

# CONTENTS

<i>Acknowledgements</i>	xi
<i>Chronological table of reprinted articles and chapters</i>	xiii
<b>General introduction</b>	<b>1</b>
<b>VOLUME I</b>	
<b>PART 1</b>	
<b>The organization of industry</b>	<b>49</b>
<b>1 The structure of American industry in the twentieth century:         a historical overview</b>	<b>51</b>
ALFRED D. CHANDLER, Jr.	
<b>2 Stages in corporate stability and the risks of corporate failure</b>	<b>92</b>
RICHARD C. EDWARDS	
<b>3 The new conglomerates</b>	<b>123</b>
JOHN M. BLAIR	
<b>4 Big firms, small firms, network firms</b>	<b>150</b>
BENNETT HARRISON	
<b>5 Is Silicon Valley an industrial district?</b>	<b>185</b>
BENNETT HARRISON	
<b>PART 2</b>	
<b>Corporate control</b>	<b>203</b>
<b>6 The rise of a market for industrial securities, 1887–1902</b>	<b>205</b>
THOMAS R. NAVIN AND MARION V. SEARS	

<b>7</b>	<b>The captains of finance and the engineers</b>	<b>236</b>
	THORSTEIN VEBLEN	
<b>8</b>	<b>Property in transition</b>	<b>249</b>
	ADOLF A. BERLE, Jr. AND GARDINER C. MEANS	
<b>9</b>	<b>The new concept of the corporation</b>	<b>256</b>
	ADOLF A. BERLE, Jr. AND GARDINER C. MEANS	
<b>10</b>	<b>Control and strategic position</b>	<b>261</b>
	EDWARD S. HERMAN	
<b>11</b>	<b>The apologetics of "managerialism"</b>	<b>298</b>
	EDWARD S. MASON	
<b>12</b>	<b>Great expectations: the promise of industrial jurisprudence and its demise, 1930–1960</b>	<b>311</b>
	NELSON LICHTENSTEIN	
<b>13</b>	<b>The modern industrial revolution, exit, and the failure of internal control systems</b>	<b>336</b>
	MICHAEL C. JENSEN	
<b>14</b>	<b>Corporate "ownership"</b>	<b>392</b>
	MARGARET M. BLAIR	
<b>15</b>	<b>The innovative enterprise and corporate governance</b>	<b>398</b>
	MARY O'SULLIVAN	

## VOLUME II

*Acknowledgements*

vii

### PART 3

#### **Strategy and structure**

1

#### **16 Organizational innovation—a comparative analysis**

3

ALFRED D. CHANDLER, Jr.

#### **17 Entrepreneurial dominance in businesses large and small, past and present**

44

HAROLD C. LIVESAY

<b>18</b>	<b>A generation of bureaucrats</b>	<b>63</b>
	WILLIAM H. WHYTE, Jr.	
<b>19</b>	<b>The technostructure</b>	<b>76</b>
	JOHN KENNETH GALBRAITH	
<b>20</b>	<b>The corporation</b>	<b>86</b>
	JOHN KENNETH GALBRAITH	
<b>21</b>	<b>The entrepreneur and the technostructure</b>	<b>98</b>
	JOHN KENNETH GALBRAITH	
<b>22</b>	<b>Foreword to the third edition of <i>The Theory and Growth of the Firm</i></b>	<b>107</b>
	EDITH T. PENROSE	
<b>23</b>	<b>'Inherited' resources and the direction of expansion</b>	<b>119</b>
	EDITH T. PENROSE	
<b>24</b>	<b>Fading memories: a process theory of strategic business exit in dynamic environments</b>	<b>139</b>
	ROBERT A. BURGELMAN	
<b>25</b>	<b>Technological discontinuities, organizational capabilities, and strategic commitments</b>	<b>177</b>
	RICHARD S. ROSENBLUM AND CLAYTON M. CHRISTENSEN	
 <b>PART 4</b>		
	<b>Money and people</b>	<b>207</b>
<b>26</b>	<b>The financing of center firms, 1940–1973</b>	<b>209</b>
	JONATHAN BARRON BASKIN AND PAUL J. MIRANTI, Jr.	
<b>27</b>	<b>Venture capital</b>	<b>245</b>
	WILLIAM D. BYGRAVE AND JEFFRY A. TIMMONS	
<b>28</b>	<b>A technology of social production: modern management and the expansion of engineering</b>	<b>271</b>
	DAVID NOBLE	
<b>29</b>	<b>The emergence of mass-production unionism</b>	<b>338</b>
	DAVID BRODY	
<b>30</b>	<b>Recent developments in US industrial relations</b>	<b>365</b>
	THOMAS KOCHAN AND MARC WEINSTEIN	

- 31 The breakdown of labor's social contract: historical reflections,  
future prospects** 388  
DAVID BRODY

### VOLUME III

*Acknowledgements* vii

#### PART 5

**Developing technology** 1

- 32 The evolution of industrial research in the United States** 3  
DAVID A. HOUNSHELL

- 33 Brain mill for the military** 64  
THOMAS HUGHES

- 34 The institutionalization of innovation, 1900–90** 93  
DAVID C. MOWERY AND NATHAN ROSENBERG

- 35 American universities and technical advance in industry** 122  
NATHAN ROSENBERG AND RICHARD R. NELSON

- 36 Making large teams work like small teams: product  
development at Microsoft** 162  
MICHAEL A. CUSUMANO

#### PART 6

**Organizing production** 183

- 37 Managerial capitalism and economies of speed** 185  
WILLIAM LAZONICK

- 38 Scientific management in retrospect** 223  
DANIEL NELSON

- 39 Fordism and feminization: the sexual division of labor and the  
development of the labor process in auto and electrical  
manufacturing** 251  
RUTH MILKMAN

<b>40</b>	<b>Epilogue and conclusion to <i>Gender at Work: The Dynamics of Job Segregation by Sex During World War II</i></b>	<b>270</b>
	RUTH MILKMAN	
<b>41</b>	<b>Catching flies with honey: an inquiry into management initiatives to humanize work</b>	<b>280</b>
	STEPHEN A. MARGLIN	
<b>42</b>	<b>The extent of the change: evidence from surveys, 1982–93</b>	<b>294</b>
	EILEEN APPELBAUM AND ROSEMARY BATT	
<b>43</b>	<b>Experiments with workplace innovation: evidence from case studies, 1970–92</b>	<b>306</b>
	EILEEN APPELBAUM AND ROSEMARY BATT	

**VOLUME IV**

<i>Acknowledgements</i>	vii
-------------------------	-----

**PART 7**

**Organizations and markets** **1**

<b>44</b>	<b>The coming of the modern industrial corporation</b>	<b>3</b>
	ALFRED D. CHANDLER, Jr.	
<b>45</b>	<b>Profile of the depression</b>	<b>34</b>
	LESTER V. CHANDLER	
<b>46</b>	<b>The depression begins</b>	<b>47</b>
	LESTER V. CHANDLER	
<b>47</b>	<b>On the history of monopoly capitalism</b>	<b>62</b>
	PAUL A. BARAN AND PAUL M. SWEETZ	
<b>48</b>	<b>“A gift of God”? The public health controversy over leaded gasoline during the 1920s</b>	<b>84</b>
	DAVID ROSNER AND GERALD MARKOWITZ	
<b>49</b>	<b>The coming struggle for safety</b>	<b>103</b>
	RALPH NADER	
<b>50</b>	<b>United States investment abroad</b>	<b>133</b>
	STEPHEN HYMER	

<b>51</b>	<b>Limited economic integration</b>	<b>168</b>
	JAY MANDLE	
<b>52</b>	<b>The United States</b>	<b>186</b>
	JOHN E. TILTON	
<b>53</b>	<b>Match the size of the organization to the size of the market</b>	<b>230</b>
	CLAYTON M. CHRISTENSEN	
<b>54</b>	<b>Discovering new and emerging markets</b>	<b>248</b>
	CLAYTON M. CHRISTENSEN	
<b>55</b>	<b>Popularizing the Internet</b>	<b>263</b>
	JANET ABBATE	
<b>56</b>	<b>Almost everywhere: surging inequality and falling real wages</b>	<b>301</b>
	LESTER THUROW	
<b>57</b>	<b>US corporate responses to new challenges</b>	<b>327</b>
	MARY O'SULLIVAN	
	<i>Index</i>	<b>383</b>