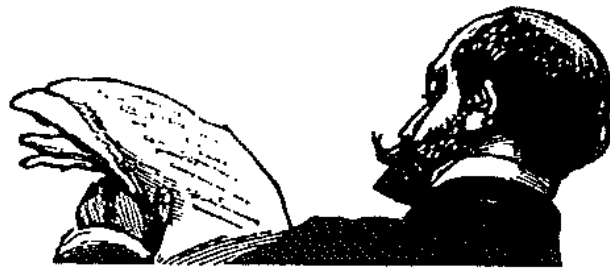


**PROGRAM FOR THE  
THIRTY-SIXTH  
BUSINESS HISTORY CONFERENCE**

**MARCH 23-25, 1990**



**THE JOHNS HOPKINS  
UNIVERSITY**

**AND**

**THE RADISSON PLAZA LORD  
BALTIMORE HOTEL**

Support for the Thirty-Sixth Meeting  
of the Business History Conference  
was graciously provided by:

**The American Telephone &  
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**Office of the Dean,  
Arts and Sciences,  
The Johns Hopkins University**

The local arrangements committee included:  
Charles Cheape of Loyola College and  
Louis Galambos, The Johns Hopkins University

**Friday, March 23**

12:30-1:00 p.m. Buses leave hotel for Johns Hopkins

1:30-3:00 p.m. DISSERTATION SESSION (Shaffer Hall, Room 3):

Chair: **Ross Thomson**, New School for Social Research

Participants:

**Daniel Barbezat**, Amherst College, "International Cooperation and Domestic Cartel Control: The International Steel Cartel, 1926-1938" (University of Illinois at Urbana-Champaign, 1988).

**William Emmons**, Harvard University, "Private and Public Responses to Market Failure in the U.S. Electric Power Industry, 1882-1942" (Harvard, 1989).

**Richard John**, College of William and Mary, "Managing the Mails: The Postal System, Public Policy, and American Political Culture, 1823-1936" (Harvard, 1989).

**Anthony O'Brien**, Lehigh University, "Prosperity and Depression, 1893-1933" (University of California, Berkeley, 1987).

3:30-5:00 p.m. Keynote Session: Organizational Capabilities and International Competition (Shaffer 3)

Chair: **Thomas K. McCraw**, Harvard University

Panel Participants:

**Louis Galambos**, Johns Hopkins University  
**William Lazonick**, Barnard College and the  
Institute for Advanced Study  
**Richard N. Nelson**, Columbia University  
**Richard H. K. Victor**, Harvard University

5:30-7:00 p.m. Cocktail Party (Glass Pavilion, Student Union)

After the Cocktail Party, buses will return to the hotel

**Saturday, March 24**

7:45-8:15 a.m. Buses leave hotel for Johns Hopkins

**SESSION 1 (8:45-10:15 a.m.): Industrial Theory and Business History (Shaffer 3)**

Chair: **Leslie Hannah**, London School of Economics

**Tony Corley**, University of Reading, "The Emergence of the Theory of Industrial Organization, 1890-1990"

**Richard N. Langlois**, University of Connecticut, "External Economies and Economic Progress: The Case of the Microcomputer Industry"

Discussant: **Michael H. Best**, University of Massachusetts, Amherst

**SESSION 2 (8:45-10:15 a.m.): State Planning: The United States (Shaffer 301)**

Chair: **Richard H. K. Vietor**, Harvard University

**Robert Cuff**, Harvard University, "Organizational Capabilities and U.S. War Production: The Controlled Materials Plan of World War II"

**Daniel Pope**, University of Oregon, "Environmental Constraints and Organizational Failures: The Washington Public Power Supply System"

Discussant: **William Childs**, Ohio State University

10:15 - 10:45 a.m. Coffee and Danish Break

**SESSION 3 (10:45 a.m.-12:15 p.m.): Supplier Relations: The Japanese and U.S. Automobile Industries (Shaffer 3)**

Chair: **Marc Weiss**, Columbia University

**Susan Helper**, Boston University, "Comparative Supplier Relations in the United States and Japan: An Exit/Voice Approach"

**Michael J. Smitka**, Washington and Lee University, "Competitive Ties: Subcontracting in the Japanese Automobile Industry"

Discussant: **Helen Shapiro**, Harvard University

**SESSION 4 (10:45 a.m.-12:15 p.m.): Business-Government Relations: China and Africa (Shaffer 301)**

Chair: To be announced

**Frank H. H. King**, University of Hong Kong and New Mexico Military Institute, "The Peking Syndicate (1897-1949): Problems of a Joint Venture"

**Dennis M. P. McCarthy**, Iowa State University, "The Bureaucratic Manipulation of Indigenous Business: A Comparative Study in Legal Imposition from Colonial Africa"

Discussant: **Mary Yeager**, University of California, Los Angeles

12:15-1:30 p.m. Lunch at Levering Hall

**SESSION 5 (1:30-3:00 p.m.): Innovative Firms: Continuity and Decline (Shaffer 301)**

Chair: **Fred Carstensen**, University of Connecticut

**Gordon Boyce**, Victoria University of Wellington, "Continuity and Transitions in Corporate Capability: Incentives, Management, and Innovation at Dofasco Inc."

**William Mass**, Tufts University, "The Decline of a Technological Leader: Capability, Strategy, and Shuttleless Weaving, 1945-1974"

Discussant: **Richard Rosenbloom**, Harvard University

**SESSION 6 (1:30-3:00 p.m.): Comparative Business Organization: The U.S. and Germany (Shaffer 3)**

Chair: **Alfred D. Chandler, Jr.**, Harvard University

**Colleen Dunlavy**, University of Wisconsin-Madison, "Organizing Railroad Interests: The Creation of National Railroad Associations in the United States and Prussia"

**Kenneth S. Mernitz**, Buffalo State College, "Firms in Conflict: Liquid Fuel Producers in the U.S. and Germany, 1910-1933"

Discussant: **Patrick Fridenson**, Ecoles des Hautes Etudes en Sciences Sociales

**SESSION 7 (3:30-5:00 p.m.): Organization of Innovation: Making the Market (Shaffer 3)**

Chair: **Richard Tedlow**, Harvard University

**Amy Hardin**, University of Delaware, "Industry Structure and the Marketing of Synthetic Fibres"

**Steven W. Usselman**, University of North Carolina at Charlotte, "Organizing a Market for Innovation: Patent Pools and Patent Politics on American Railroads, 1860-1990"

Discussant: **Michael Tushman**, Columbia University

**SESSION 8 (3:30 - 5:00 p.m.): The Shop Floor: Conflict and Compensation (Shaffer 301)**

Chair: **Bernard Elbaum**, University of California, Santa Cruz

**Colin J. Davis**, Rutgers University-Newark, "Managerial Strategy on the Pennsylvania Railroad for Combating the 1922 National Railroad Shopcrafts Strike"

**Daniel Raff**, Harvard University, "The Puzzling Profusion of Compensation Schemes in the 1920's American Automobile Industry"

Discussant: **Wayne Lewchuk**, McMaster University

**5:30-6:30 p.m. Reception (Glass Pavilion, Student Union)**

**6:30 9:00 p.m. Banquet and Presidential Address by Tom McCraw, Harvard University (Glass Pavilion, Student Union)**

**Buses return to hotel**

**Sunday, March 25** (at the hotel)

**SESSION 9 (9:00 - 10:30 a.m.): Management Education and International Competition (Room TBA)**

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

**Robert Locke**, University of Hawaii and University of Reading, "The Reactions of German, British, French, and Japanese Education to the 'Professionalization' of Management After World War II"

**Susan Aaronson**, The Johns Hopkins University, "Serving America's Business? Graduate Business Schools and American Business, 1945-60"

Discussant: **Mira Wilkins**, Florida International University

**SESSION 10 (9:00-10:30 a.m.): Organizational Information: Business and Government (Room TBA)**

Chair: **Edwin Perkins**, University of Southern California

**JoAnne Yates**, MIT, "For the Record: The Embodiment of Organizational Memory, 1850-1920"

**Paul J. Miranti, Jr.**, Rutgers University, "Measurement and Organizational Effectiveness: The ICC and Accounting-Based Regulation, 1887-1940"

Discussant: **Gregory L. Thompson**, Florida State University

**SESSION 11 (10:45 a.m.-12:15 p.m.): Organizational Values: Created and Compromised (Room TBA)**

Chair: **Charles Dellheim**, Harvard University

**Stephen Adams**, The Johns Hopkins University, "A Compromise of Values: The Kaiser-Frazer Motor Company, 1945-50"

**Claire Badaracco**, Marquette University, "The Role of 'Agency' among Manufacturers of Language Products, 1910-1930"

Discussant: **Paul Tiffany**, University of Pennsylvania

**SESSION 12 (10:45 a.m. - 12:15 p.m.): Corporate  
Lawyers: Canada and the U.S. (Room TBA)**

**Chair: Theodore Kovaleff**, Columbia University

**Gregory Marchildon**, The Johns Hopkins University, "The Role  
of Corporate Lawyers in Corporate Promotion and  
Management: A Canadian Case Study"

**Kenneth Lipartito**, University of Houston, "What Have Lawyers  
Done for American Business?"

**Discussant: Robert L. Nelson**, American Bar Association and  
Northwestern University