

FROM MONOPOLY TO COMPETITION

The Transformations of Alcoa, 1888 – 1986



GEORGE DAVID SMITH

From Monopoly To Competition The Transformations Of Alcoa 1888 1986

George David Smith



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From Monopoly to Competition George David Smith, 2003-12-18 When Charles Martin Hall patented the process for refining the metal in 1886 it was far from self evident that the new technology would be a business success Problems involving the technology had to be solved Capital and a labour force were needed The most pressing entrepreneurial dilemma was the need to develop markets for what was then a novelty product George David Smith examines how Alcoa met these problems with special attention to innovation from Alcoa s beginnings through its development into one of the most successful monopolies in American history By World War II no other American corporation had developed its industry s markets more dramatically and then dominated them more completely The book then analyzes the undoing of Alcoa s monopoly by war and antitrust and examines how the firm adapted to evolving forms of oligopolistic and global competition

Organizing Global Technology Flows Pierre-Yves Donzé, Shigehiro Nishimura, 2013-11-12 Research on the international transfer of technology in economics and management literature has primarily focused on the role of countries and that of companies in particular multinational enterprises MNEs Similarly economic and business historians have tended to view international technology transfer as a way for economically backward countries to acquire new technologies in order to catch up with more developed economies This volume provides a more in depth understanding of how the international transfer of technologies is organized and in particular challenges the core periphery model that is still dominant in the extant literature By looking beyond national systems of innovation and statistics on foreign trade patent registration and foreign direct investment the book sheds more light on the variety of actors involved in the transfer process including engineers entrepreneurs governments public bodies firms etc and on how they make use of a broad set of national and international institutions facilitating technology transfer Put differently the volume offers a better understanding of the complexity of global technology flows by examining the role and actions of the different actors involved By bringing together a number of original case studies covering many different countries over the period from the late 19th to the 21st century the book demonstrates how technology is being transferred through complex processes involving a variety of actors from several countries using the national and international institutional frameworks

Aluminum Ore Robin S. Gendron, Mats Ingulstad, Espen Storli, 2013-09-28 As the key component in aluminum production bauxite became one of the most important minerals of the last one hundred years But its effects on people and economies varied broadly for some it meant jobs progress or a political advantage over rival nations but for many others it meant exploitation pollution or the destruction of a way of life Aluminum Ore explores the often overlooked history of bauxite in the twentieth century and in doing so examines the forces that shaped the time from the mineral s strategic development in the First World War and throughout the Cold War to its role in the globalization of markets as companies from the northern hemisphere vied for the resources of the south In this wide ranging collection scholars from around the world consider multiple international perspectives on this history

from Guinea to Nazi Germany to Jamaica all while examining the central place of one commodity in a time of change

Antimonopoly and American Democracy Daniel A. Crane, William J. Novak, 2023 Americans today worry about concentrated power in private industry to an extent not seen in generations Not only do they find diminished diversity of service providers and producers but they are disquieted by the power of a few large companies to shape and constrain democratic processes Americans across the political spectrum from former President Donald Trump to Massachusetts Senator Elizabeth Warren have sounded alarms about the overlarge power of business in both public and private life While many of the technologies and industries that worry Americans are new the concerns they've raised are not unprecedented *Antimonopoly and American Democracy* traces the history of antimonopoly politics in the United States arguing that organized action against concentrated economic power comprises an important American democratic tradition While prevailing narratives tend to treat monopoly as a risk to people mainly in their roles as consumers by causing prices to increase for example this study broadens the conversation recounting ways in which monopolism can hurt ordinary people without directly impacting their wallets From the pre revolutionary era to the age of Big Tech the volume explores the effects that historical monopolies have had on democracy by using their wealth and influence to dominate electoral politics and regulation Chapters also highlight a range of sites of economic concentration from land ownership to media reach and attempts at combating them from labor organizing to constitutional revision Featuring original scholarship from some of the world's leading experts in American economic political and legal history *Antimonopoly and American Democracy* offers important lessons for our contemporary political moment in which fears of concentrated wealth and influence are again on the rise

Reconnaissance Survey-- Brownsville/Monongahela Valley, Pennsylvania/West Virginia, 1991

Constructing Corporate America Kenneth Lipartito, David B. Sicilia, 2004-05-27 Why and how has the business corporation come to exert such a powerful influence on American society The essays here take up this question offering a fresh perspective on the ways in which the business corporation has assumed an enduring place in the modern capitalist economy and how it has affected American society culture and politics over the past two centuries The authors challenge standard assumptions about the business corporation's emergence and performance in the United States over the past two centuries Reviewing in depth the different theoretical and historiographical traditions that have treated the corporation the volume seeks a new departure that can more fully explain this crucial institution of capitalism Rejecting assertions that the corporation is dead the essays show that in fact it has survived and even thrived down to the present in part because of the ways in which it has related to its social political and cultural environment In doing so the book breaks with older explanations ground in technology and economics and treats the corporation for the first time as a fully social institution Drawing on a variety of social theories and approaches the essays help to point the way toward future studies of this powerful and enduring institution offering a new periodization and a new set of question for scholars to explore The range of essays engages the legal and political position of

the corporation the ways in which the corporation has been shaped by and shaped American culture the controversies over corporate regulation and corporate power and the efforts of minority and disadvantaged groups to gain access to the resources and opportunities that corporations control

International Competition and Industrial Change Charles Harvey, Jon Press, 2014-02-04 First Published in 1990 This collection of essays is intended shed light upon key issues in the history of mining and metallurgy issues such as investment and organisation professionalisation the impact of technological change and the problematic relationship between mineral wealth and sustained economic development

The Emergence of Routines Daniel M. G. Raff, Philip Scranton, 2017 This book explains how things get organized and how routines emerge in businesses and business life The chapters explore historical episodes in a wide variety of settings and encourage a view of firm operations and development that is much more realistic and much more practically helpful than the standard economic perspective

The Ecologies of the Building Envelope Alejandro Zaera-Polo, Jeffrey Anderson, 2021-05-11 The Ecologies of the Envelope theorizes the building envelope as a literal embodiment of the social political technological and economic contingencies which have become embedded within it over the last century analyzing the historical lineages heroes and villains that helped define the complex material ecologies we see within the envelope today While the fa ade is one of the most thoroughly theorized elements of architecture it is also one of the most questioned since the end of the 19th century Within the discipline of architecture the traditional understanding of the fa ade focuses primarily on semiotic and compositional operations such as proportional laws and linguistic codes which are deployed on the building s surface In contrast to this our material and environmental theory of the envelope proposes that the exponential development of building technologies since the mid 19th century coupled with new techniques of management and regulation have diminished the compositional and ornamental capacities of the envelope in favor of material quantitative and technical performances Rather than producing a stylistic analysis of the fa ade we investigate the historical lineages of the performances components assembly types and material entanglements that constitute the contemporary building envelope

Cold War Hothouses Beatriz Colomina, Annemarie Brennan, Jeannie Kim, 2012-04-17 The technological innovation and unprecedented physical growth of the cold war era permeated American life in every aspect and at every scale From the creation of the military industrial complex and the beginnings of suburban sprawl to the production of the ballpoint pen and the TV dinner the artifacts of the period are a numerous and diverse as they are familiar Over the past half century our awe at the advances of postwar society has softened to nostalgia and our affection for its material culture has clouded our memories of the enormous spatial reorganizations and infrastructural transformations that changed American life forever

The Cambridge Economic History of the United States Stanley L. Engerman, Robert E. Gallman, 1996 Volume III surveys the economic history of the United States and Canada during the twentieth century

The ^ABattle over Patents Stephen H. Haber, Naomi R. Lamoreaux, 2021-08-06 The Battle over Patents traces the long and contentious history of patents examining

how they have worked in practice The essays in this volume written by leading social scientists historians and legal academics explore the shortcomings of imperfect patent systems and explain why despite all the debate historically US style patent systems still dominate all other methods of encouraging inventive activity Soil to Foil Saleem Ali,2023-05-23 Aluminum is the most abundant metal in the earth's crust It is also ubiquitous in the modern world from aircraft to soda cans A dizzying number of consumer and industrial products employ aluminum typically alloyed because of its availability versatility and malleability Today how efficiently we use and reuse aluminum is vital to addressing key environmental challenges and understanding humanity's fraught relationship with the earth *Soil to Foil* tells the extraordinary story of aluminum Saleem H Ali reveals its pivotal role in the histories of scientific inquiry and technological innovation as well as its importance to sustainability He offers compelling portraits of the scientists and innovators who discovered new uses for this remarkable element ranging from chemistry and geoscience to engineering and industrial design Ali argues that aluminum exemplifies broader lessons about stewardship of nonrenewable resources its seeming abundance has given rise to wasteful and destructive practices *Soil to Foil* follows aluminum's path along the supply chain from extraction to production consumption to recycling Ali explores the ecological damage at mine sites and visits affected communities seeking to restore the land He foregrounds the possibilities for more sustainable industrial practices emphasizing how product design can incorporate eventual reuse and recycling Ultimately *Soil to Foil* shows that the story of aluminum's use and misuse helps us rethink how to sustainably manage the resources of our planet *From Great Wilderness to Seaway Towns* Claire Puccia Parham,2012-02-01 *From Great Wilderness to Seaway Towns* adds a new dimension to the debate over the perceived differences between American and Canadian society This fascinating case study examines two communities separated by the St Lawrence River Cornwall Ontario and Massena New York from the end of the Revolutionary War to the present Moving from the struggles of early settlers to industrialization and beyond Claire Puccia Parham chronicles how the residents of both areas created similar social political and economic institutions because of their peripheral locations in a capitalist world system and their inherent congregational and democratic values These distinctive views often brought them into conflict with national leaders **Industrial Organization** Paul Belleflamme,Martin Peitz,2015-07-30 Thoroughly revised according to classroom feedback *Industrial Organization Markets and Strategies* offers an up to date and rigorous presentation of modern industrial organization that blends theory with real world applications and derives implications for firm strategy and competition policy This comprehensive textbook acquaints readers with the most important models for understanding strategies chosen by firms with market power and shows how such firms adapt to different market environments The second edition includes new and revised formal models and case studies Formal models are presented in detail and analyses are summarized in lessons which highlight the main insights Theories are complemented by numerous real world cases that engage students and lead them to connect theories to real situations Chapters include review questions exercises and

suggestions for further reading to enhance the learning experience and an accompanying website offers additional student exercises as well as teaching slides **American Business Since 1920** Thomas K. McCraw, William R. Childs, 2018-02-13

Tells the story of how America's biggest companies began, operated and prospered post World War I. This book takes the vantage point of people working within companies as they responded to constant change created by consumers and technology. It focuses on the entrepreneur, the firm and the industry by showing from the inside how businesses operated after 1920 while offering a good deal of Modern American social and cultural history. The case studies and contextual chapters provide an in-depth understanding of the evolution of American management over nearly 100 years. *American Business Since 1920: How It Worked* presents historical struggles with decision making and the trend towards relative decentralization through stories of extraordinarily capable entrepreneurs and the organizations they led. It covers Henry Ford and his competitor Alfred Sloan at General Motors during the 1920s; Neil McElroy at Procter & Gamble; Ferdinand Eberstadt at the government's Controlled Materials Plan during World War II; David Sarnoff at RCA in the 1950s and 1960s; and Ray Kroc and his McDonald's franchises in the late twentieth century and early twenty-first and more. It also delves into such modern success stories as Amazon.com, eBay and Google. Provides deep analysis of some of the most successful companies of the 20th century. Contains topical chapters covering titans of the 2000s. Part of Wiley-Blackwell's highly praised American History Series. *American Business Since 1920: How It Worked* is designed for use in both basic and advanced courses in American history at the undergraduate and graduate levels. **Same Time, Same Station** James L. Baughman, 2007-03-26

Outstanding Academic Title for 2007 Choice Magazine. Ever wonder how American television came to be the much derided advertising heavy home to reality programming, formulaic situation comedies, hapless men and buxom scantily clad women? Could it have been something different, focusing instead on culture, theater and performing arts? In *Same Time, Same Station*, historian James L. Baughman takes readers behind the scenes of early broadcasting, examining corporate machinations that determined the future of television. Split into two camps, those who thought TV could meet and possibly raise the expectations of wealthier, better educated post-war consumers and those who believed success meant mimicking the products of movie houses and radio, decision makers fought a battle of ideas that peaked in the 1950s just as TV became a central facet of daily life for most Americans. Baughman's engagingly written account of the brief but contentious debate shows how the inner workings and outward actions of the major networks, advertisers, producers, writers and entertainers ultimately made TV the primary forum for entertainment and information. The tale of television's founding years reveals a series of decisions that favored commercial success over cultural aspiration. **Visuality/Materiality** Divya P. Tolia-Kelly, 2016-02-11

Two of the key theoretical shifts over the past two decades of critical work have been the visual turn and the material turn. This book argues that these hitherto distinct fields should be understood as in continual dialogue and co-constitution and focuses on reconceptualising the visual as an embodied material and often politically charged realm. This edited volume elaborates this

conceptual argument through a series of contemporary case studies drawn from the disciplines of Architecture Sociology Media Studies Geography and Cultural Studies The case studies included are paired around four themes consumption translation practice and ethics As well as exploring the bringing together of visibility and materiality studies the contributors raise questions of social identity and social critique and also focus on the ethics of material visualities

The American Corporation Today Carl Kaysen, 1996-10-31 Not since Edward Mason's classic book *The Corporation in Modern Society* appeared in 1959 has anyone compiled an authoritative overview of the American business firm Such a survey is now clearly overdue for in the last thirty years both the corporation and the business environment has changed radically In *The American Corporation Today* Carl Kaysen and other leading students of business and markets from around the country provide a much needed analysis of American corporate life at the end of the century Here is the American corporation from every angle its postwar history its relation to the law its financing its impact on technological innovation its role as employer and as political force and much more The contributors all of whom are recognized experts in their fields not only tackle many of the same key areas that the contributors to Mason's classic study looked at but they also illuminate issues that have only arisen in recent years For instance Raymond Vernon describes the increasing globalization of American business where the net income from operations outside the U S is now nearly half of that from domestic operations as opposed to one tenth in the 1950s James Q Wilson traces how the corporation has become a full time political actor showing how it reinvented its political strategy and tactics in the 1960s in the face of a wave of new consumer environmental and worker health legislation Gregory Acs and Eugene Steuerle show how the corporation promotes the commonweal acting as agent for the employee in purchasing pension health and other welfare benefit plans while Lester Thurow casts a critical eye at the decline of median real wages of American males over the last twenty years never before have a majority of American workers suffered real wage reductions while the real per capita gross domestic product was increasing In other pieces corporate finance experts Charles Calomiris and Carlos Ramirez advocate removing legal constraints on financial institutions that prevent them from providing the full range of business financing from short term debt to equity Michael Useem looks at the rise of education and training as a vexing corporate issue and Barbara Bergmann discusses the increasingly diverse work force arguing that ending bias is in the corporation's best interest And finally Neil Harris provides a fascinating discussion of architecture exploring how companies have become the principle patrons of important architecture since the 1950s Vital to everyone concerned with American big business today this collection is sure to become the new standard upon which future studies of the corporation will be built

Steel and Steelworkers John Hinshaw, 2012-02-01 *Steel and Steelworkers* is a fascinating account of the forces that shaped Pittsburgh big business and labor through the city's rapid industrialization in the mid nineteenth century its lengthy era of industrial maturity its precipitous deindustrialization toward the end of the twentieth century and its reinvention from hell with the lid off to America's most livable post industrial city Hinshaw examined a wide

variety of company union and government documents oral histories and newspapers to reconstruct the steel industry and the efforts of labor business and government to refashion it A compelling report of industrialization and deindustrialization in which questions of organization power and politics prove as important as economics Steel and Steelworkers shows the ways in which big business and labor helped determine the fate of steel and Pittsburgh

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