

Business History Review

S P R I N G 2 0 0 0



Installing a Cable TV System
Boston, 1983



Published by Harvard Business School

Cover: Engineer James Concannon of McCourt Cable Systems, installing a cable television system in Boston, Massachusetts, 1983. Permission to use photograph granted by RCN Corp. Photograph source: Cable Center Museum, Denver, Colorado.

© 2000 by The President and Fellows of Harvard College.
All rights reserved.

ISSN 0007-6805

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

Business History Review

Published Quarterly by Harvard Business School
Volume 74 Number 1 Spring 2000

EDITOR · Thomas K. McCraw, *Harvard University*
ASSOCIATE EDITOR · Walter A. Friedman, *Harvard University*

EDITORIAL ADVISORY BOARD

Franco Amatori, *Università Bocconi*
Mansel Blackford, *Ohio State University*
Alfred D. Chandler, Jr., *Harvard University*
Patricia Denault, *Harvard University*
Tony Freyer, *University of Alabama*
Patrick Fridenson, *École des Hautes Études*
Mark Fruin, *University of British Columbia*
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, *University of Michigan*
Wyatt Wells, *Auburn University Montgomery*
Robert E. Wright, *University of Virginia*

The *Business History Review* is published in the spring, summer, autumn, and winter by Harvard Business School and is printed at Capital City Press.

- Manuscripts, books for review, commentary, and all editorial correspondence should be sent to Walter A. Friedman, Associate Editor, 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 email 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
Telephone: 617-495-6154
Fax: 617-496-5985

- Email correspondence and inquiries can be sent to bhr@hbs.edu.
- Subscription rates for the volume year 2000:

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

- Many issues of volumes 60–73 (1986–98) are available from our office for \$15.00 per issue. Please contact *BHR* for details or visit our web site, www.hbs.edu/bhr.
- *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.

Contents

ARTICLES

Thomas R. Eisenmann The U.S. Cable Television Industry, 1948–1995: Managerial Capitalism in Eclipse • 1

Juan C. Santamarina The Cuba Company and the Expansion of American Business in Cuba, 1898–1915: Building a New Cuba Through Business Networks • 41

Martin Horn A Private Bank at War: J. P. Morgan & Co. and France, 1914–1918 • 85

RESEARCH NOTE

Daniel Wren The J. and W. Seligman Archives at the Harry W. Bass Collection • 113

ANNOUNCEMENTS • 119

REVIEW ESSAY

Jean Strouse, *Morgan: American Financier*. *Reviewed by* George David Smith • 121

BOOK REVIEWS

Wayne G. Broehl, Jr., *Tuck & Tucker: The Origin of the Graduate Business School*. *Reviewed by* Jeffrey L. Cruikshank • 143

Paul Buhle, *Taking Care of Business: Samuel Gompers, George Meany, Lane Kirkland, and the Tragedy of American Labor*. *Reviewed by* Glenn Feldman • 145

Sushil Chaudhury and Michel Morineau, eds., *Merchants, Companies and Trade*. *Reviewed by* Kenneth Pomeranz • 189

Clayton Coppin and Jack High, *The Politics of Purity: Harvey Washington Wiley and the Origins of Federal Food Policy*. *Reviewed by* Suzanne White Junod • 151

Charles R. Geisst, *Monopolies in America: Empire Builders and Their Enemies from Jay Gould to Bill Gates*. *Reviewed by* Maury Klein • 127

- John Steele Gordon*, *The Great Game: The Emergence of Wall Street as a World Power, 1653–2000*. *Reviewed by* Peter Eisenstadt • 129
- David M. Hart*, *Forged Consensus: Science, Technology and Economic Policy in the United States*. *Reviewed by* Brian Balogh • 163
- Christopher Howard*, *The Hidden Welfare State: Tax Expenditures and Social Policy in the United States*. *Reviewed by* Julian E. Zelizer • 166
- Rick Kennedy and Randy McNutt*, *Little Labels—Big Sounds: Small Record Companies and the Rise of American Music*. *Reviewed by* James P. Kraft • 159
- Herbert S. Klein*, *The Atlantic Slave Trade*. *Reviewed by* Ralph A. Austen • 134
- Jürgen Kocka*, *Industrial Culture & Bourgeois Society: Business, Labor, and Bureaucracy in Modern Germany*. *Reviewed by* Margaret Eleanor Menninger • 177
- Thomas Leonard, ed.*, *United States–Latin American Relations, 1850–1903: Establishing a Relationship*. *Reviewed by* William Schell, Jr. • 187
- Timothy R. Mahoney*, *Provincial Lives: Middle Class Experience in the Antebellum Middle West*. *Reviewed by* Lawrence H. Larsen • 137
- Maria Misra*, *Business, Race and Politics in British India, c. 1850–1960*. *Reviewed by* Gita Piramal • 169
- Harvey K. Newman*, *Southern Hospitality: Tourism and the Growth of Atlanta*. *Reviewed by* W. Fitzhugh Brundage • 161
- Sergio de Oliveira Birchal*, *Entrepreneurship in Nineteenth-Century Brazil: The Formation of a Business Environment*. *Reviewed by* Anne Hanley • 184
- Serge Paquier*, *Histoire de l'électricité en Suisse. La dynamique d'un petit pays européen, 1875–1939*. *Reviewed by* Pierre Lanthier • 174
- Sulevi Riikulehto*, *The Concepts of Luxury and Waste in American Radicalism, 1880–1929*. *Reviewed by* Timothy B. Spears • 157

William G. Roy, *Socializing Capital: The Rise of the Large Industrial Corporation in America*. *Reviewed by*
Neil Fligstein • 131

Victoria Saker Woeste, *The Farmer's Benevolent Trust: Law and Agricultural Cooperation in Industrial America, 1865–1945*.
Reviewed by Sally Clarke • 149

Richard Schneirov, Shelton Stromquist, and Nick Salvatore, eds.,
The Pullman Strike and the Crisis of the 1890s: Essays on Labor and Politics. *Reviewed by* Colin J. Davis • 140

Amy Dru Stanley, *From Bondage to Contract: Wage Labor, Marriage, and the Market in the Age of Slave Emancipation*.
Reviewed by Loren Scheweninger • 136

Clive Trebilcock, *Phoenix Assurance and the Development of British Insurance: The Era of the Insurance Giants*. *Reviewed by*
David Kynaston • 172

Charles E. Twining, *F. K. Weyerhaeuser: A Biography*. *Reviewed by*
James E. Fickle • 155

David Woodruff, *Money Unmade: Barter and the Fate of Russian Capitalism*. *Reviewed by* Richard Ericson • 179

Contributors

Thomas R. Eisenmann is an assistant professor in the Entrepreneurial Management/Service Management Unit at Harvard Business School. His current research explores the returns to Internet businesses from accelerated growth strategies, i.e., from massive upfront investment in brand building and customer acquisition. He teaches “Managing Marketspace Businesses,” a course in Harvard’s MBA elective curriculum on the strategic and organizational challenges facing Internet startups and established companies moving online. He is author of “Governance and Risk Taking in the U.S. Cable Television Industry” in the *Academy of Management Annual Proceedings*, 1998.

Martin Horn is an assistant professor of history at McMaster University, Hamilton, Canada. He received his Ph.D. from the University of Toronto. Professor Horn is currently finishing a book on Britain, France, and the financing of the First World War.

Juan Carlos Santamarina is an assistant professor of history at the University of Dayton. Santamarina earned his B.A. at the University of Wisconsin–Madison, where he concentrated on American foreign relations with Professor Thomas J. McCormick. He earned his Ph.D. at Rutgers University, studying Latin American business and economic history under the direction of Professors Mark Wasserman and Louis A. Pérez. He is now working on a manuscript entitled *Building a New Cuba Through Business Networks: The Cuba Company and the Expansion of American Business in Cuba, 1900–1959*.

Daniel A. Wren is the David Ross Boyd Professor of Management, the McCasland Foundation Professor of American Free Enterprise, and Curator of the Harry W. Bass Business History Collection at the University of Oklahoma. He is the author of *The Evolution of Management Thought*, now in its fourth edition (1994), and *White Collar Hobo: The Travels of Whiting Williams* (1987), among other works. He has edited *Papers Dedicated to the Development of Modern Management* (1986) and *Early Management Thought* (1997).