BUSINESS HISTORY REVIEW



© 2024 by The President and Fellows of Harvard College. All rights reserved.

ISSN 0007-6805



VOLUME 98 NUMBER 2 SUMMER 2024

Editors • Walter A. Friedman and Geoffrey Jones
Production Manager • David Shorten
Harvard University

EDITORIAL ADVISORY BOARD

Franco Amatori, Università Bocconi Edward J. Balleisen, Duke University María Inés Barbero, Universidad de Buenos Aires Bernardo Bátiz-Lazo, University of Northumbria Hartmut Berghoff, Göttingen University Ann-Kristin Bergquist, Uppsala University Marcelo Bucheli, University of Illinois Brian R. Cheffins, University of Cambridge Andrea Colli, Bocconi University Carlos Dávila, Universidad de los Andes Jeffrey Fear, University of Glasgow Patrick Fridenson, École des Hautes Études Shennette Garrett-Scott, Tulane University Per H. Hansen, Copenhagen Business School Gelina Harlaftis, Ionian University Richard R. John, Columbia University Pamela W. Laird, University of Colorado, Denver Kenneth J. Lipartito, Florida International University

Rowena Olegario, University of Oxford Susie J. Pak, St. John's University Laura Phillips-Sawyer, University of Georgia Law School

Nuria Puig, *Universidad Complutense de Madrid*Caitlin C. Rosenthal, *University of*California, Berkeley

Tirthankar Roy, London School of Economics
Catherine Schenk, University of Oxford
Keetie Sluyterman, Utrecht University
Chibuike Uche, Leiden University
Simon Ville, University of Wollongong
Mira Wilkins, Florida International University
Jonathan Zeitlin, University of Amsterdam

BOOK REVIEW BOARD

Xavier Durán, Universidad de los Andes Valeria Giacomin, Bocconi University Ai Hisano, Kyoto University Chinmay Tumbe, Indian Institute of Management Ahmedabad

HARVARD BUSINESS SCHOOL

Founded in 1926, Business History Review is a top-tier refereed journal that publishes scholarly research articles, review essays, book reviews, and research notes. The journal prizes primary research, comparative perspectives, and rigorous historical analysis. The journal addresses major topics in business history around the world and frequently publishes articles on entrepreneurs, firms, business systems, innovation, globalization, regulation, and labor. Recent special issues have included, "Business, Capitalism, and Slavery," "Governing Global Capitalism," "Standards and the Global Economy," "The Entertainment Industry," and "Italy and the Origins of Capitalism."

The *Business History Review* (ISSN 0007-6805) is published 4 times a year, in the spring, summer, autumn, and winter by Cambridge University Press, One Liberty Plaza, 20th Floor, New York, NY 10006, for Harvard Business School.

- EDITORIAL OFFICE Business History Review, Harvard Business School, Soldiers Field, Boston, MA 02163, USA, Telephone: +1 617 495 1003, Fax: +1 617 495 2705, E-mail: bhr@hbs.edu.
- SUBMISSIONS See Guidelines for Contributors on inside back cover. Manuscripts, books for review, commentary, and all editorial correspondence should be sent to Walter A. Friedman, Coeditor (contact details as above).
- PUBLISHING OFFICE Cambridge University Press, UPH, Shaftesbury Road, Cambridge CB2 8BS, UK.
- SUBSCRIPTIONS The 2024 subscription price is US\$446 (£281) for institution's print and electronic access. The online-only price for individuals is US\$295 (£182). There is a reduced rate of US\$48 (£31) for students, Harvard Business School alumni, and members of the following associations: Academy of Management, Association of Business Historians, Business History Conference, Business History Society of Japan, Economic History Association, European Business History Association, German Association for Business Historians.

All prices include delivery by air if appropriate, and exclude VAT. EU subscribers (outside the UK) who are not registered for VAT should add VAT at their country's rate. VAT-registered members should provide their VAT registration number. Japanese prices for institutions (including ASP delivery) are available from Kinokuniya Company Ltd., P.O. Box 55, Chitose, Tokyo 156, Japan.

Orders, which must be accompanied by payment, may be sent to a bookseller, subscription agent, or direct to the publisher: Cambridge University Press, UPH, Shaftesbury Road, Cambridge CB2 8BS, UK; or in the USA, Canada, and Mexico: Cambridge University Press, Journals Fufillment Department, One Liberty Plaza, 20th floor, New York, NY 10006.

Periodicals postage is paid at New York, NY and additional mailing offices. POSTMASTER: send address changes in USA, Canada, and Mexico to Journals Fulfillment Department, One Liberty Plaza, 20th floor, New York, NY 10006; or e-mail subscriptions_newyork@cambridge.org. Send address changes elsewhere to Cambridge University Press, UPH, Shaftesbury Road, Cambridge, CB2 8BS, UK.

- RIGHTS AND PERMISSIONS Please contact Linda Nicol, Cambridge University Press, UPH, Shaftesbury Road, Cambridge, CB2 8BS, UK.
- COPYING This journal is registered with the Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01923, USA. Organizations in the USA who are also registered with the C.C.C. may therefore copy material (beyond the limits permitted by sections 107 and 108 of US Copyright law) subject to payment to the C.C.C. of the per-copy fee of US\$15.00. This consent does not extend to a multiple copying for promotional or commercial purposes. Code 0007-6805/17. ISI Tear Sheet Service, 3501 Market Street, Philadelphia, PA 19104, USA, is authorized to supply single copies of separate articles for private use only. Organizations authorized by the Copyright Licensing Agency may also copy material subject to the usual conditions. For all other use, permission should be sought from Cambridge or from the American branch of Cambridge University Press.
- ADVERTISING To advertise in the journal please contact the relevant advertising promoter for your area: in the USA, Canada, or Mexico: USASales@cambridge.org or telephone +1 212 337 5053; in the UK, Europe, or rest of the world: ad_sales@cambridge.org or telephone +44 1223 325083.
- Business History Review articles are listed in ABI/INFORM Global, America: History and Life, Book Review Index, Business Methods Index, Business Periodical Index, EBSCO Academic Search Premiere, EBSCO Business Source Complete, Historical Abstracts, IBSS, Journal of Economic Literature, Journal Citation Reports/Social Sciences Edition, JSTOR, Proquest 5000, Proquest Central, Social Sciences Citation Index[®], Social Scisearch[®], and Standard Periodical Directory.
- The paper used in this journal meets the minimum requirements of the American National Standard for Permanence of Paper for Printed Library Materials, Z.39.48 and is 50% recycled, 10% postconsumer.
- Visit our Web site for further details and current information: https://www.cambridge.org/core/journals/business-history-review.

Contents

Editors' Note • 357

ARTICLES

Robin J.C. Adams, Michael Aldous, Philip Fliers, and John Turner, British CEOs in the Twentieth Century: Aristocratic Amateurs to Fat Cats? • 359

Takashi Hirano, Ken Sakai, and Pierre-Yves Donzé, Housewives and the Growth of the Japanese Electrical Appliance Industry, 1950-1990 • 389

David Green, Douglas Brown, Harry Smith, Joe Chick, and Natasha Preger, Managing the Police Workforce: Sickness and Pensions in the Metropolitan Police in Late Nineteenth-Century London • 417

David Foord, Leisure Jobs: Recreating Family and Social Life in Canadian Electric Utility Marketing, 1920-1970 • 447

Rolv Petter Amdam and Andrea Lluch, The International Labour Organization and Management Development in Argentina • 485

ANNOUNCEMENTS • 517

SELECTED INTERNATIONAL ABSTRACTS • 521

REVIEW ESSAY

Robert Fredona and Sophus A. Reinert, In the Zone: On Quinn Slobodian's Crack-Up Capitalism and the Spaces of Political Economy • 535

BOOK REVIEWS

Ran Abramitzky and Leah Boustan, Streets of Gold: America's Untold Story of Immigrant Success. Reviewed by Tyler Anbinder • 596

Michael Blaakman, Speculation Nation: Land Mania in the Revolutionary American Republic. Reviewed by Ariel Ron • 587

- James W. Cortada, Inside IBM: Lessons of a Corporate Culture in Action.

 Reviewed by David Stebenne 604
- Gelina Harlaftis, ed., Onassis Business History, 1924-1975. Reviewed by Martin J. Iversen 598
 - Robert L. Hetzel, The Federal Reserve: A New History. Reviewed by Wyatt Wells 601
- Andrew C. McKevitt, Gun Country: Gun Capitalism, Culture, and Control in Cold War America. Reviewed by Lindsay Schakenbach Regele 607
- Roberto Saba, American Mirror: The United States and Brazil in the Age of Emancipation. Reviewed by Alain El Youssef 593
- Dan Schiller, Crossed Wires: The Conflicted History of US Telecommunications, from the Post Office to the Internet. Reviewed by David M. Henkin 585
- Joseph P. Slaughter, Faith in Markets: Christian Capitalism in the Early American Republic. Reviewed by Darren E. Grem 590