

# *Business History Review*

W I N T E R 1 9 9 4



EXPERTS, WAR, AND THE STATE



Front Cover: Sir Alexander Fleming Explains  
Penicillin, c. 1940

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*Although penicillin had been discovered and cultured in the laboratory by Fleming in 1929, little progress had been made in creating a stable drug that could be reproduced in quantity before the Second World War. The Committee on Medical Research, which reported to Vannevar Bush's Office of Scientific Research and Development, played an instrumental role in coordinating the ultimately successful efforts of academic and corporate researchers to produce penicillin in quantity. (Photograph, from the Army Signal Corps, reproduced from James Phinney Baxter, Scientists Against Time [Boston, Mass., 1947], facing p. 340.)*

*For an article on the OSRD, see pp. 515–576.*

Back Cover: Organization Chart for the Council  
of National Defense, 1917

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*In the early months of the U.S. involvement in the First World War, Leonard P. Ayres left his position at the Russell Sage Foundation to head up a Division of Statistics under the CND. In addition to bringing order to the large amounts of undigested information resident in the various government departments during the war, initially by preparing organization charts such as this one, Ayres also hoped to set up an enduring bureau that would routinely provide statistical information to the government. (Chart reproduced from RG 62, CND Records, Files and Records Division [Post-War], 17-B1: Administrative File, National Archives.)*

*For an article on Ayres and the Division of Statistics, see pp. 451–482.*

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# CONTENTS

## EXPERTS, WAR, AND THE STATE

### ARTICLES

*William J. Breen* Foundations, Statistics, and State-Building:  
Leonard P. Ayres, the Russell Sage Foundation, and U.S. Government  
Statistics in the First World War • 451

*Alan Derickson* Physiological Science and Scientific Management  
in the Progressive Era: Frederic S. Lee and the Committee on  
Industrial Fatigue • 483

*Larry Owens* The Counterproductive Management of Science in the  
Second World War: Vannevar Bush and the Office of Scientific  
Research and Development • 515

EDITOR'S CORNER • 577

### BOOK REVIEWS

*Derek H. Aldcroft* and *Simon P. Ville*, eds., *The European Economy, 1750–1914: A Thematic Approach*. *Reviewed by* Lynne Kiesling • 608

*Stephen Amberg*, *The Union Inspiration in American Politics: The Autoworkers and the Making of a Liberal Industrial Order*.  
*Reviewed by* James Atleson • 591

*Peter A. Baskerville*, ed., *Canadian Papers in Business History, vol. 2*.  
*Reviewed by* Ben Forster • 599

*Marcos Cueto*, ed., *Missionaries of Science: The Rockefeller Foundation and Latin America*. *Reviewed by* Elizabeth A. Cobbs • 604

*Melvyn Dubofsky*, *The State & Labor in Modern America*.  
*Reviewed by* Christopher L. Tomlins • 593

*Carole Haber* and *Brian Gratton*, *Old Age and the Search for Security: An American Social History*.  
*Reviewed by* Edward D. Berkowitz • 597

*Bruce E. Kaufman*, *The Origins and Evolution of the Field of Industrial Relations in the United States*.  
*Reviewed by* Melvyn Dubofsky • 589

- Roderick A. McDonald*, *The Economy and Material Culture of Slaves: Goods and Chattels on the Sugar Plantations of Jamaica and Louisiana*. *Reviewed by* Philip D. Morgan • 602
- Kenneth W. Noe*, *Southwest Virginia's Railroad: Modernization and the Sectional Crisis*. *Reviewed by* Allen W. Trelease • 582
- Patrick K. O'Brien* and *Roland Quinault*, eds., *The Industrial Revolution and British Society*. *Reviewed by* Pat Hudson • 610
- R. J. Overy*, *War and Economy in the Third Reich*.  
*Reviewed by* Omer Bartov • 614
- Harm G. Schröter*, *Aufstieg der Kleinen: Multinationale Unternehmen aus fünf kleinen Staaten vor 1914*.  
*Reviewed by* Bernd Dornseifer • 612
- William G. Scott*, *Chester I. Barnard and the Guardians of the Managerial State*. *Reviewed by* Brian Balogh • 587
- Helen Shapiro*, *Engines of Growth: The State and Transnational Auto Companies in Brazil*. *Reviewed by* Jeffrey Cason • 606
- Raymond B. Vickers*, *Panic in Paradise: Florida's Banking Crash of 1926*. *Reviewed by* Larry Schweikart • 585
- Alexander von Hoffman*, *Local Attachments: The Making of an American Urban Neighborhood, 1850 to 1920*.  
*Reviewed by* Patricia Burgess • 583
- Vera Zamagni*, *The Economic History of Italy, 1860–1990*. *Reviewed by* David G. LoRomer • 616

## INDEX TO VOLUME 68 • 618

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