Department and the General Land Office during the 1830's as case studies, Crenson attempts to demonstrate that the process of bureaucratization within the federal government was inaugurated by Jackson and his followers as a response to their perceptions of a society threatened by moral decay. The rapid growth of American society during this era facilitated but did not in any way inaugurate the thrust toward impersonal patterns of administration and organization.

Crenson's thesis, while novel and stimulating, is nevertheless unconvincing. Like other scholars, he exaggerates the Jacksonian fear of social disorder. Indeed, comparable evidence from other periods of American history suggest that perceptions of decline during the 1830's were by no means unique or more prevalent. Nor is it clear that the business community and the legal profession had lost their authority to enforce traditional standards of honesty and propriety, if only for the reason that they may never have possessed the power attributed to them by the author. To interpret the Jacksonian movement in terms of a moral crusade to restore virtue also creates difficulties, not the least of which is how to distinguish between the Jacksonians and their Federalist predecessors (who, after all, also insisted upon the importance of a virtuous citizenry). Finally, Crenson's evidence is not authoritative, for the administrative changes within the Post Office Department and the General Land Office were neither as radical or as unique as he implies. The War Department and the army, for example, underwent comparable bureaucratic maturation during the 1790's, a fact that is completely overlooked. Indeed, Crenson's omission of earlier organizational developments within the federal government weakens his own analysis of developments during the 1830's, especially his insistence that personal modes of administration were characteristic before Jackson's presidency. Moreover, it is not at all certain that personalization and bureaucracy are necessarily incompatible, for there are many examples of manipulation of bureaucratic structures by powerful charismatic leaders. Although he asks the right questions, Crenson's answers cannot be regarded as definitive. Nevertheless, his book is a useful contribution precisely because it focuses attention on a major and hitherto neglected problem.

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The Chicopee Manufacturing Company 1823-1915. By John Michael Cudd. Wilmington, Delaware: Scholarly Resources, Inc., 1974. Pp. xix, 325. $8.95.

In this volume John Michael Cudd studies the history of an important textile manufacturing firm, which for most of the nineteenth century principally manufactured flannel goods. Cudd traces the company from its inception in 1823—the organizers had close connections with the famous Boston Associates—to the absorption in 1915 of the Chicopee Manufacturing Company by Johnson and Johnson, makers of first aid supplies.

The Chicopee history is successfully integrated with the history of the New England textile industry in the nineteenth century. Cudd relies on the work of
McGouldrick and Zevin, and finds that profit rates for Chicopee between 1860 and 1885 conformed to average New England cotton textile profit rates, while between 1885 and 1915 Chicopee dividends were below an industry sample of average dividends. Cudd considers the organizational side of the firm's history by reference to its methods of financing, management, sales, and purchasing. He also discusses the changing nature of and increasing problems with labor.

The strengths of this volume are unfortunately closely related to its weaknesses. Cudd's contribution rests on piecing together the history of the origins of the firm, as well as providing long-term statistical series from which one can make judgements about trends in production, sales, and profits after 1860. Overall, Cudd presents a coherent if skeletal account of the growth and development of the firm. Yet, the volume lacks a discussion of the internal developments that one would expect in a company history. Aside from the fact that he lacks substantial data on purchases, production, sales, and profits before the Civil War, Cudd has little "internal" information. He made use of treasurers' reports and minutes of the meetings of the company's directors, but he apparently found no business correspondence. As a result, discussion of financing the firm, cotton purchases, relations with workers, and arrangements with selling agencies are sketchy at best. We learn little of the men who ran the firm and virtually nothing about the decision-making process within the company. The paucity of quantitative and qualitative information leave some of Cudd's conclusions open to question. While it might be true, Cudd's account does not support the conclusion that "the growth of the factory, production, and sales during most of the nineteenth century were products of skillful management in the areas of cotton purchases, production, marketing, and labor" (p. 219). Finally, the volume is marred by an overly simplistic and indeed unimaginative style.

Cudd, in short, may have amassed all the evidence available on the Chicopee Company. In doing so he has made a contribution by making available some data on production, sales, and profits for the late nineteenth century. Unfortunately, he failed to recognize that the evidence available to him justified the writing of a few articles and not a book.

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Les Fortunes Françaises au XIXe Siècle. By Adeline Daumard with the collaboration of F. Codaccioni, G. Dupeux, J. Herpin, J. Godechot, and J. Sentou. Mouton: Paris, 1973. Pp. xv, 603.

This extensive study of private wealth in nineteenth century France is based upon death certificates and the registration of property transferred at death. These lugubrious governmental documents furnish the age, sex, occupation and address of the deceased and thus pose two related tasks to the historian: the sorting and classification of the material and the development of a method whereby the distribution of wealth of the living population may be constructed.