

Name: \_\_\_\_\_

## ***The Men Who Built America*** **Vanderbilt**

## **Episode 1: “A New War Begins” –**

1. Soon after acquiring his first ferry, what reputation did Vanderbilt earn?
2. Why did they call him “The Commodore?”
3. In 1866, Vanderbilt was especially struggling. What recent loss affected him so deeply?
4. Vanderbilt's rivals stopped believing he was a strong business adversary. What did Vanderbilt do to convince them he was still powerful?
5. What effect did closing the bridge have on the New York Central Railroad, and how did Vanderbilt profit from it?
6. Vanderbilt wanted to advertise his power as a railroad magnate. What enormous New York building did he help build?
7. Vanderbilt pioneered the technique of rapidly buying a large amount of another company's stock. This is called a \_\_\_\_\_.
8. How did Gould & Fisk prevent Vanderbilt's takeover (and get rich in the process)?
9. The objective of the super rich is often not to make money, it is to \_\_\_\_\_.
10. Vanderbilt knew that a good entrepreneur finds something that people lack and gives it to them. What product did Vanderbilt decide to sell?
11. John D. Rockefeller was en route to a meeting with Vanderbilt. What happened on the trip there?
12. How did that event affect Rockefeller?

### **After watching:**

13. How did Vanderbilt's upbringing affect his business attitudes?
14. Given what you know about both Vanderbilt and Rockefeller, what do you think their meeting will be like when it takes place?

## KEY

### *The Men Who Built America*

### Episode 1: “A New War Begins”

1. Soon after acquiring his first ferry, what reputation did Vanderbilt earn?
  - Cutthroat – win at any cost
2. Why did they call him “The Commodore?”
  - He was heavily involved with shipping
3. In 1866, Vanderbilt was especially struggling. What recent loss affected him so deeply?
  - The death of his favored son, George.
4. Vanderbilt's rivals stopped believing he was a strong business adversary. What did Vanderbilt do to convince them he was still powerful?
  - Closed the Albany bridge, cutting off New York
5. What effect did closing the bridge have on the New York Central Railroad, and how did Vanderbilt profit from it?
  - It drove their stock value into the ground. Vanderbilt bought the stock and gained control of the railroad.
6. Vanderbilt wanted to advertise his power as a railroad magnate. What enormous New York building did he help build?
  - Grand Central Depot (this was its original name before demolition & expansion of the head house in 1899)
7. Vanderbilt pioneered the technique of rapidly buying a large amount of another company's stock. This is called a \_\_\_\_\_.
  - hostile takeover
8. How did Gould & Fisk prevent Vanderbilt's takeover (and get rich in the process)?
  - Printing a lot of stock or "watering down" the stock
9. The objective of the super rich is often not to make money, it is to \_\_\_\_\_.
  - win
10. Vanderbilt knew that a good entrepreneur finds something that people lack and gives it to them. What product did Vanderbilt decide to sell?
  - kerosene (or oil – the video uses the both terms and kerosene is an oil product)
11. John D. Rockefeller was en route to a meeting with Vanderbilt. What happened on the trip there?
  - the train crashed
12. How did that event affect Rockefeller?
  - Changed his attitude - he began to view himself as a man of destiny rather than a failed businessman.

### **After watching:**

13. How did Vanderbilt's upbringing affect his business attitudes?
  - He had to fight for everything he had – this led to the competitive attitude that served him well in the business world.
14. Given what you know about both Vanderbilt and Rockefeller, what do you think their meeting will be like when it takes place?
  - opinion question: most kids will probably latch on to the man of destiny answer to the previous question and predict that Rockefeller may be able to negotiate an effective deal with Vanderbilt. Alternately, they may believe that Vanderbilt will win due to his business aggression.

Name: \_\_\_\_\_

## *The Men Who Built America*      Episode 2: “Oil Strike” – John D. Rockefeller

1. What was the problem with Rockefeller’s deal with Cornelius Vanderbilt?
2. John D. Rockefeller had helped support his family because of his troubled father. What was the occupation of William A. Rockefeller, John’s father?
3. Rockefeller didn’t want to take the risk from finding oil wells. He avoided it by taking over another step in the process. What was that step?
4. According to Mr. Trump, “The people that really succeed in life are those who don’t \_\_\_\_\_.”
5. Why did Rockefeller choose the name “Standard Oil?”
6. What did Rockefeller do with the profits from his deal with both major railroads?
7. Rockefeller created America’s first monopoly. Vanderbilt realized that Rockefeller was too powerful and decided to “take him down.” How did Vanderbilt try to accomplish this?
8. How did Rockefeller attempt to solve the problem created by Vanderbilt?
9. Mark Cuban said, “Wherever there’s change, wherever there’s uncertainty, there’s opportunity.” How did Rockefeller demonstrate this principle?
10. How did Rockefeller’s actions affect the railroads?
11. Once the railroad stock crashed, they had to close the stock market. What did this “bubble burst” mean for the average American?
12. Most Americans were really struggling, but Rockefeller was still doing quite well – even buying up struggling companies. How did Rockefeller view himself here?
13. Scott realized he needed to diversify or lose. What did he begin doing?
14. Scott ran the only railroad between Pittsburgh and New York – and therefore the only way for Rockefeller to transport his oil. What did Rockefeller do about this problem, and what was the result?
15. Rockefeller’s great-grandson gives him credit for being such a good businessman. For what does his great-grandson NOT give him credit?

**After Watching:**

16. Rockefeller shows a win-at-all-costs attitude. How did this attitude help him? What problems might come from it?

## KEY

### *The Men Who Built America* Rockefeller

### Episode 2: “Oil Strike” – John D.

1. What was the problem with Rockefeller’s deal with Cornelius Vanderbilt?
  - He was only presently capable of producing half that.
2. John D. Rockefeller had helped support his family because of his troubled father. What was the occupation of William A. Rockefeller, John’s father?
  - Con man
3. Rockefeller didn’t want to take the risk from finding oil wells. He avoided it by taking over another step in the process. What was that step?
  - Refining the oil
4. According to Mr. Trump, “The people that really succeed in life are those who don’t \_\_\_\_\_.”
  - Quit
5. Why did Rockefeller choose the name “Standard Oil?”
  - He guaranteed a uniform consistency, or standard, for his kerosene.
6. What did Rockefeller do with the profits from his deal with both major railroads?
  - He bought out his competitors.
7. Rockefeller created America’s first monopoly. Vanderbilt realized that Rockefeller was too powerful and decided to “take him down.” How did Vanderbilt try to accomplish this?
  - He went to Mr. Scott, his competitor, and decided together to pull all of Rockefeller’s deals.
8. How did Rockefeller attempt to solve the problem created by Vanderbilt?
  - He decided to transport the oil by pipeline.
9. Mark Cuban said, “Wherever there’s change, wherever there’s uncertainty, there’s opportunity.” How did Rockefeller demonstrate this principle?
  - Whenever things went wrong, Rockefeller was there to adjust – and make money.
10. How did Rockefeller’s actions affect the railroads?
  - It made it so they couldn’t fill the trains. They lost cargo and therefore began to lose money.
11. Once the railroad stock crashed, they had to close the stock market. What did this “bubble burst” mean for the average American?
  - The Panic of 1873 triggered the first full blown, national depression.
12. Most Americans were really struggling, but Rockefeller was still doing quite well – even buying up struggling companies. How did Rockefeller view himself here?
  - It’s survival of the fittest – and Rockefeller was the fittest of all.
13. Scott realized he needed to diversify or lose. What did he begin doing?
  - He started building his own oil pipeline.
14. Scott ran the only railroad between Pittsburgh and New York – and therefore the only way for Rockefeller to transport his oil. What did Rockefeller do about this problem, and what was the result?
  - Rockefeller shut down the Pittsburgh refineries. This led to a riot that destroyed 39 buildings and over 1200 rail cars.
15. Rockefeller’s great-grandson gives him credit for being such a good businessman. For what does his great-grandson NOT give him credit?
  - the way that he became that powerful

#### **After Watching:**

16. Rockefeller shows a win-at-all-costs attitude. How did this attitude help him? What problems might come from it?
  - Possible answers: Rockefeller was able to be successful – there was never a problem that he didn’t face head on and overcome. Rockefeller always won. Rockefeller achieved what he wanted to achieve. Problems: His own grandson doesn’t respect his character. A lot of people hate him. He hurt some people.

Name: \_\_\_\_\_

### *The Men Who Built America* Episode 3: “A Rivalry is Born” – Andrew Carnegie

1. Carnegie met Tom Scott, his mentor, when young Andrew started working at age 12. Why did he start working so young?
2. There was one thing especially difficult about westward expansion – and Scott challenged Carnegie to solve the problem for his business. What was that problem?
3. Why did Carnegie begin working with steel?
4. What improvement did Bessemer make to the manufacture of steel?
5. What problems did Carnegie run into with his bridge?
6. According to advertising mogul Donny Deutsch, the Gilded Age entrepreneurs found a great motivator in their own \_\_\_\_\_.
7. Once the bridge was completed, the people of St. Louis were afraid to use it – they had never seen a steel bridge. How did Carnegie solve this problem?
8. When Carnegie built his steel mill, what was wrong with his timing?
9. With the railroad market destroyed, Carnegie was in bad straits. What industry did he turn to next?
10. As far as Carnegie is concerned, one man drove Tom Scott to his grave. Who did Carnegie blame?
11. The partnership between Carnegie and Henry Frick worked very well. According to Dallas Mavericks owner Mark Cuban, what was good about it?
12. Frick built the South Fork Fishing and Hunting Club around the private lake held back by the South Fork dam. Why did Frick decide to lower the dam, even though it made it weaker?
13. Why did the people of Johnstown ignore the warning to evacuate?

#### ***After watching:***

14. How was Carnegie different than Vanderbilt or Rockefeller?

How do you think Carnegie will react to the South Fork dam disaster?

15.

**KEY**

***The Men Who Built America* Episode 3: “A Rivalry is Born” – Andrew Carnegie**

1. Carnegie met Tom Scott, his mentor, when young Andrew started working at age 12. Why did he start working so young?
  - His family could not survive without sending him to work.
2. There was one thing especially difficult about westward expansion – and Scott challenged Carnegie to solve the problem for his business. What was that problem?
  - crossing the Mississippi
3. Why did Carnegie begin working with steel?
  - it is stronger than iron – he needed something stronger to make the bridge he needed
4. What improvement did Bessemer make to the manufacture of steel?
  - cut the time from 2 weeks per rail to 15 minutes
5. What problems did Carnegie run into with his bridge?
  - It cost too much and was going up too slowly.
6. According to advertising mogul Donny Deutsch, the Gilded Age entrepreneurs found a great motivator in their own \_\_\_\_\_.
  - failure
7. Once the bridge was completed, the people of St. Louis were afraid to use it – they had never seen a steel bridge. How did Carnegie solve this problem?
  - He capitalized on a prevalent superstition and sent an elephant across at the head of a parade.
8. When Carnegie built his steel mill, what was wrong with his timing?
  - The railroad market was saturated and struggling.
  - He built the mill right before Rockefeller pulled his oil from the railroads.
9. With the railroad market destroyed, Carnegie was in bad straits. What industry did he turn to next?
  - Structural steel – building buildings
10. As far as Carnegie is concerned, one man drove Tom Scott to his grave. Who did Carnegie blame?
  - John D. Rockefeller
11. The partnership between Carnegie and Henry Frick worked very well. According to Dallas Mavericks owner Mark Cuban, what was good about it?
  - They were opposites.
12. Frick built the South Fork Fishing and Hunting Club around the private lake held back by the South Fork dam. Why did Frick decide to lower the dam, even though it made it weaker?
  - To widen the road so his carriage could get across.
13. Why did the people of Johnstown ignore the warning to evacuate?
  - They had seen the same warning many times before

**After watching:**

14. How was Carnegie different than Vanderbilt or Rockefeller?

- Carnegie didn't have the win-at-all-costs attitude.
15. How do you think Carnegie will react to the South Fork dam disaster?
- Possible answers: Fire Frick; fix the dam (with steel); not care.



Name: \_\_\_\_\_

*The Men Who Built America*      Episode 4: “Blood is Spilled” – Andrew Carnegie & Homestead

1. People knew the South Fork dam might break. Why did they fail to evacuate, even after the warning came?
2. Describe the damage caused by the Johnstown Flood.
3. In response to the flood, Carnegie reacted differently than other South Fork members. How was his response different?
4. Of all the buildings Carnegie built with his money, what was the most famous?
5. Advertising mogul Donny Deutsch said, “You have to have someone to hate to aim for. Having an enemy, having an archenemy, having a competitor is what ups the game for everybody.” What does Deutsch mean by the phrase “ups the game?”
6. To overtake Rockefeller as the richest man, Carnegie rebuilt the Homestead steel mill. What did he do to make it more profitable?
7. Carnegie did not want to hurt his image by doing the things in question 6. How did he get around this problem?
8. Why were working conditions a problem for the Homestead plant workers?
9. Frick decided to strike first against the union. What action did he take?
10. When things turned personal, Frick called in the Pinkerton Detectives. Who were they?
11. Describe what happened at the barricade when the Pinkertons faced off against the strikers.
12. The governor of Pennsylvania sent in the state militia to restore order. Did the governor side with the workers or the owners?
13. How did the public view the events at Homestead?
14. There was a new movement in America at this time. Who were they and what did they decide to do about Frick?

**After Viewing:**

15. What could Carnegie have done to avoid the Homestead Strike?
16. Carnegie used Frick to do the things he was simply too nice to do. In your opinion, to what degree was Carnegie responsible for the events at Homestead? Defend your answer.

## KEY

### *The Men Who Built America* Episode 4: “Blood is Spilled” – Andrew Carnegie & Henry Frick

1. People knew the South Fork dam might break. Why did they fail to evacuate, even after the warning came?
  - They had seen the same warning many times before.
2. Describe the damage caused by the Johnstown Flood.
  - 2,000 dead (1/3 so mutilated that they could not be identified. 1600 homes destroyed. Over 4 sq. miles of the town completely leveled.
3. In response to the flood, Carnegie reacted differently than other South Fork members. How was his response different?
  - He felt a sense of responsibility and donated millions to help rebuild his image and Johnstown.
4. Of all the buildings Carnegie built with his money, what was the most famous?
  - Carnegie Hall
5. Advertising mogul Donny Deutsch said, “You have to have someone to hate to aim for. Having an enemy, having an archenemy, having a competitor is what ups the game for everybody.” What does Deutsch mean by the phrase “ups the game?”
  - Increases the competition or makes the competition more fierce.
6. To overtake Rockefeller as the richest man, Carnegie rebuilt the Homestead steel mill. What did he do to make it more profitable?
  - Reduced wages and increase working hours.
7. Carnegie did not want to hurt his image by doing the things in question 6. How did he get around this problem?
  - He had Henry Frick do it for him.
8. Why were working conditions a problem for the Homestead plant workers?
  - There are two ways to read this question: What were the problems with working conditions? or Why were working conditions so terrible in that era?
    - i. They were working twelve hour days, six days a week – the exhaustion was dangerous. They were not making a living wage.
    - ii. Working conditions were a problem because there were no laws to protect workers or because people were willing to do anything to make money.
9. Frick decided to strike first against the union. What action did he take?
  - He put up notices that the company would no longer recognize the Amalgamated Association of Iron and Steel Workers Union.
10. When things turned personal, Frick called in the Pinkerton Detectives. Who were they?
  - Essentially a private army, with more weapons than the U.S. army.
11. Describe what happened at the barricade when the Pinkertons faced off against the strikers.
  - The Pinkertons said to tear down the barricade. Words were exchanged, fists were thrown, then rocks. The Pinkertons opened fire on the workers, killing 9 and wounded many others.
12. The governor of Pennsylvania sent in the state militia to restore order. Did the governor side with the workers or the owners?

- owners
13. How did the public view the events at Homestead?
- They blamed Frick almost exclusively. They were outraged.
14. There was a new movement in America at this time. Who were they and what did they decide to do about Frick?
- The Anarchists – kill him.

### **After Viewing:**

15. What could Carnegie have done to avoid the Homestead Strike?
- Most students will say that he shouldn't have given Frick so much power or reduced his workers' compensation or conditions.
16. Carnegie used Frick to do the things he was simply too nice to do. In your opinion, to what degree was Carnegie responsible for the events at Homestead? Defend your answer.
- Students will have a variety of opinions. Many will find him completely responsible – others not so much.

Name: \_\_\_\_\_

## ***The Men Who Built America***      **Episode 5: “A New Rival Emerges” – J.P. Morgan**

1. Andrew Carnegie returned to Pittsburgh to rebelling workers and an injured chairman. Who did Carnegie blame for these problems?
2. How did J.P. Morgan make his money?
3. Carnegie was afraid that J.P. Morgan would next try to take over Carnegie Steel. What action did Carnegie take?
4. Describe J.P. Morgan’s relationship with his father.
5. J.P. Morgan wanted to be a big capitalist like Rockefeller or Carnegie, but he needed to invest in a new idea. What idea did he find?
6. Jerry Weintraub (Hollywood Producer) said, “When I believe in something and I want to sell it to somebody, I want to put it in the best light.” How did J.P. Morgan demonstrate his new investment?
7. The elite all wanted electrified homes – except Rockefeller. Why did Rockefeller fear electricity?
8. J.P. Morgan went to visit Edison because the noise of the generator was bothering his wife. As the conversation progressed, what did Morgan decide to do (besides purchasing an electric train for his daughter)?
9. How did Rockefeller respond to the loss of his customers to electricity?
10. Nikola Tesla wanted the higher voltage alternating current (A.C.) to be the standard. Why was Edison unwilling to listen to Tesla’s ideas?
11. Who finally invested in Tesla’s idea?
12. J.P. Morgan’s investment was at risk. He told Edison to do anything to stop alternating current. How did Edison try to take down Tesla?

### **After Viewing**

13. Carly Fiorina, Former CEO of Hewlett-Packard said, “There is no success without risk taking.” Is this good advice? Explain using at least one example from the lives of the Gilded Age capitalists.

## KEY

### *The Men Who Built America* Morgan

### Episode 5: “A New Rival Emerges” – J.P.

1. Andrew Carnegie returned to Pittsburgh to rebelling workers and an injured chairman. Who did Carnegie blame for these problems?
  - Henry Frick – he said that if he had been there none of it would have happened
2. How did J.P. Morgan make his money?
  - buying out failing companies and returning them to profitability – mostly by consolidating them and eliminating unnecessary competition
3. Carnegie was afraid that J.P. Morgan would next try to take over Carnegie Steel. What action did Carnegie take?
  - terminated Henry Frick
4. Describe J.P. Morgan’s relationship with his father.
  - His father was demanding and their relationship strained. His father insisted he start learning how to earn money “the Morgan Way” from the time he could count. He really wanted to make his own name and do things his own way.
5. J.P. Morgan wanted to be a big capitalist like Rockefeller or Carnegie, but he needed to invest in a new idea. What idea did he find?
  - electric lights
6. Jerry Weintraub (Hollywood Producer) said, “When I believe in something and I want to sell it to somebody, I want to put it in the best light.” How did J.P. Morgan demonstrate his new investment?
  - He had Edison install it in his own home, then had a fancy party to show it off.
7. The elite all wanted electrified homes – except Rockefeller. Why did Rockefeller fear electricity?
  - He sold oil and recognized that electricity could replace it – causing his business to fail.
8. J.P. Morgan went to visit Edison because the noise of the generator was bothering his wife. As the conversation progressed, what did Morgan decide to do (besides purchasing an electric train for his daughter)?
  - build a generator to power the entire city of New York
9. How did Rockefeller respond to the loss of his customers to electricity?
  - He started a propaganda campaign to convince people electricity was dangerous.
10. Nikola Tesla wanted the higher voltage alternating current (A.C.) to be the standard. Why was Edison unwilling to listen to Tesla’s ideas?
  - Edison worried that A.C. was too dangerous.
  - Tesla was his junior employee, so he thought his ideas were beneath notice.
11. Who finally invested in Tesla’s idea?
  - George Westinghouse
12. J.P. Morgan’s investment was at risk. He told Edison to do anything to stop alternating current. How did Edison try to take down Tesla?

- He tried to convince everyone that A.C. was dangerous. He would do things like kill animals with alternating current in front of an audience. He then proved it could kill people with the electric chair.

## **After Viewing**

13. Carly Fiorina, Former CEO of Hewlett-Packard said, “There is no success without risk taking.” Is this good advice? Explain using at least one example from the lives of the Gilded Age capitalists.
  - Most will choose an example that involves the new technologies of the era and will focus on the fact that sometimes new technologies are adopted and sometimes rejected.

Name: \_\_\_\_\_

*The Men Who Built America Episode 6: “Owning it All” – J.P. Morgan vs. Westinghouse*

1. Explain why Edison decided to develop an electric chair.
2. Edison’s attempt with the electric chair didn’t go as he hoped. How did it backfire on Edison?
3. J.P. Morgan’s father told him to get rid of all of his electric shares. What event allowed J.P. Morgan to invest as he wished?
4. How did J.P. Morgan try to take down Westinghouse?
5. Who saved Westinghouse? How?
6. Officials in charge of the Niagara station chose \_\_\_\_\_ to power their generators.
7. How did the man who lost the Niagara contract attempt to win in spite of this setback?
8. Morgan felt the need to “streamline” Edison Electric. What changes did Morgan make?
9. The United States was in a dangerous financial situation that was at risk of getting much worse. What did J.P. Morgan do about this problem?
10. Morgan’s business was in trouble – threatened by the rising use of electricity. What did Rockefeller do to save his business?
11. What is “Morganization?”
12. How did the Morganization process affect the working class?
13. William Jennings Bryan used worker anger to try and win the White House. What did the powerful corporate heads decide they need to do to counter Bryan?

**After watching:**

14. Advertising mogul Donny Deutch said, “The great business icons, it’s not that they were worth hundreds of millions or billions or trillions of dollars, it’s that they moved society forward.” Think of someone in today’s world who moves society forward. Who are they and what do they do?

## KEY

### *The Men Who Built America Episode 6: “Owning it All” – J.P. Morgan vs. Westinghouse*

1. Explain why Edison decided to develop an electric chair.
  - He used an alternating current (his rival, Tesla’s, design). He wanted to demonstrate that AC was dangerous in order to push his direct current.
2. Edison’s attempt with the electric chair didn’t go as he hoped. How did it backfire on Edison?
  - It basically cooked the man alive. People began to equate death by electricity with Edison, not with alternating current.
3. J.P. Morgan’s father told him to get rid of all of his electric shares. What event allowed J.P. Morgan to invest as he wished?
  - the death of his father
4. How did J.P. Morgan try to take down Westinghouse?
  - He started a smear campaign to devalue Westinghouse stock and drive Westinghouse further into debt.
5. Who saved Westinghouse? How?
  - Tesla – He tore up his royalties contract, giving Westinghouse control of his patents.
6. Officials in charge of the Niagara station chose \_\_\_\_\_ to power their generators.
  - either Westinghouse or A/C
7. How did the man who lost the Niagara contract attempt to win in spite of this setback?
  - Morgan threatened to sue for patent infringement, which Westinghouse couldn’t afford. Morgan threatened to sue unless Westinghouse turned the patents over to him.
8. Morgan felt the need to “streamline” Edison Electric. What changes did Morgan make?
  - Eliminate Edison and change the name to General Electric.
9. The United States was in a dangerous financial situation that was at risk of getting much worse. What did J.P. Morgan do about this problem?
  - He loaned over \$100 million to the U.S. treasury, saving it from collapse.
10. Morgan’s business was in trouble – threatened by the rising use of electricity. What did Rockefeller do to save his business?
  - Tried to find a use for an oil refining byproduct – gasoline. He had his men create internal combustion engines.
11. What is “Morganization?”
  - Bringing competitors together to find a way to get them to compromise that reduces competition and increases profits.
  - Maximize profits at the expense of all else – often by slashing the workforce.
12. How did the Morganization process affect the working class?
  - It really hurt them – it made their lives absolutely miserable, with longer hours in terrible conditions for less pay.
13. William Jennings Bryan used worker anger to try and win the White House. What did the powerful corporate heads decide they need to do to counter Bryan?



- Buy the presidency (the answer is given in the last seconds of the video)

### **After watching:**

14. Advertising mogul Donny Deutch said, “The great business icons, it’s not that they were worth hundreds of millions or billions or trillions of dollars, it’s that they moved society forward.” Think of someone in today’s world who moves society forward. Who are they and what do they do?
  - Many will name the technology leaders in today’s world: Men like Steve Jobs, Bill Gates, Mark Zuckerberg, etc. Others will talk about businessmen like Warren Buffet or Carlos Slim.
  -

Name: \_\_\_\_\_

*The Men Who Built America*      Episode 7: “Taking the White House” –McKinley & U.S. Steel

1. How did the wealth of the great entrepreneurs compare with the lives of the poor?
2. William Jennings Bryan saw an opportunity to rise to the presidency as the voice of the poor. What did Bryan promise to do to the big trusts?
3. What did the titans of Wall Street decide to do about Bryan’s run for presidency?
4. Bryan continued to grow in the polls – leading the captains of industry to try fear tactics. What did they do?
5. Once the election was over, Rockefeller decided to expand his investments. What industry did he decide to go into next? Most importantly, why?
6. Carnegie and Rockefeller negotiated for months. In the end, what did they do?
7. What did J.P. Morgan decided needed to happen to the U.S. steel industry?
8. To achieve his dream, J.P. Morgan had to purchase Carnegie Steel. Why did Carnegie even consider selling?
9. Carnegie eventually sold his company. On what amount did he and Morgan agree?
10. Unlike most politicians of the day, Theodore Roosevelt clashed with the powerful businessmen. Why?
11. What did the powerful capitalists decide to do about Roosevelt?
12. Why did Leon Czolgosz decide to assassinate President McKinley?
13. Why did Roosevelt believe that the government should have more power than the big capitalists?
14. After Roosevelt broke up a number of trusts, the government finally went after Standard Oil. How did Rockefeller attempt to avoid being served a subpoena? How did they finally get him?

**After watching:**

Much of the episode deals with problems between the rich and the poor. Why is there a conflict there? What, in your opinion, is the solution to these conflicts?

15.

KEY

*The Men Who Built America* Episode 7: "Taking the White House" – McKinley & U.S. Steel

1. How did the wealth of the great entrepreneurs compare with the lives of the poor?
  - The gap between rich and poor is as big as it's ever been. Over 90% of Americans survives on less than \$100 a month. Many workers made less than a dollar a day in terrible conditions.
2. William Jennings Bryan saw an opportunity to rise to the presidency as the voice of the poor. What did Bryan promise to do to the big trusts?
  - Break them apart
3. What did the titans of Wall Street decide to do about Bryan's run for presidency?
  - They essentially bought their own candidate. Spend a massive amount of money to ensure the election of Wm. McKinley. They suggested headlines and orchestrated P.R. campaigns aimed at getting McKinley elected.
4. Bryan continued to grow in the polls – leading the captains of industry to try fear tactics. What did they do?
  - They told their workers that if Bryan were elected they'll close up shop – costing the employees their jobs.
5. Once the election was over, Rockefeller decided to expand his investments. What industry did he decide to go into next? Most importantly, why?
  - Steel production – because he was Carnegie's rival and he wanted to beat Carnegie at his own game.
6. Carnegie and Rockefeller negotiated for months. In the end, what did they do?
  - Carnegie agreed to buy all of the output from Rockefeller's mines; Rockefeller agreed not to build a steel mill.
7. What did J.P. Morgan decided needed to happen to the U.S. steel industry?
  - It needed to all come under one umbrella company – cutting the competition
8. To achieve his dream, J.P. Morgan had to purchase Carnegie Steel. Why did Carnegie even consider selling?
  - He wanted to use his money to benefit mankind. Charles Schwab convinced him that if he sold, he could spend the rest of his life using his money for the greater good.
9. Carnegie eventually sold his company. On what amount did he and Morgan agree?
  - \$480 million – the net worth of Gates and Buffett together today. More money than the entire U.S. federal budget.
10. Unlike most politicians of the day, Theodore Roosevelt clashed with the powerful businessmen. Why?
  - He could not be bought.
  - He was trying to be a man of the people – so he set to destroying the trusts.
11. What did the powerful capitalists decide to do about Roosevelt?
  - Make him vice president, so he'd be completely useless.
12. Why did Leon Czolgosz decide to assassinate President McKinley?

- He had been fired from one of J.P. Morgan's factories, then hooked up with the anarchist movement. He wanted to end the government's relationship with big business.
13. Why did Roosevelt believe that the government should have more power than the big capitalists?
- The government was elected by the people – the capitalists were not.
14. After Roosevelt broke up a number of trusts, the government finally went after Standard Oil. How did Rockefeller attempt to avoid being served a subpoena? How did they finally get him?
- He moved from place to place all over the country.
  - They finally caught him because he wanted to see his newly-born grandson.

**After watching:**

15. Much of the episode deals with problems between the rich and the poor. Why is there a conflict there? What, in your opinion, is the solution to these conflicts?
- Student answers will vary widely. Most will talk about the balance between working conditions/pay and profits, and attempt to suggest a balance between the two forces. A few will take a completely anti-business or pro-laissez-faire stance.

Name: \_\_\_\_\_

*The Men Who Built America*      Episode 8: "The New Machine" – Henry Ford & End of Trusts

1. In the court case United States vs. Standard Oil Co. et al, how did Rockefeller answer most of the charges?
2. How was Ford's car different from other automobiles in production in that era?
3. When Henry Ford's application was rejected by ALAM, what did he decide to do?
4. How did U.S. Steel avoid the anti-cartel lawsuits that plagued Rockefeller?
5. Sumner Redstone, majority owner of Viacom & CBS, said, "I hate monopolists. I fought monopolists all my life. I always wanted an even playing field, but I had to fight for an even playing field." How does monopoly lead to an uneven playing field?
6. Listen to Rockefeller's answer to the accusation that Standard Oil has been a destructive influence. What does Rockefeller believe about his actions?
7. How was Ford's factory different from the way other cars were manufactured?
8. What decision did the court reach in the United States vs. Standard Oil Co. et al?
9. What did the court decide in the case between Ford and ALAM?
10. How did the "new breed of businessman" differ from the older group?
11. How did the breakup of his company affect John D. Rockefeller's personal finances?
12. J.P. Morgan passed away peacefully at the age of 75. At his death, Carnegie and Rockefeller changed their competition. Instead of trying to be richest, what did they do now?
13. Describe the new era America was entering.
14. In the words of the narrator, "They didn't discover this modern America; they \_\_\_\_\_ it."

**After Viewing:**

15. How would America have been different if these early industrialists had not existed?

## KEY

### *The Men Who Built America*

### Episode 8: “The New Machine” – Henry Ford & End of Trusts

1. In the court case United States vs. Standard Oil Co. et al, how did Rockefeller answer most of the charges?
  - “I don’t remember.”
2. How was Ford’s car different from other automobiles in production in that era?
  - It was affordable enough to be purchased by the “common man”
3. When Henry Ford’s application was rejected by ALAM, what did he decide to do?
  - Make a name for himself by challenging the owner of the nation’s biggest car company to a race.
4. How did U.S. Steel avoid the anti-cartel lawsuits that plagued Rockefeller?
  - He had performed several actions on behalf of the United States, using his power and influence for the benefit of the nation. At the time, he was building the Panama Canal.
5. Sumner Redstone, majority owner of Viacom & CBS, said, “I hate monopolists. I fought monopolists all my life. I always wanted an even playing field, but I had to fight for an even playing field.” How does monopoly lead to an uneven playing field?
  - One person can do whatever they want – they can raise prices, create scarcity, and basically manipulate the entire market.
6. Listen to Rockefeller’s answer to the accusation that Standard Oil has been a destructive influence. What does Rockefeller believe about his actions?
  - That he has taken chaos and created order. That he created an industry out of an ineffective market. That he made the country money. That he has simply been engaged in enterprise.
7. How was Ford’s factory different from the way other cars were manufactured?
  - He used an assembly line.
8. What decision did the court reach in the United States vs. Standard Oil Co. et al?
  - That Standard Oil was a trust and must be broken up within six months.
9. What did the court decide in the case between Ford and ALAM?
  - For Ford – ALAM had no copyright on the design of the car
10. How did the “new breed of businessman” differ from the older group?
  - They took their products directly to average consumers while paying their employees a livable wage for a normal workweek.
11. How did the breakup of his company affect John D. Rockefeller’s personal finances?
  - He owned stock in all of the new companies – making him the richest man in the history of the world. He actually benefitted from it.
12. J.P. Morgan passed away peacefully at the age of 75. At his death, Carnegie and Rockefeller changed their competition. Instead of trying to be richest, what did they do now?
  - They turned to philanthropy. (67 billion given away by Carnegie in today’s money; 100 billion in today’s money by Rockefeller)
13. Describe the new era America was entering.

- prosperous – more than ever before. People worked a decent work week for decent pay, building things that they could afford to purchase themselves.
14. In the words of the narrator, “They didn’t discover this modern America; they \_\_\_\_\_ it.”
- built

**After Viewing:**

15. How would America have been different if these early industrialists had not existed?
- possible answers: Most will either focus on how America might not have had the industrial power and the middle class it has or they will argue that these industrialists are products of their time – if it hadn’t been them, it would have been someone else.