The middleman, who was represented in this study by J. B. Watkins, had to be able to serve both investors and borrowers. Funds were obtained both in the United States and in England. One of the ways investors were located was through the religious press; newspapers and agents were also used. Emphasis was placed on rising land values, the policy that loans should not exceed one-third of the value of the property, the policy that loans were made only to resident farmers for productive purposes, and, sometimes, the guarantee of interest and principal by Watkins. Borrowers were located by newspapers, circulars, and agents. The agents, who received a commission, also made the important inspection to evaluate the risk. For it helped to secure the business if rates were lower than those of competitors, and this meant that in order to make money the security had to be good. Drought, distance, unfavorable publicity, inspection of land titles, adjusting rates, and fraud by both agents and borrowers tested the ability of the middleman. Violent competition resulted in incorporation in 1883 and then a period with substantial surplus. Nevertheless, spreading interests over too wide an area, purchasing too much land, and depression resulted in receivership for the Watkins Land Company in 1894. Watkins was not dishonest but used the provisions of the law to save part of his fortune.

The last two chapters show the use made of credit in two townships. Probably of most interest to Hoosiers will be the possible application of this method to their townships.

The summary gives a convenient statement of the welcome contribution of Professor Bogue. Future studies should give more attention to what has often been considered the main weakness of the mortgage system before the Federal Land Banks in 1916: the failure to provide for a gradual paying of loans over a reasonable period.

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*The Rise of the National Trade Union.* By Lloyd Ulman.  

This is a comprehensive and scholarly study of the emergence and development of the national union in the latter half of the nineteenth and early years of the twentieth
Professor Ulman examines the forces which gave rise to the national union and which conditioned the development of its structure, governing institutions, and economic policies. From a detailed analysis of the constitutions, convention proceedings, and journals of five national unions he presents a graphic account of how these unions, through a process of trial and error, worked out acceptable solutions to the many problems which accompanied the formation of a national union.

The study is divided into seven parts. In Part I a survey is made of important historical and economic developments during the latter half of the nineteenth century which influenced the growth and structure of the trade union movement. Professor Ulman singles out for examination the following factors: (1) immigration, (2) the extension of markets, (3) innovation, (4) the big firm, and (5) business conditions. Ulman feels that Common's theory that the expansion of markets was primarily responsible for the growth and character of trade unions requires amplification. "Specifically, it fails to account for the absence of national unions in some industries which had national markets" and it "also fails to account for the presence of national unions in industries which did not have national markets." (p. 45).

In Part II Ulman shows how (in the absence of a national market for products) the existence of a national market for labor proved, in fact, to be a sufficient cause for the rise of national unions. He finds that during the period in which the first national unions emerged the geographic mobility of labor was economically more important in terms of the geographic range of its effectiveness and the percentage of the working population engaged in migratory activity than in preceding periods or in more recent times. Though local unions were reluctant to acknowledge the implications of the increased geographic mobility of labor, it posed certain inescapable problems which could only be handled by a national union.

Part III is concerned with the extension of national authority over the initiation and conduct of strikes. Ulman finds that while the presence of a national fund was in some cases sufficient to bring about national control over strikes, this was not always the case. Other factors such as skill, the nature of the market, benefits, the age and date of formation of the national union, and the scope of employer relations
were important, not only in the extension of national control over strikes but in the establishment of strike funds.

Part IV deals with the evolution of the governing institutions of the early national unions. As a frame of reference Ulman gives a brief summary of British experience. He then shows how the power and authority of the executive gradually increased with the acquisition of power by the national union. The local unions sought, with little success, to maintain control over the national union and the executive by investing superior powers in various institutions such as the convention of delegates and the executive board, and by providing in some instances for the referendum and the direct election of officers.

The “foreign affairs” or relationships of the national union with outside organizations are covered in Parts V and VI. Part V deals with jurisdiction and federation. Here Ulman has examined the economic aspects and implications of jurisdiction and the national unions’ relations with — and ultimate dominance over—both local and national federations. In Part VI he considers various aspects of the national unions’ relations with employers. An examination is made of union attitudes and reactions toward certain employer wage and output practices and of the development of bargaining strategy and policies with reference to strikes, union work rules, national collective bargaining, equal pay, and so forth.

In Part VII Ulman presents a reappraisal of two leading theories of the labor movement (those of Commons and Perlman), and a sketch of a different hypothesis, in part alternative and in part supplementary to the other theories. He finds both theories inadequate in certain important respects and is particularly critical of Perlman’s stress on the “psychology of the working man” in explaining American labor’s ultimate choice of collective bargaining.

In his foreword to this book Professor Sumner S. Slichter points out that, though there have been excellent histories of particular national unions and good studies of different aspects of union government and selected union policies, there has been lacking a comprehensive study such as this. He feels that Ulman’s study “will quickly win recognition as one of the most competent and distinguished books on American industrial relations.” (p. x). Professor Ulman is Associate Professor of Economics and Industrial Relations at the University of Minnesota.

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