PROGRAM FOR THE 35TH BUSINESS HISTORY CONFERENCE:

March 31-April 2, 1989

Harvard Business School and Guest Quarters Suite Hotel, Boston



THEME: Manufacturing and Marketing

Friday, March 31

10:00-11:00 a.m. Guided tour of Baker Library, Harvard Business School: Manuscripts and Archives, Business Books and Periodicals

11:30-1:30 p.m. Conference Registration: Guest Quarters Suite Hotel (All Activities for the Remainder of This Day Will Be at the Hotel)

1:30-3:30 p.m. ALFRED CHANDLER'S FORTHCOMING *SCALE AND SCOPE*
A Roundtable Discussion

Chair: *Thomas K. McCraw,* Harvard Business School

Discussants: *Leslie Hannah,* London School of Economics
Patrick Fridenson, Centre de Recherches Historiques, Paris
William Lazonick, Barnard College
The Audience

Respondent: *Alfred D. Chandler, Jr.,* Harvard Business School

3:30-4:00 p.m. Coffee Break

4:00-6:00 p.m. DISSERTATION SESSION

Chair: *Naomi R. Lamoreaux,* Brown University

Glenn E. Bugos, California Institute of Technology (Ph.D., University of Pennsylvania), "Testing the F-4 Phantom II: Engineering Practice in the Development of American Military Aircraft, 1954-1969"

Christopher Grandy, Barnard College (Ph.D., University of California, Berkeley), "The Economics of Multiple Governments: New Jersey Corporate Chartermongering, 1875-1929"

Mark Evan Mason, Harvard University (Ph.D., Harvard), "United States Direct Investment in Japan: Studies in Government Policy and Corporate Strategy"

Helen Shapiro, Harvard Business School (Ph.D., Yale University), "State Intervention and Industrialization: The Origins of the Brazilian Automobile Industry"

6:00-7:00 p.m. Cocktail Party at Hotel

Saturday, April 1

Note: Except for breakfast and dinner at the hotel, all sessions on Saturday will be held at McCollum Hall, Harvard Business School. Lunch will be served at the Faculty Club, which is adjacent to McCollum Hall.

Eight sessions will be offered, four each in the morning and afternoon. Throughout this day and on Sunday morning as well, pairs of sessions will run concurrently in adjacent rooms and participants will have a choice of sessions.

8:45-10:15 a.m. Room 1 (to your left as you enter the building)

MANUFACTURING AND MARKETING IN JAPAN AND GREAT BRITAIN

Chair: *Mira Wilkins,* Florida International University

"The Development of Distribution Systems in Japan Before World War II"
Nobuo Kawabe, Hiroshima University

"Rowntree, Market Strategy and The Confectionery Industry, 1897-1939"
Robert Fitzgerald, London School of Economics

Discussant: *Carl Ryant,* University of Louisville

OR

8:45-10:15 a.m. Room 2 (to your right as you enter the building)

MANUFACTURING CHEMICALS AND PHARMACEUTICALS

Chair: *K. Austin Kerr,* Ohio State University

"From Commodity to Specialty Chemicals: Cellulose Products and Naval Stores at the Hercules Powder Company, 1919-1939"
Davis Dyer and *David B. Sicilia,* The Winthrop Group

"Manufacturing Pharmaceuticals: Eli Lilly and Company, 1876-1948"
James H. Madison, Indiana University

Discussant: *John Kenly Smith,* Lehigh University

10:15-10:45 a.m. Coffee Break (Upstairs in Lounge)

Saturday, April 1 (Continued)

10:45-12:15 p.m. Room 1 MANAGEMENT OF CONTROL SYSTEMS IN U.S. MANUFACTURING

Chair: *Mira Wilkins,* Florida International University

"Just-In-Time Back in Time: Inventory and Production Controls in the American Automobile Industry During the 1920s and 1930s"
Anthony Patrick O'Brien, Lehigh University

"Frank and Lillian Gilbreth and the Manufacture and Marketing of Motion Study, 1908-1924"
Brian Price, Evergreen State College

Discussant: *Daniel Nelson,* University of Akron

OR

10:45-12:15 p.m. Room 2 MARKETING WOMEN'S JOURNALS AND HOME MORTGAGES

Chair: *K. Austin Kerr,* Ohio State University

"Marketing the Women's Journals, 1873-1900"
Mary Ellen Waller-Zuckerman, SUNY Geneseo

"Marketing and Financing Home Ownership: Mortgage Lending and Public Policy in the United States, 1918-1988"
Marc A. Weiss, MIT

Discussant: *Christine Rosen,* University of California, Berkeley

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12:15-1:30 p.m. Lunch, Harvard Business School Faculty Club

Saturday, April 1 (Continued)

1:30-3:00 p.m. Room 1 MANUFACTURING AND MARKETING MECHANICAL INNOVATIONS

Chair: *Margaret B.W. Graham,* Boston University

"Product Design and Cost Considerations: Clock, Watch, and Typewriter Manufacturing in the 19th Century"
Donald Hoke, Outagamie Museum, Appleton, Wisconsin

"Developing and Utilizing Technological Leadership: Industrial Research, Vertical Integration and Business Strategy at the Draper Company, 1816-1930"
William Mass, University of Connecticut at Hartford

"Invention, Diversification, and the Growth of the Firm: The Nineteenth Century American Shoe Machinery Industry"
Ross Thomson, New School for Social Research

Discussant: *Merritt Roe Smith,* MIT

OR

1:30-3:00 p.m. Room 2 THE SOCIAL HISTORY OF TRADE IN 18TH CENTURY BRITAIN

Chair: *Mansel Blackford,* Ohio State University

"Notes on the Political Economy of Measurement in the Trades of Eighteenth-Century London"
Andrew Federer, Wright State University

"Writing, Accounting, and Time Management in the Eighteenth-Century British Trading Family: New Evidence"
Margaret Hunt, Amherst College

Discussant: *Kathleen Wilson,* Harvard University

3:00-3:30 p.m. Coffee Break (Upstairs in Lounge)

Saturday, April 1 (Continued)

3:30-5:00 p.m. Room 1 THE MANAGEMENT OF MARKETING IN TEXTILE FIRMS

Chair: *Margaret B.W. Graham,* Boston University

"Marketing at Burlington Industries, 1923-1962"
Annette Cox, University of North Carolina, Chapel Hill

"Managing Marketing in a Commodities Manufacturing Firm: Dominion Textile"
Barbara Austin, Brock University, Ontario

Discussant: *Mary Oates,* Regis College

OR

3:30-5:00 p.m. Room 2 MANUFACTURING AND MARKETING IN U.S. HEAVY INDUSTRIES

Chair: *Mansel Blackford,* Ohio State University

"Manufacturing and Marketing: The Role of Vertical Integration in the U.S. Tire Manufacturing Industry, 1890-1980s"
Michael French, University of Glasgow

"Making Cars and Making Money in the 1920s: The Manufacturing that Stood Behind the Marketing"
Daniel Raff, Harvard Business School

Discussant: *Joshua Rosenbloom,* University of Kansas

7:30 p.m. Guest Quarters Suite Hotel
BANQUET AND PRESIDENTIAL ADDRESS
"The Family Business"
WAYNE G. BROEHL, Tuck School, Dartmouth College

Sunday, April 2

Note: All sessions today will be at the Hotel.

9:00-10:30 p.m. Room TBA MARKETING PRODUCTS AND IMAGES IN U.S. HEAVY INDUSTRIES

Chair: *William H. Becker,* George Washington University

"Corporate Image Campaigns as Marketing and Organizational Tools: General Motors and General Electric in the 1920s and 1930s"
Roland Marchand, University of California, Davis

"Lemons and Ad Agents: A Reexamination of the Edsel Advertising Campaign, 1957-59"
James L. Baughman, University of Wisconsin-Madison

Discussant: *Richard S. Tedlow,* Harvard Business School

OR

9:00-10:30 a.m. Room TBA INFORMATION SYSTEMS AND CHANDLERIAN METHODOLOGY

Chair: *Robert D. Cuff,* York University, Ontario

"After Chandler: Professionalization and the Service Sector"
Steven Sass, Federal Reserve Bank of Boston

"Information Systems in Manufacturing and Marketing, 1880-1920"
JoAnne Yates, MIT

Discussant: *Robert Hessen,* Hoover Institution, Stanford University

10:30-10:45 a.m. Coffee Break

Sunday, April 2 (Continued)

10:45-12:15 p.m. Room TBA TWENTIETH CENTURY STEEL

Chair: *William H. Becker,* George Washington University

"Formation and Operation of Steel Cartels in Belgium, 1926-1938"
Dan Barbezat, Amherst College

"The Manufacturing and Marketing of Steel in Canada: DOFASCO, Inc., 1912-1970"
Mark Bailey and *Gordon Boyce,* Acadia University, Nova Scotia

Discussant: *Patricia O'Brien,* Harvard Business School

OR

10:45-12:15 p.m. Room TBA OIL AND GAS IN NORTH AMERICA

Chair: *Robert D. Cuff,* York University, Ontario

"New Markets, Outmoded Manufacturing: The Transition from Manufactured Gas to Natural Gas by Urban Utilities in the Northeastern U.S."
Joseph Pratt and *Christopher Castaneda,* University of Houston

"From Branch Operation to Integrated Subsidiary: The Reorganization of Imperial Oil under Walter Teagle, 1912-1918"
Graham D. Taylor, Dalhousie University, Nova Scotia

Discussant: *Richard H.K. Vietor,* Harvard Business School