The Rise of Planning in Industrial America, 1865–1914

Richard Adelstein



Contents

	Acknowledgments	xi
	Introduction: the tripod of power	. 1
	The engineers' revolution 1	
	Starry night 7	
PA	RT I	
Isl	ands of conscious power	15
1	Organizing production	17
	Order and planning 17	
	Dividing labor 23	
	Firms 31	
2	Planning	40
	The planner's problem 40	
	Planning for efficiency 47	
	Solutions 52	
3	Contracts in performance	. 64
	Contracts and capabilities 64	
	Firms as social actors 71	
	Firms as persons 78	
	Interlude: choosing the future	88

x	Contents	
PART II Redwoods in the garden 93		
4	Taylor's bargain The mechanical firm 95 The hammer of science 104 Combinations 115	95
5	Antitrusts Competition and monopoly 128 Bigness and autonomy 139 Autonomy and efficiency 149	ı 128
6	Deciding for bigness Contracts in restraint 161 Rules of reason 172 The gentle enslavement of our people 183	161
7	Contracts at liberty Entities 196 The breath of life 207 Liberty of contract 218	196

230

240

254

Epilogue: "war is the health of the state"

Bibliography

Index