

ferable to some German immigrants who were imbued with atheistic Marxist doctrines. "Apostasy was more reprehensible than heresy" (p. 91).

Levine is strongest on the subject he knows best, the phenomenon of the contemporary Irish politician. In the urban setting, the saloon and the police department are seen as institutions which figured prominently in the "politicization" of the American Irish social structure. Using the example of their church, Irish political organizations naturally became hierarchical and authoritarian. However, in the 1960's Levine sees traditional traits gradually dying out. Mayor Daley of Chicago is viewed as a "transitional" Irish politician, who can now assume status roles inconceivable a few decades ago. Generalizing upon his findings among the Chicago Irish, Levine concludes that the current generation of Irish politicians is probably the last of its kind. Admittedly, his conclusions are too thinly supported by the evidence which he offers, but his contribution is valuable in that it provides the prologue for some future Handlin-like work on the Irish in Chicago.

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History of the United States Rubber Company: A Case Study in Corporation Management. By Glenn D. Babcock. *Indiana Business Report No. 39.* ([Bloomington]: Bureau of Business Research, Indiana University, 1966. Pp. xviii, 477. Illustrations, tables, notes, appendices, bibliography, index. \$9.50.)

This study of the United States Rubber Company is divided into four main periods: the founding years from 1892 to 1901, and the successive presidencies of Samuel P. Colt, Charles B. Seger, and Francis B. Davis, Jr. During this time the organization took shape and grew, and procedures shifted and adapted to changing business conditions. Profits vacillated and products multiplied as management sought answers to new industrial demands.

The early years emphasized organization, consolidation, and expansion in rubber footwear production and sales. Dozens of industrial plants were absorbed, each retaining its product identity, competing fiercely with other articles produced by the corporation. During Colt's presidency (1901-1918) the company expanded overseas and began producing tires and nonrubber related items. Brand names identified exclusively with the the United States Rubber Company were promoted (Keds and United States Tire being the best known); research laboratories were established; production control instituted; and employee relations improved. Company worth jumped from \$47 million to \$134 million during this golden age.

Charles B. Seger (president, 1919-1928) is characterized as lacking executive skill and knowledge. His problems were legion—wartime strains, price and sales decline, heavy competition, deteriorating labor relations, research mistakes, overly-centralized administration, large indebtedness, and marketing shifts. All together they contributed to a

disastrous financial picture. Francis B. Davis, Jr. (president, 1929-1942) took the company through the critical depression years, while solving his inherited problems. He reorganized management, reduced costs, lowered indebtedness, and introduced new products, aided by a hustling sales force. By 1935 the company again showed a profit.

The basic documented facts of this history are useful reference guides to the growth of this great American company. Unfortunately, the presentation lacks a harsh editor's pencil. Syntax and diction need attention, and proportion is askew. Historical perspective is absent, for the company is treated apart from America's industrial growth. Few explanations spell out the "why" of specific company actions, and questions tumble endlessly into the reader's mind.

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Technology in Early America. By Brooke Hindle. With a directory of artifact collections by Lucius F. Ellsworth. *Needs and Opportunities for Study Series.* (Chapel Hill: The University of North Carolina Press, for The Institute of Early American History and Culture, 1966. Pp. xix, 145. Notes, index. \$4.50.)

This is a small book, but a significant one. Most historians agree that technology and its influence on American history have been sadly neglected, and Brooke Hindle spells out just how great this neglect has been.

The first part of the book is a 28-page essay in which the author raises pertinent questions about the history of technology in America before 1850 and offers suggestions for areas of basic research. Hindle presents a number of challenging ideas. For example, he suggests that the driving force for technical advance in the United States may be found within technology itself rather than from technology as a means to some desired end. Technological development may have been, he says, "a satisfying emotional experience" (p. 24). Hindle also raises questions about the connections and interrelationships between technology and American society as a whole. He calls for the placement of technology in the full stream of American history rather than its insertion as a rivulet here and there.

Following this stimulating essay, which raises many more questions than it answers, the author presents a 65-page annotated and critical bibliography of early American technology. This piece of work is tremendously useful, especially for scholars in general American history, economics, and historians of special aspects of technological development. After listing guides and general sources in this field of study, the author cites special works dealing with the technology of agriculture and food processing, mining and metals, military technology, transportation, engineering, manufacturing, and other aspects of technological development. Hindle treats bibliographical materials with the knowledge and judgment that come from mastery of a field.

The last section of the book is by Lucius F. Ellsworth and includes a directory of artifact collections. It is important for historians to