Acheson, Dean, 110, 210 Adenauer, Konrad, 165 Advisory Commission for National Defense (U.S.), 53-54, 61, 76-77 AGFA, 168-69 Aitken, William Maxwell. See Beaverbrook, Lord Algemeine Elektrizitäts Gesellschaft (AEG), 20-21, 132. See also electric lamp cartel Alien Property Custodian (U.S.), 72 alkali cartel, 5, 9, 19, 33, 105-7, 132-33, 235n32. See also Alkasso; Calkex; Imperial Chemical Industries Alkasso, 105-7, 132-33. See also alkali cartel Allied Chemical, 45, 58-59 aluminum cartel, 19, 60-64 Aluminum Company of America (Alcoa), 57, 59-64, 66, 68, 228n69 Aluminum Limited (Alcan), 3, 60, 64

Alusuisse, 3 Anglo-American Petroleum Agreement, 192-95, 200-201. See also petroleum industry Anglo-Iranian Oil (Anglo-Persian Oil, British Petroleum), 99, 188, 190, 191, 195-99, 214, 253nn34-36. See also petroleum industry Anglo-Persian Oil. See Anglo-Iranian Oil Antitrust and American Business Abroad (Brewster), 204 Antitrust and Cartels Division (Japan), 176, 184–85. See also Japan: decartelization and deconcentration in antitrust cases, 52, 125-26; abrasives, 133; alkali, 105-7, 132-33; aluminum, 19, 59-64; aviation instruments, 105; bearings, 134-35; DuPont/Imperial Chemical Industries, ix, 98–105, 129–31;

antitrust cases (continued)
electric lamps, 131–32; ethyl
gasoline, 64; fuses, 128–29;
General Aniline & Film/General
Dyestuffs, 71–73; gypsum, 128–29;
nitrates, 58–59; optics, 64–65;
petroleum, 197–99; plastics, 105;
titanium dioxide, 126–28; tungsten
carbide, 65–66, 131

Antitrust Division, See Department of

Antitrust Division. See Department of Justice (U.S.), Antitrust Division antitrust laws (U.S.), 1–3, 31, 40–41, 80, 85–86, 222n13; and foreign subsidiaries of U.S. firms, 132–35; and international cartels, 127–28, 135–36; and labor unions, 40, 55; and mobilization for World War II, 54, 66–70, 80–82; and patent laws, 19, 39–40, 70, 86–89, 126–32, 209; and "Rule of Reason," 30–32, 63, 222n13

Arab-American Oil Company (Aramco), 195–97. See also petroleum industry

Argentina, 130, 204

Arnold, Hoffman, & Company, 130. See also Imperial Chemical Industries: expansion of, into United States

Arnold, Thurman, 38, 65, 82–83, 90, 96, 98, 166, 216; contributions of, 207–8; forced from office, 81–82; and mobilization for World War II, 54–55, 57–58, 66–67, 80–82; and rubber case, 73–80; theories of, on antitrust, 40–42, 57, 86, 93, 112. *See also* antitrust cases; antitrust laws; Department of Justice (U.S.), Antitrust Division

"As Is" Accord. See cartels; petroleum industry

aspirin, 44
Associated Electrical Industries (AEI), 21
atomic bomb, 104, 143
Australia, 204
Austria, 17, 204
Avery, Johnston, 161–62
aviation instrument cartel, 105

Badische Anilin- & Soda-Fabrik (BASF), 167-68, 170 Baldwin, Stanley, 10 Balt, William, 77 Bausch & Lomb, 50-51, 64-65 Bayer, 167-70 bearing industry, 155, 159. See also Timken Roller Bearing Beaverbrook, Lord (William Maxwell Aitken), 193 Behemoth (Neuman), 56 Belgium, 15-16, 18, 119-20, 204 Bendix, 105 Berg, Fritz, 165 Berge, Wendell, 41, 70, 86, 90, 97–98, 99-101, 107, 127, 162, 224-25n45. See also antitrust cases; antitrust laws; Department of Justice (U.S.), Antitrust Division Berlin blockade, 162, 165 Biddle, Francis, 80-82, 84, 102-3, 105 Black, Hugo, 126 Blum, John Morton, 79 Boel, Baron, 212 Bone, Homer, 87 Borkin, Joseph, 91, 117 Bosch, 155, 158 Boston Globe, 91 Bowie, Robert, 163-64 Brady, Robert, 55-56 Brandeis, Louis, 29-31, 34, 41, 216 Brazil, 130

Bretton Woods Accords, 115, 124

cartels, 1-2, 4-5, 9-14, 25-26, 52, 55-Brewster, Kingman, 204 Brinkley, Alan, 79 58, 90-96, 116-25, 213-14. See Britain, 5, 8, 11-12, 219n27, 223n14; also individual cartels and cartel laws in, 11, 94-96, 116-17, companies 204; and Imperial Chemical Cartels: Challenge to a Free World Industries/DuPont suit, 101-4; and (Berge), 90 occupation of Germany, 142, 147-Catton, Bruce, 54 52, 153-54, 156-58, 163-64, 166-Central Intelligence Agency (CIA), 199 69; oil companies in, 191, 198-99; Chandler, Alfred, 213 and petroleum agreement, 192-95, 200–201; postwar planning in, chemical industry. See individual 108-9, 113-15; and rubber companies and products industry, 23–24; steel industry in, Chicago Sun, 101 16-18, 214; and trade negotiations, Chile, 25, 58-59, 130 117-25 China, 180, 186 British Malay, 23-24 Chrysler, 62 British Nylon Spinners (BNS), 129– Clark, Tom, 41, 97–98, 183 30. See also DuPont; Imperial Clay, Lucius, 143, 145-47, 153, 156, Chemical Industries; nylon 163, 214, 216; and decartelization British Petroleum. See Anglo-Iranian and deconcentration in Germany, Oil 153-54, 158-62, 164-65, 174 Bronson, Richardson, 160-61 Clayton, William, 114, 118, 214 Brunner-Mond, 45 Click, 49-50 buna rubber. See rubber industry: and coal cartel (Germany), 171-72, 201-4. synthetics See also Deutsche Kohlenbergbau-Business Week, 54 Leitung; European Coal and Steel butyl rubber. See rubber industry: and Community; synthetics Gemeinschaftsorganisation Byrnes, James, 58, 104 coffee cartel, 69 Colombia, 204 commodity agreements (U.S.), 69-70, California, 190, 192 112-16, 118-19 Calkex, 105-7, 132-33. See also alkali Commodity Agreements Committee cartel (U.S.), 112–13, 115–16 Canada, 119-20, 130 Compagnie des Lamps, 21. See also Canadian Industries Limited, 98, 130. electric lamp cartel See also DuPont; Imperial Congress (U.S.), 83-89 Chemical Industries Congressional Record, 50 Capital Times (Madison, Wis.), 92 Connally Act, 190-91 Carpenter, Walter S., 100 copper cartel, 19, 33, 223n18

Corn Products Refining Company, 72

Cartel Committee (U.S.), 110–11,

115, 116, 118, 141, 208

Courtaulds, 129–30 Crane, Jasper, 93 Croly, Herbert, 30 Cuba, 25 Czechoslovakia, 17, 162, 219n27

Daniels, Josephus, 91–92
De Beers, 135
Decartelization and Deconcentration
Branch (Germany), 146–49, 154–
55, 157–65. See also Germany:
decartelization and
deconcentration in
Deconcentration Law (Japan), 179–83

Deconcentration Law (Japan), 179–83. See also Japan: decartelization and deconcentration in

Deconcentration Review Board (Japan), 182–83. See also Japan: decartelization and deconcentration in

de Haas, Anton, 94

Denmark, 204

Department of Agriculture (U.S.), 110.

See also commodity agreements;

Commodity Agreements

Committee

Department of Defense (U.S.), 160, 164, 197–98

Department of Justice (U.S.), Antitrust Division, 2, 40–42, 64–66, 80, 90– 91, 99–105, 109–10, 116, 124–25, 155, 160–63, 194, 197–99, 211. See also antitrust cases; antitrust laws; Arnold, Thurman; Berge, Wendell; Edwards, Corwin

Department of the Navy (U.S.), 51
Department of State (U.S.), 84–85,
108–16, 145, 160, 164, 194, 197.
See also Cartel Committee;
Commodity Agreements
Committee
Deutsch Bank, 152–53

Deutsch Gold- und Silber-Scheide-Anstalt (DEGUSSA), 159

Deutsche Kohlenbergbau-Leitung (DKLB), 171–72, 202. See also coal cartel

Dillon, Reed, 157

Dormagen. See IG Farbenindustrie: reorganization of

Douglas, William O., 126

Dow Chemical, 66, 74

Draper, William H., 157, 160–62, 180–83

Drucker, Peter, 68

Duperial of Argentina, 48, 98, 130. See also DuPont; Imperial Chemical Industries

Duperial of Brazil, 98, 130. See also DuPont; Imperial Chemical Industries

DuPont, 26, 45, 68, 85, 96, 212, 214; agreements of, with IG Farben, 48–49; alliance of, with Imperial Chemical Industries, ix, 48, 98–105, 129–31, 135, 235n32; and Ethyl Company, 64; and nitrates cartel, 58–59; and nylon, 23, 48, 129–30, 235n32; and plastics cartel, 105; and titanium dioxide, 126–28

Düsseldorf Agreement, 11–12 Dutch East Indies, 23–24

Edison, Thomas, 19
Edwards, Corwin, 41–42, 90, 92, 111–
13, 115, 119, 166, 177–78, 208,
211. See also antitrust cases;
antitrust laws; Department of
Justice (U.S), Antitrust Division;
Japan: decartelization and
deconcentration in
Edwards commission (Japan), 177–78
Eisenhower, Dwight David, 140, 199–
200

electric lamp cartel, 19-22, 39, 131-Electroclor, 48 End of Reform, The (Brinkley), 79 Erhard, Ludwig, 165-66, 186, 216 European Coal and Steel Community (ECSC), 172-74, 201-3, 204, 214-European Community, 204 European Union, 2-3, 216 explosives cartel, 5, 9, 98. See also DuPont; Imperial Chemical Industries Fair Trade Commission (FTC) (Japan), 179, 185-86 fascism, 55-57, 90-92, 138-40, 194 Federal Association of German Industries, 165 Federal Trade Commission (FTC)

(U.S.), 31, 33, 106–7, 111, 133, 162, 179, 196-97. See also antitrust laws; petroleum industry Federation of British Industry, 11-12 Ferguson, Garland, 162-65 Ferguson Committee (U.S.), 162–65, 210 fertilizer. See nitrates cartel Finland, 204 Folklore of Capitalism, The (Arnold), 40-41 Ford Motor Company, 41, 62 Foreign Affairs, 111 Forrestal, James, 102 Fortas, Abe, 1 France, 204, 219n27; and occupation of Germany, 142, 148-49, 151, 158, 166, 170-74; steel industry in,

15–16, 171, 220n39 Frankfurter, Felix, 126

French Indochina, 24

Fulton, James G., 124

Gallagher, Ralph, 83–84, 232n149 Gemeinschaftsorganisation, 202-3. See also coal cartel General Agreement on Trade and Tariffs (GATT), 120-21, 125, 186, 208 General Aniline & Film, 50, 70–72. See also IG Farbenindustrie General Dyestuffs, 70-72. See also IG Farbenindustrie General Electric, 3, 29, 80-81, 156; and electric lamp cartel, 19-22, 39, 86, 131-32; and International General Electric, 20-21, 132; and tungsten carbide, 65-66, 131 General Motors, 62, 64, 68, 99 Germany, 7–8, 11–12, 53, 67, 97, 138-40, 186, 214, 219n27, 223n14; aluminum industry in, 61-62; cartel laws in, 5, 11, 13, 153-54, 165-66, 174; coal and steel industry in, 15-16, 18, 151-52, 157, 170-74; decartelization and deconcentration in, 140, 142, 144-46, 146-74, 209-10, 212-13; financial system of, 152-53, 166-67; occupation of, 137-40, 142-74; and rubber industry, 24, 73-74, 78 Germany's Master Plan (Borkin and Welsh), 91, 117 Goebbels, Joseph, 152 "Good Neighbor Policy," 206 Goodrich Rubber, 78 Goodyear Tire, 74, 77 Grew, Joseph, 146 Groves, Leslie, 104 Gulf Oil, 189-90, 194-96. See also petroleum industry

Halifax, Lord (Edward Frederick Lindley Wood), 101–4 Hamilton, Alexander, 153

Hand, Learned, 63, 228n69 Hawkins, Philip, 154-55, 160-61 Hawley, Ellis, 35-36 Henkel, 159 Henschel & Sohn, 155, 159 Herriot, Edouard, 10 Hexner, Ervin, 18, 94 Himmelberg, Robert, 32 Hitler, Adolf, 11-12, 58, 62, 138-39, 219n27 Hoechst, 167-68, 170 Hofstadter, Richard, 210 Holding Company Liquidation Commission (HCLC) (Japan), 177-80, 182-84 Honeywell, 3 Hoover, Herbert, 9, 32–34, 156–57 Hull, Cordell, 9, 97, 108, 110 Hutchinson, Walter, 183 hydrogenation (oil from coal), 46, 230n97

Ickes, Harold, 34, 37–38, 56, 63, 191–95, 200

IG Farbenindustrie, 23, 26, 45, 97–99, 139, 142, 157, 174, 198; agreements of, with DuPont, 48–59; agreements of, with Imperial Chemical Industries, 48; agreements of, with Sterling Products, 50, 65; alliance of, with Standard Oil (New Jersey), 45–48, 73–80, 86, 188, 230n97; and magnesium cartel, 66; and nitrates cartel, 59; and plastics cartel, 105; reorganization of, 150–51, 167–70; U.S. subsidiaries of, 70–72

Illinois, 190

Imperial Chemical Industries (ICI), 23, 26, 45, 212; and alkali cartel, 105–7, 132–33, 235n32; alliance

of, with DuPont, ix, 98-105, 117, 129-31, 135, 235n32; expansion of, into United States, 130; and nitrates cartel, 59; and plastics cartel, 105 Imperial Chemical Industries: A History (Reader), ix India, 119, 121 International Authority for the Ruhr (IAR) (Germany), 171–72 International Chamber of Commerce (U.S.), 124 International General Electric. See General Electric International Rubber Regulation Committee (IRRC). See rubber industry: cartel of International Trade Organization (ITO), 117-25, 209 Interstate Compact to Conserve Oil and Gas, 190-92. See also petroleum industry I Paid Hitler (Thyssen), 139 Iran, 198–200, 253–54n41 Iraq, 190, 200 Iraq Petroleum Company, 190 Ireland, 204 Israel, 204 Italy, 8

Jackson, Robert, 37–38, 56, 126, 135 Japan, 2, 8, 53, 67, 97, 140–42, 215; decartelization and deconcentration in, 176–86, 209– 10, 212–13; electric lamp industry in, 21–22; occupation of, 140–42, 146, 174–86 Jasco, 46–47, 73–80. See also IG Farbenindustrie; Standard Oil (New Jersey) Javits, Jacob K., 54, 124

Josephson, Matthew, 28–29

Kaiser Aluminum, 63

Kauffman, James, 182

Kennan, George, 180–81

Keritsu (Japan), 185–86

Kettering, Charles F., 87

Keynes, John Maynard, 95, 113–15, 213

Kilgore, Harvey, 157

Knowland, William, 182

Knox, Frank, 51, 53–54, 80, 226n28

Kodak, 44

Korean War, 184, 198

Krupp Steel, 65–66, 130, 138–39, 202

Jefferson, Thomas, 153 Johnson, Eric, 95–96

Kugelfischer, 159

Kuwait, 192, 195-96, 200

Labour Party (Britain), 152 LaFollette, Robert, 87 Langner, Lawrence, 87-88 Laski, Harold, 55 Latin America, 69-70, 206 lead cartel, 19 League of Nations, 10-11 Lend-Lease, 44, 109 "Level of Industry Plan." See Germany: occupation of Leverhusen. See IG Farbenindustrie: reorganization of lightbulb cartel. See electric lamp cartel Lincoln (Nebraska) Star, 101 Line Material Company, 128-9 Litchfield, P. W., 77 Luftwaffe, 61-62, 97 Luxembourg, 15-16, 18

MacArthur, Douglas, 142–43, 177, 182

McCloy, John, 163-65, 214, 216 McGowan, Harry, 10, 36, 95-96, 100-102, 129. See also Imperial Chemical Industries magnesium, 66 Maier, Charles, 203 Malaysia. See British Malay Marquat, F. W., 181 Marshall, George C., 156 Marshall Plan, 156, 203-4 Martin, James Stewart, 146-47, 157, 162 Mason, Edward S., 110-11, 113, 166, 208, 211 MCI/WorldCom, 3 Melchert, Lord (Alfred Mond), 12 Metalgesellschaft, 155, 158-59 Mexico, 121 Microsoft, 2 Minnesota Mining and Manufacturing (3M), 133Mitsubishi, 176 Mitsui, 176 Mobil. See Standard Oil (New York) Mond, Alfred. See Melchert, Lord Monnet, Jean, 172-74, 186, 201, 216 Montague, Gilbert, 94 Morgenthau, Henry, 145 Murphy, Doug, ix

Nation, The, 56, 91, 191
National Association of Manufacturers
(NAM) (U.S.), 25, 85, 88–89, 92–
93, 124
National Foreign Trade Council
(U.S.), 84–85
National Lead Company, 126–28, 169
National Recovery Act (U.S.), 35–37,
93
Nazism. See fascism

Nelson, Donald, 68, 80-82

Netherlands, 197-98, 204 Neuman, Franz, 55-56 New Deal, 34-37, 52, 96, 126, 164, 229n83. See also National Recovery Act; Roosevelt, Franklin Delano New Republic, 91 News and Observer (Raleigh, N.C.), 90-91 Newsweek, 182 New York Times, 56, 66, 78, 162, 164 New Zealand, 204 nitrates cartel, 8, 19, 25, 58-59 Nobel Explosives, 45, 98 Norske Hydro, 59 Norway, 204 novocaine, 44 nylon, 23, 48, 129-30

Office of Price Administration (U.S.), 53, 68, 176 Office of Production Management (U.S.), 53, 67–68 Office of Strategic Services (U.S.), 110 Office of War Mobilization (U.S.), 68 oil. See petroleum industry Oklahoma, 188 O'Mahoney, Joseph, 75, 83-85, 87-89, 211. See also Congress optics industry, 22, 50-51, 64-65 Organization of Petroleum Exporting Countries (OPEC), 215 Osram, 20–21. See also electric lamp cartel Other People's Money (Brandeis), 34

patent law, 19, 39–40, 64–66, 70, 86–89, 126–32, 209. *See also* antitrust laws *Patents for Hitler* (Reimann), 117

Pechiney, 3

petrochemicals, 45-48, 131. See also rubber industry: and synthetics petroleum industry, 19, 46, 72-73, 187-201, 214 Pew, Howard, 194 Philadelphia Inquirer, 100-101 Philippines, 206 Philips, 20-21, 131-32 Phoebus. See electric lamp cartel Pillsbury, 29 plastics cartel, 105. See also Plexiglas Plexiglas, 49-50 Poland, 17 potash cartel, 33 Potsdam Conference, 140 predatory pricing, 222n4 Procter & Gamble, 29 Promise of American Life, The (Croly),

quotas (trade), 93, 122-25

railroads, 28, 222n4 Reader, W. J., ix Reconstruction Finance Corporation (U.S.), 63, 77 Reed, Philip, 156 Reichsgruppe Industrie, 11–12 Reichwerke Herman Goering, 152 Remington Arms, 49. See also DuPont "reverse course." See Japan: occupation of Reynolds Aluminum, 63 "right of capture," 188-91. See also petroleum industry Rohm & Haas (Germany), 49-50 Rohm & Haas (U.S.), 49-50, 105 Roosevelt, Franklin Delano, 34–37, 110, 142, 206-8, 210; and antitrust efforts, 38, 82, 87, 103-7; and conduct of World War II, 43-44,

52–54, 67–68, 77; judicial appointments of, 126
Roosevelt, Theodore, 30
Royal Dutch/Shell, 188–90, 196, 253nn34, 41. See also petroleum industry rubber industry: cartel of, 23–25, 33; and synthetics, 47, 73–80, 208, 230n103
Ruhr Valley. See Germany: coal and

steel industry in

Saar, 15-16, 220n37 Salvarsan, 44 Sanford, Hugh, 88-89 Saudi Arabia, 191-92, 195-97, 200 Schact, Halmar, 140 Schumann, Robert, 172-74 Schumpeter, Joseph, 213 Sherman Act. See antitrust laws shipping cartel, 135 Siam (Thailand), 24 Siemens, 20-21, 155, 158. See also electric lamp cartel "Silver Letter." See Federal Trade Commission; Webb-Pomerene companies Smith, Adam, 217n1 Solvay Chemical, 99, 212 South Africa, 17, 204 Soviet Union, 119-20, 145, 155, 162, 196; and occupation of Germany, 142, 148-51, 153 Spain, 204 Spirit and Structure of German Fascism, The (Brady), 55-56 Sprint, 3 Standard Oil (New Jersey), 29, 198; alliance of, with IG Farben, 45-48,

73-80, 86, 188, 230n97; and Ethyl

Company, 64; and synthetic

rubber, 73-80, 208, 230n103; and oil cartels, 188-90, 194-95, 199 Standard Oil (New York) (Socony), 189-90, 194-96, 199-200 steel industry, 7, 57-58; and cartels, 5, 8-9, 10, 14-18, 172-73, 201-3, 220nn40, 42 Sterling Products, 50, 65 Stettinius, Edward R., 61 Stimson, Henry, 51, 53-54, 80, 102-3, 226n28 Stone, I. F., 63, 91 sugar cartel, 25, 37, 69 Sumitomo, 176 Supplies Priorities and Allocations Board (SPAB) (U.S.), 53, 67-68 Sweden, 204, 220n40 Swift, 29 Switzerland, 204 Swope, Gerard, 20, 26, 35

Tariff Commission (U.S.), 110 tariffs, 7-9, 16-17, 93, 120-21, 125, 186, 218n13. See also General Agreement on Trade and Tariffs Temporary National Economic Committee (TNEC) (U.S.), 38–40, 89, 207 Texaco Oil, 189, 191-92, 195-97. See also petroleum industry Texas, 188, 190-91 Texas Railroad Commission, 190-91, 195-96. See also petroleum industry Thailand. See Siam Thompson, Dorothy, 29 Thyssen, Fritz, 139, 140 Thyssen Steel, 138–39, 202 Time, 61, 67 Timken Roller Bearing, 134-35,

242n164. See also bearing industry

Titangesellschaft, 168–69. See also IG
Farbenindustrie: reorganization of;
National Lead Company; titanium
dioxide cartel
titanium dioxide cartel, 126–28
Tokyo Electric, 21, 132
trade associations (U.S.), 32–33
TRB (columnist), 75
Truman, Harry S., 74–75, 125, 142,
162, 164–65, 198, 200, 210
Tungsram, 21. See also electric lamp
cartel
tungsten carbide cartel, 65–66

Union Carbide, 45
United Nations, 115, 124
United States, 8–9, 17, 25, 27–29, 30–31, 33, 36, 113–25, 142–86, 201–3, 218n13
United States Gypsum Company, 128–29
United States of Europe, The (Herriot), 10
United Steelworks. See Vereinigte Stahlwerke

Veblen, Thorstein, 138 Venezuela, 190, 200 Vereinigte Kugellager-Fabriken (VKF), 159 Vereinigte Stahlwerke, 142, 151–52 Vernon, Raymond, 173 Versailles, Treaty of, 144

Universum-Film Aktiengesellschaft

(UFA), 152

Vietnam. See French Indochina V Was for Victory (Blum), 79

Wallace, Henry, 79, 91, 162 Wall Street Journal, 78 War Production Board (WPB) (U.S.), 67-68, 77, 80-82 War Resources Board (U.S.), 53 Webb-Pomerene companies, 17, 33, 39, 105-7, 132-33, 209. See also antitrust cases; Federal Trade Commission Welsh, Charles, 91, 117 Welsh, Edward, 176, 181-82 Westinghouse, 19, 29. See also electric lamp cartel wheat cartel, 25, 37, 69 Wilson, Charles, 80-81 Wilson, Woodrow, 29-30, 31, 108 Winthrop Pharmaceuticals. See Sterling Products Wood, Edward Frederick Lindley. See Halifax, Lord World Economic Conference (1927), 10-11 World War I, 5-7, 54, 144 World War II, 43-44, 53, 60-64, 67-

Yasuda, 176 Young, Owen D., 81, 87

68, 73–80, 97, 107–16

Zaibatsu (Japan), 141–42, 176–79, 185–86 Zeiss, 50–51, 64–65