

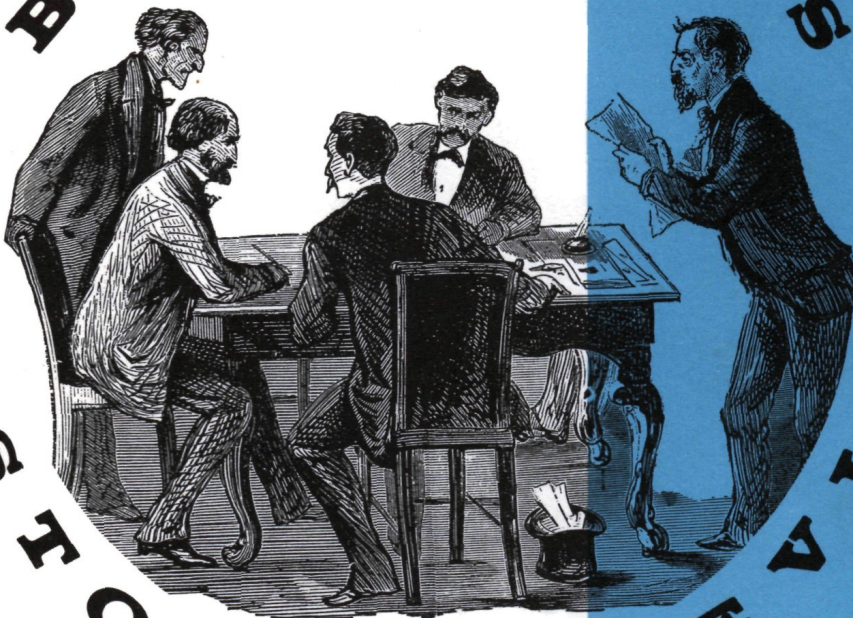


IN THIS ISSUE

- The Entrepreneurial Spirit in Rhode Island
- Entrepreneurship and Western Development
- Systematic Management
- A British Firm on the West Coast
- Business History in Germany, Austria, and Switzerland
- LAGNIAPPE
- THE EDITORS' CORNER
- BOOK REVIEWS

ARTICLES SUMMARIZED ON BACK COVER

BUSINESS HISTORY REVIEW



ADVISORY BOARD

EDITOR-IN-CHIEF

RALPH W. HIDY
Harvard University

EDITOR

ARTHUR M. JOHNSON
Harvard University

MANAGING EDITOR

JAMES P. BAUGHMAN
Harvard University

ROBERT G. ALBION
Harvard University

ROBERT J. ANDRESS
Tulsa, Oklahoma

STUART BRUCHEY
Michigan State University

ALFRED H. CONRAD
Harvard University

MEYER H. FISHBEIN
National Archives

HERMAN FREUDENBERGER
Tulane University

RODMAN W. PAUL
California Institute
of Technology

FRITZ REDLICH
Harvard University [Retired]

GEORGE R. TAYLOR
Amherst College

WILLIAM B. WATSON
Massachusetts Institute
of Technology

BAYARD O. WHEELER
University of Washington

RICHMOND D. WILLIAMS
Eleutherian Mills
Historical Library

HAROLD F. WILLIAMSON
Northwestern University

Honorary Members

ARTHUR H. COLE
Harvard University [Emeritus]

HENRIETTA M. LARSON
Harvard University [Emerita]

International Correspondents

ALDO DE MADDALENA
Università Degli Studi
Di Parma

WOLFRAM FISCHER
Universität Münster

CLAUDE FOHLEN
Université De Besançon

KARL-GUSTAF HILDEBRAND
Uppsala Universitet

FRANCIS E. HYDE
University of Liverpool

H. KLONPMAKER
Academy of Advanced
Economic Studies
(Haarlem)

KEIICHIRO NAKAGAWA
University of Tokyo

WILLIAM WOODRUFF
University of Melbourne

B
U
S
I
N
E
S
S
H
I
S
I
S
S
U
E
C
O
V
E
R
R
E
V
I
E
W

COVER: Nineteenth-Century Businessmen

BUSINESS HISTORY REVIEW

C O N T E N T S

THE ENTREPRENEURIAL SPIRIT IN RHODE ISLAND HISTORY	319
PETER J. COLEMAN	
ENTREPRENEURSHIP AND WESTERN DEVELOPMENT: THE CASE OF MICAJAH T. WILLIAMS	345
HARRY N. SCHEIBER	
SYSTEMATIC MANAGEMENT: DESIGN FOR ORGANIZATIONAL RECOUPLING IN AMERICAN MANUFACTURING FIRMS	369
JOSEPH A. LITTERER	
A BRITISH FIRM ON THE AMERICAN WEST COAST, 1869-1914 .	392
MORTON ROTHSTEIN	
SOME RECENT DEVELOPMENTS OF BUSINESS HISTORY IN GERMANY, AUSTRIA, AND SWITZERLAND	416
WOLFRAM FISCHER	
LAGNIAPPE	437
Business Failures in the Panic of 1857	437
THE EDITORS' CORNER	444
Appointments to Advisory Board	444
1964 Business History Conference	444
Eleutherian Mills-Hagley Foundation Conference	444
Papers on Entrepreneurship	444
Hagley Museum Fellowships	445
Eleutherian Mills Historical Library Grants-in-Aid	445
Archival Acquisitions	445
A Note on Fashion Leadership	448
A Note on Fashion Leadership: Reply	451

(continued on next page)

PUBLISHED QUARTERLY BY THE HARVARD GRADUATE SCHOOL
OF BUSINESS ADMINISTRATION

VOLUME XXXVII, NUMBER 4

WINTER 1963

C O N T E N T S

(continued)

BOOK REVIEWS

- Postan, M. M., E. E. Rich, and Edward Miller (eds.), *The Cambridge Economic History of Europe. Volume III, Economic Organization and Policies in the Middle Ages*. Reviewed by Fritz Redlich 456
- Nissim da Pisa, Yehiel, *Banking and Finance among Jews in Renaissance Italy: A Critical Edition of "The Eternal Life" (Haye Olam)*. Reviewed by Raymond de Roover 458
- Miskimin, Harry A., *Money, Prices, and Foreign Exchange in Fourteenth-Century France*. Reviewed by Richard W. Emery 459
- Jensen, Arthur L., *The Maritime Commerce of Colonial Philadelphia*. Reviewed by Benjamin W. Labaree 461
- Swift, David E., *Joseph John Gurney: Banker, Reformer, and Quaker*. Reviewed by Thomas P. Govan 462
- Lent, D. Geneva, *West of the Mountains: James Sinclair and the Hudson's Bay Company*. Reviewed by Kenneth W. Porter 463
- Griswold, Wesley S., *A Work of Giants: Building the First Transcontinental Railroad*. Reviewed by Wallace D. Farnham 464
- Howard, Robert W., *The Great Iron Trail: The Story of the First Transcontinental Railroad*. Reviewed by Wallace D. Farnham 464
- Glaab, Charles N., *Kansas City and the Railroads: Community Policy in the Growth of a Regional Metropolis*. Reviewed by Charles J. Kennedy 466
- Zunkel, Rudolf, *Der Rheinisch-Westfälische Unternehmer, 1834-1879: Ein Beitrag zur Geschichte des deutschen Bürgertums im 19. Jahrhundert*. Reviewed by Rudolf Braun 467

(continued on inside back cover)

The BUSINESS HISTORY REVIEW is published in the Spring, Summer, Autumn, and Winter. Address all communications, including manuscripts and change of address, to Business History Review, 214-16 Baker Library, Soldiers Field, Boston, Massachusetts 02163. Telephone KIRkland 7-9800. Regular subscription rate \$10 per year. Special rate for teachers and students \$5 per year. Single copies and reprints of most articles are available; information on request.

The BUSINESS HISTORY REVIEW does not assume responsibility for statements of fact or opinions made by its contributors.

Contents are currently indexed in the Business Periodicals Index, the H. W. Wilson Co., 950 University Ave., New York City. Entered as second-class matter at Boston, Massachusetts. Printed at the Harvard University Printing Office.

Copyright ©, 1963, by the President and Fellows of Harvard College.