CONTENTS

List of Figures and Tables vii
Preface xi
Introduction xv

1. The Early Years and the Decline of the Anthracite Iron Industry 3
2. The Establishment and Growth of Iron and Steel Making in Bethlehem 15
3. Failure in Commercial Steels, 1880–1899 32
4. Armaments and Ores 43

Part II. From a Struggling Plant to the Second Rank in Steel
5. Reorganizing and Redirecting Bethlehem Steel 67
6. War Materiel, Ships, and Commercial Products, 1904–1914 84
7. Wartime Activity, Expansion, and Mergers, 1914–1923 102
8. Bethlehem Steel in the 1920s Boom 116
9. Retrenchment, Reconstruction, and War, 1930–1945 132
11. Steel Making in the Far West and Midwest 165

Part III. Triumph, Crisis, and Collapse
12. Shipbuilding, Steel, and Labor in Bethlehem’s Peak Years 181
13. Responding to Crises in the 1980s 210
14. Paring Away the Unviable 229
15. Hope and Hope Dashed: Trade and Rationalization during the 1990s 245
16. Into the Abyss 259
Epilogue: The Roots of Decline

Appendix A: Statistical Tables

Appendix B: Chairmen and Presidents of the Bethlehem Steel Corporation, 1904–2003

Notes
Bibliography
Index