics major. Although these awards are given to a student in his or her senior year, the papers which are submitted to the competition may have been written at an earlier time in that student's undergraduate career. These research papers will be considered for this competition.

Research Paper Presentation Requirements

Toward the middle of the semester, the order of student presentations of research papers will be given. Students will be allowed to negotiate mutually beneficial changes in that order so long as the instructor is notified of all such changes.

Each student will be given about 15 minutes to present a summary of their research paper. The presentation should include the title of the paper, an explanation of the topic, why the student was interested in and chose the topic, and a summary of the findings in the paper.

This is to be an *oral* presentation. Notes may be used, but they **cannot** be read. *No prepared summary may be read.* The grade will be based on the presentation style, how well the above points are addressed in the presentation, and how the student handles questions addressed to him/her by the instructor and students at the end of the presentation. If the student desires presentation supplements in the form of handouts or presentation graphics (PowerPoint), or other such supplements may be used. See Prof. Smiley about this before the presentation.

The research paper presentation is an important part of the course and attendance at the presentations *is not* optional. If a student misses any one of the presentations without a valid excuse (i.e., a certified death in the immediate family, illness with a doctor's written excuse, and so forth) the points for class discussion will be reduced by 5 from whatever amount would otherwise have been awarded.

Research Paper Topics

A Nationally Known Firm or Entrepreneur. The research paper can examine the history of a business firm or the business activities of an entrepreneur. If you choose a relatively large firm you should concentrate on one aspect of the company history—for example, products, marketing, finance, distribution, organization, or responses to external environment. You may want to concentrate your discussion on a particular time period. For smaller firms, you might want to cover several aspects of the firm’s history. Be sure to identify the particular aspect of the firm you plan to cover in the paper. Try to evaluate the performance of the firm in the area you have studied. Try to identify reasons for the firm’s success or failure.

A Local Firm or Businessperson. It might be interesting to select a local firm or businessperson, either in the Milwaukee area or the city from where you live. In writing the paper use at least four sources and try to use some primary sources of information. Company histories, records, and census data can be very useful.

Previous Research Paper Topics

“Cessna Airplanes”
“IBM”
“The Exxon Valdez Oil Spill: How Serious Was It?”
“Quad Graphics”
“Miller Brewing Company’s Marketing Strategies”
“Estee Lauder”
“Polaroid Corporation”
“NALCO Chemical Company—A Company with a Vision”
“Armand Hammer”
“McDonald’s Corporation”
“Annheuser-Busch”
“Andrew Carnegie”
“History of the Columbia Broadcasting System”
“Hill & Knowlton”
“Honda in America: From CVCC to NSX”
“Lorenzo’s Empire in the Air”
“Mercedes Benz: A History of Excellence”
“John Henry Patterson”
“The Coco-Cola Company”
“Walt Disney: The Entrepreneur”
“Milton Hershey”
“The History of Harcourt Brace Jovanovich Publishers”
“Liz Clairborne, Inc.”
“Pepsi Cola—The Other Cola—and How It Won the Cola Wars”
“Wal-Mart”
Wally Amos and Famous Amos Cookies”
“John Hancock: Competing Through Diversity”
“Schneider National”
“A. L. Williams”
“Harley-Davidson: A Return to Excellence”
“Quaker Oats, One of the First Modern American Corporations”
“Cornelius Vanderbilt and the Railroad Game”

“The Making and Growth of the Personal Computer”
“Herman Miller: A Company to Admire”
“A Marketing Master”
“The Customer is Always Right”
“Nobody Can Do It Like McDonald’s Can”
“Coca-Cola’s Universal Appeal”
“The Recent Decline of CBS News”
“The Demise of the Allis-Chalmers Corporation”
“W. K. Kellogg: Breakfast Food Pioneer”

Selected Entrepreneurs and Business Leaders

Samuel Slater (textiles)
Francis Cabot Lowell (textiles)
Thomas Alva Edison (inventor)
Andrew Carnegie (iron and steel)
Henry Clay Frick (iron and steel)
Charles Schwab (iron and steel)
James Buchanan Duke (tobacco)
George Eastman (cameras)
Henry Ford (autos)
William C. Durant (autos)
Charles Nash (autos)
Alfred P. Sloan (autos)
Walter P. Chrysler (autos)
Harvey Firestone (tires)
Samuel Gompers (labor leader)
Walter Reuther (labor leader)
A Phillip Randolph (labor leader)
E. H. Harriman (railroad financier)
William Vanderbilt (railroads)
James J. Hill (railroads)
Charles Perkins (railroads)
Jay Gould (finance and railroads)
George Pullman (railroad sleeping cars)
William Shockley (computers)
Robert Noyce (computers)
Steven Jobs (computers)
Bill Gates (computer software)
Theodore H. Vail (telecommunications)
Cyrus Hall McCormick (agricultural implements)
John Deere (agricultural implements)
J. P. Morgan (banking)
Henry Varnum Poor (market information)
John D. Rockefeller (oil)
Henry Havemeyer (sugar)
Frederick Taylor (scientific management)
John Wanamaker (retailer)
Sam Walton (retailer)
James Cash Penney (retailer)

Frank W. Woolworth (retailer)
General Robert C. Wood (retailer)
Royal Little (conglomerate manufacturing)
David Sarnoff (radio and television)
William Paley (radio and television)
Louis B. Mayer (entertainment)
Marcus Loew (entertainment)
Adolph Zukor (entertainment)
John Henry Patterson (business machines)
Thomas J. Watson, Sr. (business machines)
Thomas J. Watson, Jr. (business machines)
William K. Boeing (airplanes)
Donald C. Douglas (airplanes)
Ray Kroc (fast food)
Milton Hershey (food)
Robert Woodruff (soft drinks)