HISTORY of the American Economy

Fifth Edition

Gary M. Walton Ross M. Robertson

AIISTORY of the American Economy Fifth Edition

Gary M. Walton
University of California, Davis

•

Ross M. Robertson
Late of Indiana University



Harcourt Brace Jovanovich, Inc.

New York San Diego Chicago San Francisco Atlanta London Sydney Toronto Copyright © 1983, 1979, 1973, 1964, 1955 by Harcourt Brace Jovanovich, Inc.

All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording, or any information storage and retrieval system, without permission in writing from the publisher.

Requests for permission to make copies of any part of the work should be mailed to Permissions, Harcourt Brace Jovanovich, Publishers, 757 Third Avenue New York NY 10017

ISBN 0 15-536505-3

Library of Congress Catalog Card Number 82-81825

Printed in the United States of America

PHOTO CREDITS

P 21 Alinari/Editorial Photodolor/Archives, p 23 Brown Brothers p 26 New York Central System, p \$1, top Charleston habrary Society, p 61, bottom Library of Congress p 69. The Whalen Median Bedfard Mass, p 75 The Bettmann Archive p 80 Museum of the Cry of the Table 35 Blown Brothers p 109 The Huntington Library San Marino Cant Thia 1 1 2 The Bellmann Archive p 132 Library of Congress p 166 Art Gallery, p 171 Chase Manhaltan Bank, p 174 Culver Pictures p 177 New York Historical Society, p 193 Culver Pictures; p 201 Culver Pictures p 202: United States Department of Interior, p 216 United States Department of Interior, p 217 Public Library of Cincinnati and Hamilton County, p 225 New York Historical Society p 231 New York Historical Society, p. 238. Chicago Historical Society, p. 249. Culver Pictures, p. 268. Culver Pictures, p 269 Library of Congress, p 286 Brown Brothers p 293: The Bettmann Archive p 294 Library of Congress, p. 313 Culver Pictures, p 328 Culver Pictures p 330 Culver Pictures, p. 333. Brown Brothers, p. 350. Montana Historical Society, p. 358. Library of Congress, p. 359 Culver Pictures, p. 367 Library of Congress, p. 376 Brown Brothers, p 380 Union-Pacific Railroad, p 384 Illinois Central Gulf Railroad p 405 The Bettmann Archive, p. 410 Library of Congress, p. 423 Culver Pictures, p. 427 Brown Brothers, p 440 Library of Congress, p 444 Culver Pictures, p 446 Brown Brothers, p 453 George Eastman House; p 454 Brown Brothers, p 455 Brown Brothers p 457 Culver Pictures p 462 Internal Revenue Service p 468 The Bettmann Archive p 470 Courtest of Levi Strauss and Company, p. 471 Courtest of F. W. Woolworth and Company p 473 Culver Pictures p 494 The Bettmann Archive, p 512 Brown Brothers, p 513 Brown Brothers, p 521 Culver Pictures, p 522 Brown Brothers, p 524 Library of Congress, p 535 The Bettmann Archive p 551 USDA Soil Conservation Service, p 559 © Robert Burroughs/Jeroboam, Inc, p 561 British Airways Photograph, p 564 American Association of Railroads, p. 575. Standard Oil of New Jersey, p. 627. The Bettmann Archive, p 634 UPI; p 637 UPI, p. 640 UPI p 646 Wide World Photos.

Preface

The appearance of the fifth edition of *History of the American Economy* merely five years after the publication of the fourth edition attests to the brisk continued advance of penetrating research in the fields of history, economics, and economic history. No era, indeed, almost no important issue on the economic past of the United States has missed the attention of the scholarly professions in recent times. New evidence and revised interpretations have been the compelling reason for this new edition. Each chapter has been revised and many are almost entirely new.

The book has also been restructured to better realize its primary purpose—the teaching of American economic history. This edition retains the presentation of material in chronological order, and the division of U.S. history into four periods: the Colonial Era; the Revolutionary, Early National, and Antebellum Eras, 1776-1860; the Reunification Era, 1861-1919; and the Modern Era, 1920 to the Present. However, a modest shift of emphasis has taken place with more attention given to events following the Civil War. In addition, the chapters have been rearranged to follow a pattern of topics or themes. Except for the section on the colonial period, where the chapter sequence is slightly different from those following, each section begins with a chapter on the impact of war and (or) its aftermath. Both short- and long-run analyses are given in these beginning chapters providing both a point of departure and a point of reference for the longer historical period. The second chapter in each section addresses the issues of money, banking, and business cycles. The third focuses on land, agriculture, and natural resource issues; the fourth on transportation; the fifth on product markets, market structure and concentration, and industrialization, and the sixth on conditions of labor. Each section ends with one or more chapters on issues of special importance to the period: the causes of the American Revolution; slavery; domestic and foreign trade; and post-World War II unemployment, inflation, and distribution of income, respectively.

To capture the readers' interest in economic history, substantial attention is given to lively policy issues in each chapter. Economic growth, institutional change, and the role of government in the economy remain important general themes, but special emphasis is given to the particular issues of government regulation and intervention—especially since the late nineteenth century—and to the distribution of income at various periods in the American past.

As before, included here are the findings of past and present-day scholars who are characterized by a tremendous heterogeneity of interest and by wide differences in method and point of view. In particular, the results of recent contributions in the vibrant field of American economic history are included. The reader will shortly discover what these results have been. It is fair to generalize that such recent studies have valiantly chipped away at the mythology of history and that many of the accepted "truths" of economic history have disappeared under the light of theoretical and statistical examination. Comforting as it was to think so, the distribution of income and wealth was greatly unequal well before the era of industrialization. Pre-Civil War business cycles did not result from "excessive speculation," "reckless over-banking," or "monetary overinvestment," but from sharp changes in the deficit or surplus position of the Treasury, swings in outlays for internal improvements, international forces, and factors affecting the public's confidence in banks and money. Slavery, as it turns out, was both as efficient and as profitable in the antebellum South as elementary economic analyses would suggest and was not about to "fall of its own weight" in the 1850s. The concentration of American industry, at least in the first great wave, was motivated not so much by the predatory hope of gaining monopolistic power as by the fearsome excess capacities that developed as firms first competed in a national market. To take a more recent example, the Federal Reserve did not meet the oncoming economic storm of the 1930s with easy money, but with money so tight that there were serious pressures on bank reserves until it was too late for monetary policy to save the day. Finally, a current example concerns the confusion and frustration of today's policymakers as they attempt to deal with the unique concurrence of high inflation, high unemployment, and record-setting federal deficits.

This and earlier editions have been sustained and supported by many individuals whose influence has surely filtered through to or directly benefited this one. I remain especially indebted to Hugh G. J. Aitken, Paul Uselding, and Stewart Lee, who offered critical comments and advice on the entire fourth edition, and similarly to George Green, Gavin Wright, and Richard Winkelman for their suggestions and criticism of drafts of this edition. I am grateful for the continued advice and encouragement of Lee Alston, Terry Anderson, Fred Bateman, Stuart Bruchey, Philip Coelho, Paul A. David, Lance Davis, Richard A. Easterlin, Stanley L. Engerman, Albert Fishlow, Robert W. Fogel, Robert Gallman, Claudia Goldin, Robert Higgs, J.R.T. Hughes, Gary Libecap, James Mak, Russell Menard, Lloyd Mercer, Donald N. McCloskey, Douglass C. North, Edwin Perkins, Jack Purdum, Joseph D. Reid, Jr., Mark Schmitz, Don Schaefer, R. L. Sexton, Austin Spencer, James Shepherd, Richard Sutch, Jeffery Williamson, and Mary Yeager.

I am also grateful to my colleagues Alan Olmstead, Vic Goldberg, and Peter Lindert for their prodding and support; to Melissa Cadet for her valuable research assistance; to Norma Tassler for her administrative assistance; to Katherine Bostock and Irene Elrod for compiling the excellent index; and finally to my wife, Linda, who typed the entire manuscript and suggested many improvements in the revisions.

I hope old friends of earlier editions of the book will enjoy this new edition and find it improved, and that new acquaintances will also benefit from it. I welcome and encourage you to send me your comments and advice.

Gary M. Walton

Contents

Preface

iii

1	Introduction: The Emerging Roles of Economic History	1
	The Merging of Economics and History 4 Economic History and the Roles of the Economic Historian 12	
	rt 1	
HI	E COLONIAL ERA	17
2	Founding the Colonies European Roots and the Expanding Nations 20	19
į	British Settlements in North America 28	
3	The Conditions of Early Colonial Economic Life Perilous Beginnings 41	41
	Early Reforms 42 Government and Freedom 44 Relationships Among the Factors of Production 45	
	Demographic Change 48	
4	Colonial Economic Activity	57
	The Dominance of Agriculture 57	
	The Extractive Industries 65 The Manufacturing Industries 71	
5	The Economic Relations of the Colonies	77
	English Mercantilism and the Colonies 77	
	Overseas Commerce 80 Transportation and Communication 86	

	Money, Trade, and Capital	91
	The Colonial Money Supply 91	
	Trade Deficits with England 98	
	A Balance of Payments for the Thirteen Colonies 99	
7	Economic Progress and Wealth	107
	Growth and Change in the Colonial Economy 107 Technology, Productivity, and Piracy 116 Wealth and Well-Being in the Colonies 119	
8	Three Crises and Revolt	125
	The Old Colonial Policy 125	
	The New Colonial Policy and the First Crisis 128 More Changes and the Second Crisis 130	
	The Third Crisis and Rebellion 131	
	Economic Exploitation Reconsidered 137	
	rt 2 E REVOLUTIONARY, EARLY NATIONAL,	
ANI	O ANTEBELLUM ERAS, 1776–1860	143
ANI	O ANTEBELLUM ERAS, 1776–1860	
ANI 9	Hard Realities for a New Nation	143 145
ANI 9	Hard Realities for a New Nation The War and the Economy 145 American Independence and Economic Change 151	
ANI 9	Hard Realities for a New Nation The War and the Economy 145	
9 10	Hard Realities for a New Nation The War and the Economy 145 American Independence and Economic Change 151 War, Neutrality, and Economic Resurgence 158	
9	Hard Realities for a New Nation The War and the Economy 145 American Independence and Economic Change 151 War, Neutrality, and Economic Resurgence 158 Money, Banking, and the Young Economy The American Monetary Unit 165	145
9	Hard Realities for a New Nation The War and the Economy 145 American Independence and Economic Change 151 War, Neutrality, and Economic Resurgence 158 Money, Banking, and the Young Economy The American Monetary Unit 165 Commercial Banking 165	145
9	Hard Realities for a New Nation The War and the Economy 145 American Independence and Economic Change 151 War, Neutrality, and Economic Resurgence 158 Money, Banking, and the Young Economy The American Monetary Unit 165	145
9 10	Hard Realities for a New Nation The War and the Economy 145 American Independence and Economic Change 151 War, Neutrality, and Economic Resurgence 158 Money, Banking, and the Young Economy The American Monetary Unit 165 Commercial Banking 165 The Second Bank of the United States 172 Economic Fluctuations and the Second Bank 178 An Independent Treasury 180	145
9 10	Hard Realities for a New Nation The War and the Economy 145 American Independence and Economic Change 151 War, Neutrality, and Economic Resurgence 158 Money, Banking, and the Young Economy The American Monetary Unit 165 Commercial Banking 165 The Second Bank of the United States 172 Economic Fluctuations and the Second Bank 178	145
9 10	Hard Realities for a New Nation The War and the Economy 145 American Independence and Economic Change 151 War, Neutrality, and Economic Resurgence 158 Money, Banking, and the Young Economy The American Monetary Unit 165 Commercial Banking 165 The Second Bank of the United States 172 Economic Fluctuations and the Second Bank 178 An Independent Treasury 180	145
9	Hard Realities for a New Nation The War and the Economy 145 American Independence and Economic Change 151 War, Neutrality, and Economic Resurgence 158 Money, Banking, and the Young Economy The American Monetary Unit 165 Commercial Banking 165 The Second Bank of the United States 172 Economic Fluctuations and the Second Bank 178 An Independent Treasury 180 The Era of Free Banking 182 Land and the Early Westward Movements The Acquisition and Disposal of the Public Domain 185	145 165
9	Hard Realities for a New Nation The War and the Economy 145 American Independence and Economic Change 151 War, Neutrality, and Economic Resurgence 158 Money, Banking, and the Young Economy The American Monetary Unit 165 Commercial Banking 165 The Second Bank of the United States 172 Economic Fluctuations and the Second Bank 178 An Independent Treasury 180 The Era of Free Banking 182 Land and the Early Westward Movements	145 165

12	Transportation and Technology	211
	Trails, Turnpikes, and Tow Paths 212 Steamboats and the Natural Waterways 216 The Canal Era 221 The Iron Horse 226 Ocean Transport 230 The Transportation Revolution, 1815–1860 233	
	The Hansportation Revolution, 1027 1020	
13	Market Expansion and Industry	
	in First Transition	237
	The Pattern of Domestic Trade 237 Primitive Methods of Organizing Production 240 The Development of Factory Production 242 The Status of Manufacture in 1860 252 The Question of Protection 254 The Rise of Corporate Organization 257	
14	Economic Change and Labor's First Stirrings	261
	Economic Growth and Wealth Concentration 261 Pay Differentials 264 The Early Labor Movement 272	
15	The Entrenchment of Slavery	
_	and Regional Conflict	283
	Constitutional Limitations 283	
	Northern Emancipation 283	
	Complementary Factors to Slavery in the South 285	
	Economic Exploitation and Conditions of Bondage 291 Economic Entrenchment and Regional Incomes 292	
	Political Compromises and Regional Conflict 295	
Pa	rt 3	
TH	E REUNIFICATION ERA, 1860–1920	301
, _		
16	War, Recovery, and Economic Growth	303
	The Economics of War 303	
	Postwar Recovery in the South 308 The Pace of Economic Growth 314	
	·	

	Wealth Distribution 319	
17	Money, Prices, and Production Inflation and Deflation 321 Controlling the Money Supply: The Institutions 337 The Establishment of the Federal Reserve System 343	321
18	Land, Agriculture, and Natural Resources The Eclipse of the Frontier 349 Growth and Change in Agriculture 355 Natural Resource Conservation: The First Stages 370	349
19	Transportation, Government Assistance, and Regulation Completing the Railroad Network 375 Railroad Regulation 387 Other Means of Transportation 395	375
20	Industrial Expansion and Economic Concentration Technological Change and the Increasing Size of the Firm 403 Industry Concentration and Firm Size 417 The Two Phases of the Concentration Movement 422 Antitrust Enforcement and the Courts 429	4 01
21	The Emergence of America's Labor Consciousness The Changing Status of American Labor 435 Immigration and the Labor Force 442 The Achievement of Permanent Organization 447 Depressions, Public Relief, and Government Interference 458	435
22	Commerce at Home and Abroad Trade at Home 465 Foreign Trade 474 The Acceptance of Protectionist Doctrines 478 The United States in an Imperialist World 481	465

Part 4 THE MODERN ERA: 1920 TO THE PRESENT		4 87
Wo Pus Hot The Rev Gov	rid War I and Social Change 489 siness Change in the Bustling Twenties 491 surs and Wages 496 e Economic Position of the American Farmer 498 versals in Conservation Policy 502 vernment Activity 503 lude to Disaster 505	489
The The	ne Great Watershed of Modern Times Great Depression 507 Federal Reserve: Policies and Decisions 516 Absence of Aggressive Fiscal Policy 519 New Deal 520	507
Gov Poli	riculture, Conservation, d Government Policy vernment Assistance in Agriculture 533 icy Analysis: Agriculture 546 icy Analysis: Conservation and the Environment 549	531
in The Airv Fed	ansportation and Regulation the Modern Age Federal Government and the Highways ways and Airports Federal Regulation of Transportation Fernment and Transportation Fernment and Transportation Today Fernment Today	557
An Man Mar Med Post	Anufacturing, Marketing, d Industrial Concentration sufacturing Growth Patterns 582 keting and the Consumer 587 chanization and Automation 592 c-War Productivity Advances 594 centration in Industry 596	581

Index 680

28	Labor's Progress in Modern Times	609
	Unemployment and the Great Depression 609	
	Government and Unions, 1930–1955 612	
	Further Quests for Security 618	
	The Evolving Labor Market Today 620	
29	Economic Stability, Unemployment,	
	and Inflation Since World War II	629
	Guaranteeing Economic Stability 629 Unemployment and Inflation 630	
	The Growing Commitment to Inflation 638 The Atmosphere of Crisis 642	
	The Federal Reserve, October 6, 1979 645	
	Reaganomics 647	
30	Post-World War II Economic Gains	
	and Their Division	651
	Income: Sources and Uses 653	
	The Family and Social Security 657	
	The Distribution of Income 659 Economic Well-Being and Personal Happiness 665	
,	teconomic wearbeing and reasonal mappiness 007	
	Glossary 673	

Introduction: The Emerging Roles of Economic History

Young people, to whom this book is primarily addressed, are not easily convinced of the benefits of historical study. For the most part, the history we were exposed to in elementary and high school probably seemed irrelevant to everyday life. Too often kings and nobles, generals and wars, presidents and legislators have been arrayed into long, tiresome lists, thus giving a preoccupation with explaining what happened to whom, and when, rather than how and why events happened. With such a presentation of history, the past often becomes crystallized into a kind of mythology to be taken on faith and not seriously questioned.

Yet even the unenthusiastic beginner cannot escape the impression that knowledge of the past is useful, indeed vital. We draw on history for a sense of the heritage that underlies both our rights and duties. Without history, we are separated from information that is essential to decision making, and we are deprived of the clues that help us to untangle the complexities of the world around us. In a sense, history is the source of our very identity, as the enthusiasm a few years ago for Roots so clearly illustrated.1 "In an eternal present, which is a specious present, the past is all we know. And as the past is forever slipping back, it reminds us that we too shall in time belong wholly to the past."²

But it is as a tool in problem solving that history is particularly useful-not just to professors and government officials, but to businesspeople, scientists, and decision makers of every kind. For example, on national television several years ago, two renowned scientists debated an emotionally charged question of immense importance: How much

¹Alex Haley, Roots (New York: Doubleday, 1976).

²Herbert J. Muller, The Uses of the Past (New York: Oxford University Press, 1957). p. 31.

should be spent for civilian defense against the ravages of nuclear war? Harrison Brown of the California Institute of Technology took the position that any large-scale construction of fallout shelters would be worthless and that the hope of mankind depended on agreement between the United States and the Soviet Union on questions of disarmament. Dr. Herman Kahn of the Hudson Institute in New York City took the opposite view—that shelters would be effective against fallout and, to some extent, nuclear blast and fire. After the opening minutes of the program, it became clear that the discussion would not revolve around scientific opinion. Both Brown and Kahn had been intimately connected with developments in nuclear energy and did not differ on questions of scientific theory. Indeed, for almost an hour, the discussion was based solely on historical facts and past experience. In previous wars, they asked, how did the strategies of belligerents affect civilian populations? What was the psychological reaction of both troops and civilians to the cruel and unnecessary destruction of cities and towns? Specifically, how had Confederate soldiers reacted to Sherman's march through Georgia? What were the reactions of Londoners to the blitzkrieg and of the defenders of Stalingrad to German brutality? How, in general, have civilian populations behaved under the stresses of war? Is there historical evidence of degrees of civilian fear? Would nuclear blast result in panic or in sullen, resolute resistance?

So the discussion continued for nearly an hour. As soon as the two scientists left their laboratories and began to discuss public policy, they had to resort to experience. Moreover, each scientist could assume that the other was familiar with certain recorded and more or less formal accounts of experience—in short, with history. As is often the case in literate, intelligent conversation, the search for truth ended in an appeal to history.

History, then, does more than sharpen the wits; it is a vast body of information essential to a wide spectrum of public-policy decisions. This is especially true of economic history because of its quantitative features and its theoretical basis to the organization of historical facts. In combination, these enhance our ability to test (refute or support) particular propositions on policy recommendations. Consider, for instance, the recommendation for mandatory wage and price controls as a means to combat recent inflation. Figure 1-1 traces a decade of inflation and reveals our experience with wage and price controls during the Nixon years.

As shown in Figure 1-1, Nixon's controls were imposed in August 1971, when the inflation rate was 4.5 percent. The precontrol rate of inflation was 6 percent in early 1970 and was actually falling at the time controls were imposed. The rate of inflation continued to drift down and remained around 3 percent throughout 1972, started to rise in 1973, and by the time the controls were completely lifted in early 1974 the rate was 10 percent and rising.

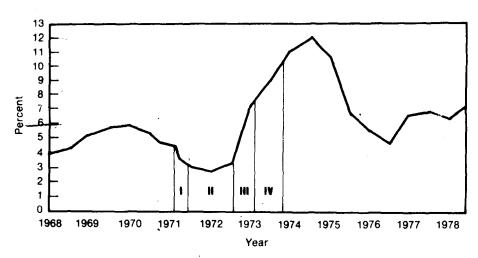


FIGURE 1-1
Inflation During Nixon's Price Controls.
Source: U.S. Department of Commerce Statistical Abstract, 1978, p. 483.

Rather than curb inflation, price controls actually contributed to the problem. For example, to circumvent the Nixon controls, the lumber industry regularly exported lumber from the United States to Canada, then reimported it for sale at higher, more profitable prices. Although poultry feed was not subject to controls, chickens were, and as feed became more expensive, it ultimately became unprofitable and uneconomic to feed chickens. As a result, millions of baby chickens were slaughtered instead of taken to market, and shortages of chicken became pervasive. As it became more profitable to sell fertilizers and chemical pesticides abroad rather than at home, agricultural production suffered for want of these essential inputs. These and many other similar disruptions to production made the growth rate of goods and services less and therefore the inflationary situation worse than it would have been without controls.

Although ultimately futile, controls worked somewhat more effectively during World War II, at least temporarily, because of patriotic appeal. When pressures on prices began to mount, Congress passed the Price Control Act of 1942 and established the Office of Price Administration. Further controls and efforts at surveillance were realized through the Office of Economic Stabilization, and at the peak of the surveillance and control effort these offices were supported with almost 400,000 volunteer "price-watchers" scattered around the country. Although prices were temporarily contained, rising only 14 percent between November 1941 and August 1945, the main influence of controls was to change the timing of inflation. Once controls were lifted in 1945, prices soared by almost 50 percent in three years.

4

Another fascinating wartime attempt, this time with partial controls, came during the American Revolution, a period noted for its hyperinflation. The well-intentioned legislature of Pennsylvania decided to impose price controls on various items needed by the army. The idea was to reduce the expense of supplying Washington's Army, then quartered in Pennsylvania. As prices on uncontrolled goods rose to record heights, farmers and suppliers withheld their goods viewing the controlled prices as arbitrarily and unfairly low. Thanks in part to the misdirected law, Washington's Army nearly starved to death at Valley Forge, thereby pressing the Continental Congress to adopt the following resolution on June 4, 1778:

Where as ... it hath been found by experience that limitations upon the prices of commodities are not only ineffectual for the purposes proposed, but likewise productive of very evil consequences to the great detriment of the public service and grievous oppression of individuals ... resolved, that it be recommended to the several states to repeal or suspend all laws or resolutions within the said states respectively limiting, regulating or restraining the Price of any Article, Manufacture or Commodity.³

In all three instances, the effects of controls are revealed, and perhaps more importantly, these lessons of history show that the laws of people, no matter how well intentioned, cannot counter or nullify the laws of economics.

Besides the importance of historical study for its vital role in deliberating private and public policy recommendations, knowledge of history has other merits. For one thing, history can be fun—especially as we get older and try to recapture parts of our lives in nostalgic reminiscence. For another, good history, especially in an appealing literary form, both entertains as well as enriches our self-consciousness. A sense of history is really a sense of participation in high drama—a sense of having a part in the great flow of events that link us with those of earlier times and with those yet to be born.

THE MERGING OF ECONOMICS AND HISTORY

In this book, we will be concerned with a specialized historical narrative—"a longitudinal cut through the whole fabric of history," to use Edwin Gay's expression. It is often convenient to trace historical devel-

³ Journal of the Continental Congress (New York, 1908), vol. 21, p. 569.

⁴Edwin F. Gay, "The Tasks of Economic History," Journal of Economic History, I (December 1941), p. 15.

opments within a certain field of learning, such as music, science, or law. But as we have already emphasized and will continue to show, an understanding of the economic history of the United States is more than just a convenience; it is a prerequisite to solving many of the policy problems that presently demand solution. For a moment, however, let's leave the justification of our study to look more closely at the two disciplines of history and economics and to consider how they merge.

Like any organized body of knowledge, both economics and history abstract from reality. Without such aid, the human mind cannot comprehend the complexity of our economic system. We cannot simply look at the interrelationships among economic variables and make sense out of them. It is equally apparent that history must be selective—that any attempt to record the whole of the past would be an exercise in futility. Consider, then, how economists and historians make their respective subjects manageable.

Economics

The wealth of a country consists of its resources—its people (especially their knowledge and skills), its natural endowments, and its stock of produced goods. The management of these resources is a perplexing and difficult problem, because resources are scarce in relation to unlimited human wants. Put a little differently, there is a discrepancy between the amount of goods and services that the people in any society would like to have and the amount that they can have. Just as the members of a family must choose among alternatives when spending income, so the people in a society must make choices about the use of resources.

We know from observation that the American economy operates without much apparent guidance to determine what will be produced from its resources and how output will be distributed. For example, anyone who works with young people observes their endless wrestling with the problem of choosing a career—that is, the problem of what kind of resource they want to become. Their choices, to be sure, are not determined entirely by prospects of monetary gain; a gifted college senior may aspire to be a minister rather than a business executive. Nevertheless, choices of this kind are strongly influenced by market forces and by ultimate financial reward.

Similarly, we are all familiar with the problem of deciding how to spend our personal incomes. What amount should we allocate to food and to clothing? Should we spend more on a house or on entertainment and recreation? How much should we spend on present satisfaction and how much should we set aside for an uncertain future? Each family or individual who manages personal income must continuously make choices of this kind. Whether we like it or not, the act we perform almost continuously is that of economizing.