and was a major trader in opium smuggled in from the Near East and India.

Though some historians have suggested that drug smuggling reflected racist attitudes, the author concludes rather that it fitted the moral standards of the day. Defense of opium smuggling was defense of free-trade principles. Despite the corruption of government officials which it occasioned, the Chinese did not have the same antipathy for American traders as they directed toward the British who fought two wars to continue the trade. What Britain attained by war, America gained by diplomacy, without creating hatreds. While they treated Chinese law casually, Americans greatly respected Chinese merchants for their honesty and high ethical standards. Though the outlines of American contacts with Asia have been thoroughly sketched by others, Goldstein makes an important contribution in relating the social issues connected with the trade to questions of cultural exchange and racist relationships.

Some minor carping: the author might have concentrated a bit more attention on the importance of Chinese styles to eighteenth-century Europeans, the era of "Chinoiserie." That Asian culture was in the mode undoubtedly encouraged American interest in the China trade. The archaic spelling used for St. Eustatius (St. Eustacia) was bothersome. Is it George Chinery (illustration opposite p. 36) or George Chinnery (p. 38)? References to American war vessels as USF Congress and USF Vincennes are confusing. Does the "F" signify frigate? If so, it is a new usage since frigates were ship-rigged; thus USS serves.

All in all, however, this small study is very well done; it is well written, very well researched, very nicely and profusely illustrated, very neatly packaged and published. Author and publisher can look upon it with some real sense of pride.

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The success of this blending of family and business history owes
much to its subject, Alexander Cassatt, whose mid-career retirement from the corporate world may be unique. For seventeen years — until 1899, when he finally reached the presidency of the Pennsylvania Railroad — Cassatt traveled widely with his family, took up yachting and fox hunting, indulged in a great passion — breeding and racing championship horses — and generally partook of the sumptuous life of the American gentry. Here was a man with social needs so strong they ultimately overpowered his business interests. Through oral history and family letters, Patricia Davis describes Cassatt’s courtships, his reactions to the artistic efforts of his sister, Mary Cassatt, and the work habits which he used to limit his time at the office. One may be skeptical of Davis’s characterization of Cassatt as “a husband of unusual compassion, warmth, and equable disposition” (p. 32), an uncomplaining victim of his wife’s limitations. But her technique — juxtaposing details of career and personal life — admirably demonstrates that Cassatt was husband, father, brother, sportsman, and executive — and all at the same time.

As business history, *End of the Line* is shaped by Davis’s portrayal of Cassatt as one of the industry’s few scrupulous and progressive leaders. Other railroad executives are described as venal speculators or visionless conservatives. Such extreme comparisons are hardly necessary to Cassatt’s reputation. In his early advocacy of federal regulation to eliminate senseless competition, Cassatt foreshadowed Gerard Swope, Walter Teagle, and other twentieth-century advocates of business-government cooperation. And several of Cassatt’s major developmental projects — especially the tunnel which brought the Pennsylvania into New York City in 1906 — demonstrate his entrepreneurial qualities.

But at least two other incidents shed a different light on Cassatt’s character as a businessman. During the strike of 1877, his order to move the trains led to twenty deaths in a Pittsburgh railroad yard. Davis’s explanation — that Cassatt acted in the “passion of the moment” (p. 52) — is not convincing. Cassatt’s decision reflected a measured concern for profit and property. An idle train meant lost revenues; the trains would move.

The second incident, which culminated in the spectacular demolition of some 50,000 telegraph poles along the Pennsylvania right-of-way, shows how even the progressive Pennsylvania could pursue counterproductive policies. The poles belonged to George Gould, who at the turn of the century tried to bring his Wabash Railroad into Pittsburgh. Although the facilities of the Pennsylvania were inadequate
to handle the city's freight traffic, Cassatt clung to his road's monopoly. In light of Pittsburgh's growing transportation needs, Davis's argument — that Cassatt sought only to stabilize rates — again fails to come to terms with his interest in profit — even if that profit came from the maintenance of a monopoly, and even if it injured Pittsburgh's commerce.

This book is not breezy enough in style to reach a large general audience, and it lacks the documentation and tight argumentation of a scholarly monograph. But it is entertaining, and it does describe — interestingly if not profoundly or always consistently — the many important events in the life of a man skilled in the arts of business and leisure.

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