

# ALFRED D. CHANDLER

Critical Evaluations in Business and  
Management

*Edited by John C. Wood and  
Michael C. Wood*

Volume I

C-

p Routledge

jjjj^^ Taylor & Francis Group

LONDON AND NEW YORK

# CONTENTS

<i>Acknowledgements</i>	ix
<i>Chronological table of reprinted articles and chapters</i>	xiii
Introduction	1
JOHN C. WOOD AND MICHAEL C. WOOD	
1 The development of modern business in Japan	9
ETSUO ABE	
2 Global strategic management: impact on the new frontiers of strategy research	19
CHRISTOPHER A. BARTLETT AND SUMANTRA GHOSHAL	
3 An approach to the teaching and writing of American business history	37
STUART BRUCHEY	
4 Information, institutions and agency: the, crisis of railroad finance in the 1890s and the evolution of corporate oversight capabilities	40
NANDTNI CHANDAR AND PAUL J. MIRANTI	
5 The emergence of managerial capitalism	65
ALFRED D. CHANDLER, JR.	
6 The enduring logic of industrial success	92
ALFRED D. CHANDLER	
7 Response to the contributors to the review colloquium on <i>Scale and Scope</i>	108
ALFRED D. CHANDLER, JR.	
8 The limitations of the personal capitalism paradigm	129
ROY CHURCH	

## CONTENTS

9	Aggregative business history ARTHUR H. COLE	136
10	Alfred Chandler's new business history: a review RICHARD B. DU BOFF AND EDWARD S. HERMAN	149
11	The organizational sociology of scale and scope NEIL FLIGSTEIN	171
12	Recent developments in American business administration and their conceptualization: a discussion of the Chandler^Redlich article GEORGE S. GIBB <i>ET AL.</i>	177
13	Motivation, leadership, and organization: do American theories apply abroad? GEERT HOFSTEDE	194
14	Examining accounts and accounting for management: inverting understandings of 'the economic' KEITH HOSKIN	220
15	From firm to networked systems THOMAS P. HUGHES	240
16	Elaborations, revisions, dissents: Alfred D. Chandler, Jr.'s, <i>The Visible Hand</i> after twenty years RICHARD R. JOHN	247
17	Conference on the history of American business: a summary report ARTHUR M. JOHNSON	292
18	Blending business history and economic history CHARLES J. KENNEDY	299
19	Toward the rebirth of the Japanese economy and its corporate system TAKEO KIKKAWA	301
20	Germany: cooperation and competition JURGEN KOCKA	323
21	Business history in France RICHARD F. KUISEL	328

## CONTENTS

- 22 Martin Sklar's *The Corporate Reconstruction of American Capitalism: an economic historian's perspective* 339  
NAOMI R. LAMOREAUX
- 23 Constructing firms: partnerships and alternative contractual arrangements in early nineteenth-century American business • 344  
NAOMI R. LAMOREAUX

## VOLUME II

- Acknowledgements* • vii
- 24 Beyond markets and hierarchies: toward a new synthesis of American business history 1  
NAOMI R. LAMOREAUX, DANIEL M. G. RAFF AND PETER TEMIN
- 25 Against whig history 35  
NAOMI R. LAMOREAUX, DANIEL M. G. RAFF AND PETER TEMIN
- 26 The vanishing hand: the changing dynamics of industrial capitalism 46  
RICHARD N. LANGLOIS
- 27 Capabilities and Governance: the Rebirth of Production in the Theory of Economic Organization 83  
RICHARD N. LANGLOIS AND NICOLAI J. FOSS
- 28 Culture and the practice of business history 112  
KENNETH LIPARTITO
- 29 Accounting for the achievements of capitalism: Alfred Chandler's business history 142  
CHARLES S. MAIER
- 30 The challenge of Alfred D. Chandler, Jr.: retrospect and prospect 155  
THOMAS K. MCCRAW
- 31 Managing Foucault: Foucault, management and organization theory 174  
ALAN MCKINLAY AND KEN STARKEY

## CONTENTS

32	Why do firms differ, and how does it matter? RICHARD R. NELSON	188
33	Determinants and effects of employing professional corporate executives: a case of cotton spinning companies in pre-war Japan TETSUJI OKAZAKI	209
34	The emergence of the large-scale company in Great Britain, 1870-1914 P. L. PAYNE	227
35	Managing the mills: labor policy in the American steel industry, 1892-1937 JONATHAN REES	257
36	Neither modularity nor relational contracting: inter-firm collaboration in the new economy CHARLES F. SABEL AND JONATHAN ZEITLIN	264
37	Cochran's legacy: a cultural path not taken DAVID B. SICILIA	279
38	<i>Scale and Scope</i> : Alfred Chandler and the dynamics of industrial capitalism BARRY SUPPLE	295
39	Contributions and impediments of economic analysis to the study of strategic management DAVID J. TEECE	311
40	The dynamics of industrial capitalism: perspectives on Alfred Chandler's <i>Scale and Scope</i> DAVID J. TEECE	347
41	British business history and the culture of business OLIVER M. WESTALL	384
42	Microanalytic business history OLIVER E. WILLIAMSON	406