# S10W Activity: Readings on Work (Walter)

**Directions**: After reading the two excerpts below about industrial production in the late nineteenth century, answer the following questions. Identify **specific** parts of the excerpt that support your conclusions.

1. What kind of pressures were placed on managers of industrial plants?

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2. Are there similarities between the workday experiences a manager for one of Andrew Carnegie's steel mills would have known, and Walter Armbruster's experiences at the Boylston Mills?

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***Andrew Carnegie was one of the most successful industrialists America has ever known, building an empire of steel mills in the late 19th century. The following excerpts describe Carnegie's philosophy of keeping production costs as low as possible.***

## Excerpt from *Harold Livesay, Andrew Carnegie and the Rise of Big Business, 1975.*

He made sales when there were supposedly none to be found, and he made them yield a profit. To Carnegie, only one way could guarantee this - holding down costs. Carnegie and his managers ... drove output up, thereby cutting unit costs across the board .... They tried to reduce labor costs by holding down wages and substituting machines... Carnegie's watch on costs never let up in the twenty-five years in the steel business. He grew more fanatical as years passed and competition stiffened ... Carnegie demanded equal dedication from his managers.
"Carnegie never wanted to know the profits," Charles Schwab related, "He always wanted to know the cost."

## Julian Kennedy, reminiscing about his years as a manager for Carnegie Steel, in Hearings of the U.S. House Committee on the Investigation of U.S. Steel, 1911.

A careful record was kept of costs. You are expected to get [them] always ten cents cheaper the next year or the next month.