The Political Agenda of Big and Small Business for the 1980s: A Content Analysis of Selected Publications

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THE POLITICAL AGENDA OF BIG AND SMALL BUSINESS FOR THE
1980s: A CONTENT ANALYSIS OF SELECTED PUBLICATIONS

by

Carol Spielman

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VITA

The author, Carol Spielman, was born in Brooklyn, New York.

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<table>
<thead>
<tr>
<th>Table of Contents</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>ii</td>
</tr>
<tr>
<td>VITA</td>
<td>iii</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>vi</td>
</tr>
<tr>
<td>CONTENTS OF APPENDIX</td>
<td>vii</td>
</tr>
<tr>
<td>Chapter</td>
<td></td>
</tr>
<tr>
<td>I. INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>II. A CONTENT ANALYSIS</td>
<td>27</td>
</tr>
<tr>
<td>III. GENERAL ECONOMY, FISCAL POLICY, MONETARY POLICY, AND FEDERAL GOVERNMENT ADMINISTRATION</td>
<td>42</td>
</tr>
<tr>
<td>General Economy</td>
<td>42</td>
</tr>
<tr>
<td>Fiscal Policy</td>
<td>58</td>
</tr>
<tr>
<td>Monetary Policy</td>
<td>65</td>
</tr>
<tr>
<td>Federal Government Administration</td>
<td>67</td>
</tr>
<tr>
<td>IV. GOVERNMENT REGULATIONS, ENERGY AND NATURAL RESOURCES, INDUSTRIAL RELATIONS, AND INTERNATIONAL TRADE AND FINANCE</td>
<td>70</td>
</tr>
<tr>
<td>Government Regulations</td>
<td>70</td>
</tr>
<tr>
<td>Energy and Natural Resources</td>
<td>84</td>
</tr>
<tr>
<td>Industrial Relations</td>
<td>87</td>
</tr>
<tr>
<td>International Trade and Finance</td>
<td>91</td>
</tr>
<tr>
<td>V. CORPORATE GOVERNANCE, SMALL BUSINESS, POLITICAL PROCESS, AND BUSINESS ENVIRONMENT</td>
<td>98</td>
</tr>
<tr>
<td>Corporate Governance</td>
<td>98</td>
</tr>
<tr>
<td>Small Business</td>
<td>104</td>
</tr>
<tr>
<td>Political Process</td>
<td>109</td>
</tr>
<tr>
<td>Business Environment</td>
<td>119</td>
</tr>
</tbody>
</table>

iv
VI. SUMMARY AND CONCLUSIONS .............................................. 132
SELECTED BIBLIOGRAPHY ...................................................... 145
APPENDIX ............................................................................ 148
# LIST OF TABLES

<table>
<thead>
<tr>
<th>Table</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Major Topics in Big Business Publications,</td>
<td>28</td>
</tr>
<tr>
<td>Coded by Tone</td>
<td></td>
</tr>
<tr>
<td>2. Major Topics in Small Business Publications,</td>
<td>29</td>
</tr>
<tr>
<td>Coded by Tone</td>
<td></td>
</tr>
<tr>
<td>3. Summary of Major Topics in Big Business</td>
<td>30</td>
</tr>
<tr>
<td>Publications and Small Business Publications</td>
<td></td>
</tr>
<tr>
<td>4. Description of Articles, Coded by Object,</td>
<td>31</td>
</tr>
<tr>
<td>Type of Material, and Content</td>
<td></td>
</tr>
</tbody>
</table>
CONTENTS OF APPENDIX

1. Business Environment Sub-Topics ............. 149
2. Corporate Governance Sub-Topics ............. 150
3. Energy and Natural Resources Sub-Topics .... 151
4. Federal Government Administration Sub-Topics . 152
5. Fiscal Policy Sub-Topics .................... 153
6. General Economy Sub-Topics ................ 155
7. Government Regulations Sub-Topics .......... 157
8. Industrial Relations Sub-Topics ............. 160
9. International Trade and Finance Sub-Topics .. 161
10. Monetary Policy Sub-Topics ................ 162
11. Political Process Sub-Topics ................ 163
12. Small Business Sub-Topics ................ 164
CHAPTER I

INTRODUCTION

The American business community, far from being a monolith, is comprised of global enterprises as well as small entrepreneurs with home-based operations. The economic giants have evoked studies and investigations, attacks and defenses since the early days of the Goulds and Harrimans, while reports, testimony, and statistics have been marshalled as evidence of small business economic inferiority. One need not be a spokesman for either side to agree that there are immense differences between big business and small business. The relevant facts illustrate this very well.

A count of the business population indicates that about 99 percent of all businesses in the United States are small. Using the definition of a small business as one employing 500 or fewer employees, approximately 15 million businesses currently fall into this category. In 1978, according to a recent Brookings Institution analysis, there were only 13,000 companies with 500 or more employees.1

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Within the small business class, there is wide diversity: many firms have no employees and over two million firms have between one and twenty employees.\(^2\)

One important fact about the large number of small firms and the small number of large firms is their respective contribution to the nation's goods and services. The large business sector is responsible for more than half of the production of goods and services in the United States economy. Of the 14.7 million businesses that filed tax returns in 1977,\(^3\) there were about 10,000 that operated on a national basis with over 415,000 subordinate establishments. These businesses produced more than 62 percent of the country's total output of goods and services, and they employed 53 percent of the non-government workforce.\(^4\)

In addition to these GNP measures, the respective roles of big and small business in the general economy is shown by their share of sales and employment in certain industries. Agriculture, forestry, and fishing; construction; wholesale trade; retail trade; and services are five traditional small business sectors. Data for the year 1978 show

\(^2\)Ibid., p. 3.

\(^3\)This is the latest period for which detailed data are available. Economic census are taken every five years, in years ending with 2 and 7. Data from the 1982 census is not available at the time this is being written.

that these industries were dominated by firms with less than 500 employees; that is, they were responsible for more than one-half of the sales and more than one-half of the employment. The small business contribution to employment and sales in other industries drops to 20 - 30 percent of employment, and 10 - 25 percent of sales.\(^5\)

The stark contrast between big and small business is indicated also by the performance of individual firms in sales and employment. The top performer of the Fortune 500 in sales was Exxon, with $79.1 billion. Though it ranked ninth in employees, Exxon still employed 169,000 persons that year. General Motors, second in sales with $66.3 billion, topped all other corporations in number of employees by having 853,000 in 1979. At the bottom of the Fortune 500 list, Magic Chef achieved sales of $409.6 million and employed more than 8,000 persons.\(^6\)

But compare Magic Chef with Tandem Computers, the top ranked corporation in "The Inc. 100." This listing of "the 100 fastest growing publicly held smaller corporations in the United States"\(^7\) is based on criteria somewhat different than that used for the Fortune 500, but it is similar

\(^5\)Ibid., p. 53.


\(^7\)"The Inc. 100," *Inc.*, May 1980, p. 49.
because its selection is based on good performance by smaller corporations. Tandem Computers reached $55.9 million in sales and employed 848 persons in 1979. As impressive as this seems, Magic Chef--ranked lowest among the Fortune 500--was still much larger than Tandem Computers.

Most small businesses are not incorporated; small businesses are mainly sole proprietorships, though partnerships and corporations do have significant numbers of small firms. Of the 14.7 million businesses that filed tax returns in 1977, 11.3 million were sole proprietorships, 1.3 million were partnerships, and 2.2 million were corporations. The Internal Revenue Service classifies the receipts of these enterprises in seven class sizes. The smallest is under $25,000; the highest is $1 million or more. Sole proprietor receipts were heavily concentrated in the under $25,000 category; 72.7 percent of sole proprietors fell into the smallest size class based on dollar receipts.

The survival of a firm is related to its size. Survival probabilities rise markedly after a firm passes the 20

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8Ibid., p. 50.


10Ibid., p. 534.
employee mark. Moreover, firms with over 500 employees do not fail if they enter an economic downturn; they simply reduce operations and perhaps cease functioning at a later date. Small firms operate at marginal levels and have no "cushion" to fall back on in periods of distress.

Therefore, in terms of contribution to the country's output of goods and services, the percentage of the United States' labor force they employ, their long term stability, and their assets, a relatively small number of large corporations are dominant as compared with the large number of smaller companies. The business community in the United States is a dual system.

There are few studies in political science about the role of this "dual" business community in the policy process. This neglects an aspect which deserves an analysis in detail. It is especially important to the elitist-pluralist debate concerning the influence of business on government policy. Elitists and pluralists both assume, however, that business influences federal policies.

In the elitist model, influence and power is exercised through the corporate institutions of modern society. C. Wright Mills, however, does not hold the view that eco-


12 Ibid., p. 83.
nomics elites unilaterally make all decisions of national consequence. He contends that the higher agents in the economic, political and military domains through intricate coalitions formulate and implement the most important decisions.13 These higher circles, which Mills calls the "power elite" have a noticeable degree of autonomy.14 In the economic domain are found the owners and executives of the major corporations. These "corporate rich" command power within and through the corporations.15 They form an interlocking directorate with other elites in the political order and in the military establishment. Because their interests coincide, the hierarchies of economic and political power tend to create explicit as well as tacit alliances.16 And the corporate domain and the military establishment have an alliance so strong that "there is no effective countervailing power against the coalition of the big businessmen ... and the ascendant military men ...."17

Though Mills has rejected the phrase "ruling class" because it contains the assumption that an economic class

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14Ibid.
15Ibid., p. 9.
16Ibid., p. 267.
17Ibid.
rules politically, economic determinism and the "corporate rich" are still first among equals in the power elite. Important business "pressure groups", for example, become the instruments of dominant cliques "to reveal to small-business members that their interests are identical with those of big business, and then to focus the power of business-as-a-whole into a political pressure."\(^{19}\)

Another example of the elitist position is *Who Rules America?*, a study of wealth, status, and political power. The author, G. William Domhoff, is explicit that his focus is on very large corporations, banks, and insurance companies. He is aware that smaller companies with sizeable assets that are owned and controlled by the American upper class, but it is the biggest corporations that control the economy, that shape the American polity, and that control the federal government. After studying the sociological composition of the branches and departments of the federal government, Domhoff concludes that the corporate rich is the key element in the federal government.\(^{20}\) The American business aristocracy controls the Executive branch, Domhoff

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\(^{18}\)Ibid., p277.

\(^{19}\)Ibid., p. 247.

says, as well as the Republican Party, the Democratic Party, the Regulatory Agencies, and the socioeconomic and intellectual character of the federal judiciary. The Legislative branch is not controlled by the elites, but they do have influence with it. Domhoff argues that the income wealth and institutional leadership of the American business aristocracy earn it the designation "governing class".

Domhoff anticipates objections to his governing-class model, asking: If they are a governing class, then why do business men complain about the government? There are several reasons for business hostility to government, Domhoff counters. One reason is that most businessmen are not part of the group that controls the government. "The federal government is controlled by the corporate rich, and only a small percentage of American businesses are even incorporated, let alone large enough to sustain owners as members of the upper class." One must be specific about which businessmen are doing the complaining: small busi-

21 Ibid., p. 85.
22 Ibid., p. 86.
23 Ibid., p. 107.
24 Ibid., p. 109.
25 Ibid., p. 112.
26 Ibid., p. 154.
businessmen have good reason to complain. Domhoff's approach is elitist, but he argues that small businessmen are not among the governing elites.

In the pluralist model, the deterministic link between economics and politics is broken. The pluralist argument rejects the idea that there is a unified power structure and that economic resources are the paramount sources of power. In pluralism the independent resources of government give it the decisive balance of power within society. The government is something like a broker mediating among competing interests. Every significant organized interest is able to gain access and to affect the course of government action. There is no single pattern in the substance of public policy, because each policy area involves distinctive problems and different sets of public officials and interest groups. 27

The pluralist approach assumes that all organized interest groups have some kind of impact on politics. E. E. Schattschneider agrees with the basic proposition, but he cautions that the group theory of politics is overstated. The data raise questions about special interest groups being a universal form of political organization that reflect all

It is a myth that organized interest groups, or the pressure system, is representative of the whole community. Schattschneider says that the system is skewed and unbalanced in favor of a minority. By the time a group organized, it may be assumed to have developed a political bias because "organization is itself a mobilization of bias in preparation for action." And Schattschneider insists that the business community is clearly the most highly organized segment of society. Of all organized groups, business organizations dominate according to their numerical representation on lists such as the National Associations of the United States and in The Lobby Index. The business or upper-class bias of the pressure system is indicated in other ways. "There is overwhelming evidence that participation in voluntary organizations is related to upper social and economic status; the rate of participation is much higher in the upper strata than it is elsewhere." Hence the class bias of associational activity is what limits the scope of the pressure system and gives it a business char-

29 Ibid., p. 35.
30 Ibid., p. 30.
31 Ibid., p. 32.
32 Ibid.
In the pluralist model, however, the interests that have an impact on policy outcomes are not homogeneous for all purposes. Robert Dahl notes that each of them "is highly influential over some scopes but weak over many others;" and "the power to reject undesired alternatives is more common than the power to dominate over outcomes directly." This point - that homogeneity is not constant within an interest - brings us to the rationale for this study. The objective is to determine whether the elitist or pluralist argument more accurately describes the political agenda of the business community. Even though we have a dual economy, are there two different constituencies in the business interest, as the pluralists would argue, or does American business speak with one voice, as the elitists contend?

This research analyzes the political agenda of the big and small business community in the United States for the 1980s. It contrasts the ideological themes and economic assumptions found in business publications during the 1980 with the business ideology and economic assumptions previously studied in the scholarly literature.

The Existing Literature

The literature on business ideology is not extensive when compared with other types of business literature, such as business administration or management. The limited research in this area focuses either on corporate business ideology or on small businessmen. Four studies are relevant to this research question.

The American Business Creed is the classic study. It was the first major attempt to define a business ideology. The authors, sociologist Francis Sutton and economists Seymour Harris, Carl Kaysen, and James Tobin, outlined an ideology of big business. They surveyed published materials of the late 40s and early 50s: reviewing public statements of business leaders, business advertisements, and literature published by business associations.

Sutton et al found the business "creed" has characteristics that are common to all ideologies. Ideologies are selective in subject matter and in the use of empirical evidence. They are oversimplistic even when the subject matter is complicated. They are expressed in language that arouses emotional approval or disapproval, and the public expression of policies advocated or practiced must be publicly acceptable. These features of the business ideology are meant to influence the attitudes and actions of other

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businessmen and the rest of the community.

These scholars distinguished two strands of thought about American capitalism. The "classical" version centers around the model of a decentralized, private, competing economic system in which the forces of supply and demand operate through the price system to regulate the economy. The system "has been homogeneous in time and space." The system we live under today is the same system established by the Founding Fathers; "it embraces the whole economy and the whole society, multi-billion dollar utility enterprise and corner grocery store." The "managerial" version of the creed places more emphasis on the role of managers in large corporations who consciously direct economic forces for the common good. The managerialists see a fundamental transformation in the American economy over the last fifty years, one which poses a radical departure with the past. In fact, it is so basic that the whole system is moving towards large, professionally-managed, socially-oriented corporations.

The managerialists that Sutton and colleagues found over a quarter of a century ago are the focus of a contem-

35 Ibid., p. 35.
36 Ibid.
37 Ibid., pp. 35-36.
porary work by Leonard Silk and David Vogel. Ethics and Profits: The Crises of Confidence in American Business was written at the invitation of the prestigious Conference Board. Silk and Vogel were invited to be observers at a series of Conference Board meetings of top corporate executives, and they were asked to write a book about the discussions. They analyzed the deliberations by 360 participants in the eight three-day meetings which were held in 1974 and 1975 to explore current and future social and political roles of business. The candid discussions at the Conference meetings showed the executives' distrust of government and the political process, how business views its critics, and the importance of corporate autonomy and political freedom.

Silk found an emerging third strain in the business ideology. The "doctrine of political consent" (or "the consent creed") seeks to apply to the corporation the theory of John Locke that the legitimacy of government to rule depends upon the consent of the governed. The "just powers" of the corporation would be founded on democratic principles, just as governments derive "just powers from consent of the governed," according to the Declaration of Independence. This creed is not to be interpreted literally: business executives do not really want to hand over direct control of the corporation to the electorate. They do want
to assert their willingness to be responsive to public desires and rules, to be "accountable."  

Two other studies relevant to this research provide analysis of small business ideology and economic assumptions. The American Small Businessman analyzes the roots and qualities of the political behavior of small businessmen. John Bunzel undertook his investigation because in the previous decade of the 50s corporate organizations and top managerial groups attracted much attention, while small entrepreneurs were largely ignored. Noting that small businessmen continued to account for substantial activity in the United States, they were a potent political force worth studying. Bunzel focused on the small businessman using literature and government documents. His thesis was that the ideas, attitudes, and values of the small businessman's ideology have little relationship to the advanced industrial society. The ideology of the small businessman is more in the tradition of the "agrarian spirit." Bunzel argues that the small businessman is a contemporary advocate of the agrarian spirit. The values and aspirations of small busi-


nessmen are those of a rural, smaller, and more homogeneous society. Self-sufficient individualism does not look kindly on big labor, big government, and big business. They are an "unholy alliance" with the most pernicious and corrupting tendencies in industrial society today.40

The 1978 dissertation by Ralph William Murphy, entitled "Small Business Ideology: An In-depth Study," is based on detailed interviews with a panel of ten successful entrepreneurs. In his study Murphy explores the values, experiences, and attitudes of small business proprietors, and he finds "the values of individualism, self-interest, profit maximization, private property rights, an inherent belief in the market process, rationalism, and limited government are important values in small business ideology."41 The problem is that, although small business symbolically represents competitive capitalist values and institutions, the entrepreneurs perceive an increasingly hostile social environment which eliminates opportunities for small business. These entrepreneurs experience the impacts of corporate economy on their own enterprises as well as a social trend restricting small business opportunities. Though they

40 Ibid., p. 120.

do not say that corporate actions lack legitimacy, they question it at least implicitly. The values, goals, and purposes of the small businessman are diverse compared to the corporate "single-minded pursuit of profit" and "a greater extent of the market." 42 "In many ways, their business enterprises are reactions and statements against the mainstream of the business world."43

This desire to escape the mainstream of contemporary society raises "questions about whether small business is correctly understood as part of the mainstream of contemporary business." 44 Another related question concerns the effectiveness of the "escape." Murphy says that establishing a small business enterprise doesn't insulate an entrepreneur from neo-capitalist society, "it merely changes the context and terms of the interaction." 45 Nevertheless, Murphy concludes that small businessmen accept their fate. They still believe that an individual is responsible for his own success or failure, regardless of the impact of the

42 Ibid., p. 276.
43 Ibid., p. 277.
44 Ibid., p. 254.
The independent individualism of competitive capitalism seems to remain in tact.

Unlike the Sutton, Silk, and Bunzel studies which examine many sources or whose analyses were based on a large number of subjects, Murphy's panel consisted of only ten members. The interviewing technique Murphy used allowed him to probe subtle dimensions and gain valuable insights about small business ideology, but his findings are limited, given his reliance on a small panel of only ten members.

This study is an analysis of the political agenda of the big and small business community in the United States for the 1980s. It addresses these research questions:

(a) to what extent and on which issues do big and small business agree,

(b) on what issues are big and small business in disagreement, and to what extent do their positions have incompatible objectives, and

(c) what are the contemporary ideological themes and economic assumptions of big and small business.

Methodology

The study consists of two approaches. The first part of the research delineates the concrete issues which

46 Ibid., p. 283.
were of concern to big and small business during 1980. This approach involves a content analysis applied to selected publications for that year. The analysis is based on a representative sample of publications which articulate the issue positions of corporate business in America and others which represent the interests of small business organizations. The second part of this research contrasts the ideological themes and economic assumptions that surfaced in 1980 business publications with the business ideology and the economic assumptions found in the studies which are cited above.

The year 1980 was chosen for analysis because it was an election year; it was assumed that issues debated in publications which represent a business constituency would be directed to presidential candidates as well as the readership of the magazines. Moreover, an event in January intensified and sharpened the discussions of the issues concerning small business. A rare White House Conference on Small Business was held from January 14th – 17th, 1980.

Fortune, Enterprise, and the Roundtable Report are the publications selected as representative of the corporate view. Fortune is a bi-weekly industrial general business
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magazine with a circulation of 640,000; the 12,000 member National Association of Manufacturers (NAM) publishes the monthly Enterprise; and the Roundtable Report is a monthly newsletter published by the lobbying arm of some of the largest business enterprises in the United States: the 194 member Business Roundtable.

Inc. (circulation 400,000); Nation's Business (circulation 1,265,000), which is published by the U. S. Chamber of Commerce; and the Voice of Small Business, the newsletter published by the National Small Business Association for its 50,000 members, are the three monthly publications selected as representative of the issue positions of smaller businesses. While it is difficult to find identical types of publications to represent the corporate and the small business points of view, these publications are similar in important ways.

There are biases in the general circulation magazines; Fortune clearly speaks to corporate constituency and Inc. addresses a small business constituency. Both newsletters, the Roundtable Report and the Voice of Small Business, unmistakably represent a corporate business


48 Ibid., p. 222.
association versus an association of small business enterprises. *Enterprise* and *Nation's Business*, however, are less obvious in their content. One feature that appears regularly in *Enterprise* in NAM's Small/Medium Business Section. The fact that small business material is found in *Enterprise* can affect the content tabulation. However, the explanation for having small business content in *Enterprise* is related to the ideology of NAM.

The American Business Creed authors noted that the NAM treatise they studied was the "most coherent exposition of the classical view." The classical version of business ideology views the American capitalist system as unchanging and as embracing the whole economy, giant businesses and very small enterprises. It follows, therefore, that as the foremost exponent of this view, the mission of NAM would be to represent the interests of all size manufacturing companies.

At present, NAM's actual membership is only 22.4 percent large corporations, based on the over-500 employee criteria. But these companies contribute the lion's share of financial support to the association, because dues are based on net worth of the companies. Corporations make another major contribution: their specialists collaborate

49 Sutton, p. 34.
with the executives at NAM. Despite its mission, the disproportionate contribution of corporations to the NAM leads to NAM's practice of dealing primarily with the subjects that concern the largest companies. Issues of interest to smaller companies have secondary importance; they appear in a special section of Enterprise. The articles in the Small/Medium department are treated the same as all other Enterprise material in the content analysis. About 11.5 percent of the articles or news items that have been tabulated is from this source. To that extent, the magazine does not address a corporate business constituency. But distributed among the twelve issue areas identified, the effect on the analysis is not significant. Enterprise was selected as a publication to represent the corporate point of view and indeed it does.

Nation's Business is the second magazine which is not entirely targeted to a single constituency. Given the membership of the U. S. Chamber of Commerce, the Nation's Business constituency is small business. Ninety-one percent of its 230,000 members are firms with fewer than 100 employees. The overwhelming small business membership of

50 Source of these facts about NAM is Ray Dixon, Manager of Membership Services, National Association of Manufacturers, Washington D. C., in a telephone interview, 31 August 1982.

51 Tom Richman, "Can the U. S. Chamber Learn to Think Small?" Inc., February, 1982, p. 81.
the U. S. Chamber is not represented exclusively, however, because the largest corporations in the Chamber pay the bulk of the dues. As with the NAM, the ideology of the Chamber reflects the tradition of the classical version of the American capitalist system, as described by Sutton et al. The president of the U. S. Chamber of Commerce, Richard L. Lesher, says that the "differences between large and small businesses are mostly imaginary." Nation's Business was selected as a publication that addresses the issues of interest to a small business constituency. It does reflect the support which the Chamber gives to small business issues, both in its articles and in various news items that appear in a regular Small Business feature. However, to the extent that Nation's Business articulates the issue positions of corporate business, the accuracy of the tabulation is weakened.

Except for Fortune, the magazines used in this study are monthly publications. Fortune is published bi-weekly. The Roundtable Report and The Voice of Small Business were each published ten times in 1980. The former eliminated February and October issues, and the latter combined January/February and November/December issues. All 1980

52 Ibid.
issues of the monthly magazines and the ten issues of each of the newsletters were systematically reviewed. Starting with the January 14th issue of Fortune, every other issue of the magazine was systematically reviewed.

**Content Analysis**

Each magazine and newsletter has its particular format. The first task in applying content analysis to these publications is to be systematic and consistent in capturing the data. What is important is material with political content.

Except for the few articles on association matters, the entire content of the newsletters was tabulated for analysis. In evaluating the magazines, all "letters to the editor" were excluded. All regular department, feature articles, news updates, editorials, and book reviews were either included or excluded based upon whether they were judged to have political content. Profiles of organization leaders is a common practice in these kinds of publications. Presidents of organizations, or other leaders who were making statements on political issues were included; personal vita type profiles were excluded.

The content analysis applied to these publications defines the parameters of the issues under discussion and delineates the relative importance of each policy area to the agenda of business. Toward that objective, each ar-
article, or other material was classified by topic and was coded on five dimensions.

Size, or index of space, was the first dimension. This was a straightforward square inch measurement of the article.

Second, the material was differentiated by type. The five types are: editorial; article; news item; a miscellany type which included congressional or agency testimony or statements, speeches, letters or messages, interviews, profiles, book excerpts, and reports; and, finally, a survey or survey response type of material.

The tone of the article was coded in four categories: negative and critical; positive and favorable; mixed or neutral; or motivational or arousing. This last category was applicable to action alert type articles.

The content of the article was judged according to whether it was mostly factual, mostly opinion, or if the content was mixed fact and opinion.

The article was also coded according to whom it was addressed. This dimension was the least informative since there were only few occasions when an article was directed toward political leadership. Typically, the material was directed either to the public or a membership, depending on the publication. The code for this category was membership, public, and political leadership.
Each article, news item, or other type of material was classified in one of twelve major categories, as well as in a more specialized subdivision. The major topics are: Business Environment; Corporate Governance; Energy and Natural Resources; Federal Government Administration; Fiscal Policy; General Economy; Government Regulation; Industrial Relations; International Trade and Finance; Monetary Policy; Political Process; and Small Business. The listings of the sub-topics under each major category are found in the Appendix.53

Using the index of space (square inches), the content of the big business and small business publications are totalled according to issue areas and the tone in which they were discussed. The content of the publications is also summarized based on the type of material and whether the material is factual or opinion. Thus, the content of the magazines is organized for further analysis of the political agenda of big and small business.

53 There are technical difficulties in classifying and quantifying the material when more than one issue is discussed in an article. In those cases, we followed one procedure consistently. The article was classified by its main theme, if there was one, or it was classified under the first topic that was discussed. Since the measurement of the whole article was given to only one issue, the index of space of some topics is overstated and the index of space of other issues is understated. The sub-topics on the lists in the Appendix, however, include all the issues that surfaced, and they are considered in the analysis of the material in the following chapters.
CHAPTER II

A CONTENT ANALYSIS OF SIX PUBLICATIONS

The quantity of material that is examined in *Fortune*, *Enterprise*, and *Roundtable Report* totals 17,692 square inches. The *Inc.*, *Nation's Business*, and *Voice of Small Business* material totals 15,844 square inches. Individual magazine and newsletter totals are given at the bottom of Table 1 and Table 2 as well as the number of articles coded. Table 3 summarizes the major topics in big business and small business publications in square inches and percentages.

The material analyzed is described in Table 4. The "Object" indicates that political elites are not the audience to whom these magazines direct their articles. *Enterprise* and the newsletter material are directed to their association members. The audience for *Fortune*, *Inc.* and *Nation's Business* is the general public.

The "Type of Material" category shows a small amount of editorial material in both the big business and small business publications. In the big business publications, general articles are the main source of material. The second largest source is miscellany; speeches, letters or messages, congressional testimony or statements, interviews,
## TABLE 1
MAJOR TOPICS IN BIG BUSINESS
PUBLICATIONS, CODED BY TONE
(In Square Inches)

<table>
<thead>
<tr>
<th>Topics</th>
<th>Fortune</th>
<th>Enterprise</th>
<th>Roundtable - Report</th>
<th>Percent of total Square Inches</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Business Environment</td>
<td>127</td>
<td>205</td>
<td>237</td>
<td>1543</td>
</tr>
<tr>
<td>2. Corporate Governance</td>
<td>253</td>
<td>371</td>
<td>69</td>
<td>795</td>
</tr>
<tr>
<td>3. Energy and Natural Resources</td>
<td>20</td>
<td>29</td>
<td>210</td>
<td>1456</td>
</tr>
<tr>
<td>4. Federal Government Administration</td>
<td>133</td>
<td>157</td>
<td>45</td>
<td>412</td>
</tr>
<tr>
<td>5. Fiscal Policy</td>
<td>63</td>
<td>52</td>
<td>288</td>
<td>1530</td>
</tr>
<tr>
<td>6. General Economy</td>
<td>56</td>
<td>311</td>
<td>1557</td>
<td>4658</td>
</tr>
<tr>
<td>7. Government Regulation</td>
<td>674</td>
<td>25</td>
<td>524</td>
<td>2794</td>
</tr>
<tr>
<td>8. Industrial Relations</td>
<td>140</td>
<td>18</td>
<td>228</td>
<td>1117</td>
</tr>
<tr>
<td>9. International Trade &amp; Finance</td>
<td>177</td>
<td>272</td>
<td>128</td>
<td>1297</td>
</tr>
<tr>
<td>10. Monetary Policy</td>
<td>323</td>
<td>132</td>
<td>586</td>
<td>1778</td>
</tr>
<tr>
<td>11. Political Process</td>
<td>75</td>
<td>81</td>
<td>39</td>
<td>195</td>
</tr>
<tr>
<td>12. Small Business</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL - Square Inches</td>
<td>1713</td>
<td>1026</td>
<td>3801</td>
<td>17,692</td>
</tr>
<tr>
<td>% of Total Square Inches</td>
<td>25.9</td>
<td>15.5</td>
<td>57.4</td>
<td>17,692</td>
</tr>
</tbody>
</table>

N = 66 articles coded
6622 square inches

N = 150 articles coded
8928 square inches

N = 47 articles coded
2142 square inches

### CODE
1. Negative, critical
2. Positive, favorable
3. Mixed or neutral
4. Motivational or arousing
<table>
<thead>
<tr>
<th>Topics</th>
<th>Inc.</th>
<th>Nation's Business</th>
<th>Voice of Small Business</th>
<th>Percent of total Square Inches</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Business Environment</td>
<td>271 47 99 30</td>
<td>16 254 507 57</td>
<td>Total 1281</td>
<td>8.1</td>
</tr>
<tr>
<td>2. Corporate Governance</td>
<td>9 297 119</td>
<td></td>
<td>425</td>
<td>2.7</td>
</tr>
<tr>
<td>3. Energy and Natural Resources</td>
<td>30 8 44 1066</td>
<td>14</td>
<td>1162</td>
<td>7.3</td>
</tr>
<tr>
<td>4. Federal Government</td>
<td>69 117 159</td>
<td>24 106 156</td>
<td>672</td>
<td>4.3</td>
</tr>
<tr>
<td>Administration</td>
<td></td>
<td></td>
<td>41</td>
<td></td>
</tr>
<tr>
<td>5. Fiscal Policy</td>
<td>59 21 305 348</td>
<td>388 74 105 20</td>
<td>1320</td>
<td>8.3</td>
</tr>
<tr>
<td>6. General Economy</td>
<td>272 35 293</td>
<td>899 133 723 10</td>
<td>2713</td>
<td>17.1</td>
</tr>
<tr>
<td>8. Industrial Relations</td>
<td>5 231 109 78</td>
<td>33 14 6 476</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>9. International Trade &amp; Finance</td>
<td>92 19 57 112 173 411 8</td>
<td>20 892</td>
<td>5.6</td>
<td></td>
</tr>
<tr>
<td>10. Monetary Policy</td>
<td>30 18 57</td>
<td>12 117</td>
<td>.7</td>
<td></td>
</tr>
<tr>
<td>11. Political Process</td>
<td>159 74 282</td>
<td>217 306 1014 48</td>
<td>2659</td>
<td>16.8</td>
</tr>
<tr>
<td>12. Small Business</td>
<td>216 275 192 55</td>
<td>240 31 167</td>
<td>1487</td>
<td>9.4</td>
</tr>
<tr>
<td>TOTAL - Square Inches</td>
<td>1437 706 1358 142 2959 1907 5250 137</td>
<td>143 556 1138 111 15,844</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of Total Square Inches</td>
<td>39.4 19.4 37.3 3.9 28.9 18.6 51.2 1.3</td>
<td>7.3 28.5 58.5 5.7</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**CODE**
1. Negative, critical
2. Positive, favorable
3. Mixed, neutral
4. Motivational, arousing
<table>
<thead>
<tr>
<th>Topic</th>
<th>Big Business Publications</th>
<th>Small Business Publications</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Square Inches</td>
<td>%</td>
</tr>
<tr>
<td>Business Environment</td>
<td>1543</td>
<td>8.7</td>
</tr>
<tr>
<td>Corporate Governance</td>
<td>795</td>
<td>4.5</td>
</tr>
<tr>
<td>Energy and Natural Resources</td>
<td>1456</td>
<td>8.2</td>
</tr>
<tr>
<td>Federal Government Administration</td>
<td>412</td>
<td>2.3</td>
</tr>
<tr>
<td>Fiscal Policy</td>
<td>1530</td>
<td>8.7</td>
</tr>
<tr>
<td>General Economy</td>
<td>4658</td>
<td>26.3</td>
</tr>
<tr>
<td>Government Regulation</td>
<td>2794</td>
<td>15.8</td>
</tr>
<tr>
<td>Industrial Relations</td>
<td>1117</td>
<td>6.3</td>
</tr>
<tr>
<td>International Trade and Finance</td>
<td>1297</td>
<td>7.3</td>
</tr>
<tr>
<td>Monetary</td>
<td>117</td>
<td>.7</td>
</tr>
<tr>
<td>Political Process</td>
<td>1778</td>
<td>10.1</td>
</tr>
<tr>
<td>Small Businesses</td>
<td>195</td>
<td>1.1</td>
</tr>
</tbody>
</table>

17,692 100.0 | 15,844 100.0
<table>
<thead>
<tr>
<th>TABLE 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>DESCRIPTION OF ARTICLES</td>
</tr>
<tr>
<td>(In square inches and percentages.)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OBJECT to whom article is addressed.</th>
<th>Fortune</th>
<th>Enterprise</th>
<th>Roundtable Report</th>
<th>TOTAL</th>
<th>Inc.</th>
<th>Nation's Business</th>
<th>Voice of Small Business</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Membership</td>
<td>8918 (99.9)</td>
<td>2142 (100.)</td>
<td>11,060 (62.5)</td>
<td>1948 (100. )</td>
<td>1,948 (12.3)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Public</td>
<td>6508 (98.3)</td>
<td>3643 (100. )</td>
<td>10,253 (100. )</td>
<td>13,896 (87.7)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Political Leadership</td>
<td>114 (.1)</td>
<td>124 (.7)</td>
<td>17,692</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TYPE OF MATERIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Editorial</td>
</tr>
<tr>
<td>2. Article</td>
</tr>
<tr>
<td>3. News Item or Update</td>
</tr>
<tr>
<td>4. Speeches; Letters or Messages; Congressional Testimony; Interviews; Profiles; Book Excerpts; Reports</td>
</tr>
<tr>
<td>5. Survey or Survey Responses</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CONTENT OF ARTICLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Mostly Factual</td>
</tr>
<tr>
<td>2. Mixed Fact and Opinion</td>
</tr>
<tr>
<td>3. Mostly Opinion</td>
</tr>
</tbody>
</table>
profiles, book excerpts, and reports. Use of this "Type of Material" is an indication of the interaction with the social and political environment. The extent of its use by big business publications suggests that that sector is more involved in the external environment than is small business. News Items are not used as extensively in big business publications as they are in the small business publications; in the latter they exceed the miscellaneous forms of material. The "Type of Material" category, Survey and Survey Responses, is found in three publications. Enter prise and The Voice of Small Business present presidential candidate survey responses, and reader opinion polls appear regularly in Nation's Business. These reader opinion polls ask such questions as: "Should social security benefits be taxed?" and "Should the U.S. Embargo Grain to Russia?"

The "Content" of the small business publications is slightly more factual than big business publications. One reason probably is their greater use of News Items, which present basic information. The two groups of publications have similar proportions of material in Mixed Fact and Opinion and in Mostly Opinion categories.

Table 1 and Table 2 show the major topics covered in each publication. Topics are coded by the "Tone" with which they are addressed in the articles and material. The total for each topic according to tone appears at the bottom of
each vertical column; they are given in square inches and as a percent of that publication's total inches. Except for Inc., the obvious pattern is that over fifty percent of the discussion is "mixed" or "neutral" in tone. Inc. is the most negative of the publications, and The Voice of Small Business is the only publication which is not more negative than positive. The high percentage of issues in the positive tone reflects the enthusiasm and satisfaction of The Voice of Small Business at the passage of some legislation favorable to small business as well as the prospects for future legislative battles. Since negative percentages exceed positive percentages for both groups of publications, neither business constituency can be characterized as being more critical than the other. The largest percent of material coded as "motivational" in tone is found in Enterprise; forty percent of the motivational material in this magazine concerns Energy and Natural Resources.

Sub-topics in each major category in Table 1 and Table 2 are presented in the Appendix. The number of micro topics exclusive to either big business or to small business publications is greater than the number of micro topics that appear in both groups of publications. This crude measure suggests that there are more differences than similarities in areas of concern to corporate business and small business.
By comparing Table 1 and Table 2, the major difference in topics is the relative importance of the General Economy. More than twenty-five percent of the content in the big business magazines is devoted to the General Economy, whereas small business publications devote seventeen percent of their space to this subject.

The difference regarding the general economy is consistent with other evidence suggesting that big business tends to be concerned with issues of universal effect, in addition to specialized issues, whereas small business concentrates on specific issues which have a direct impact on the small business sector of the economy. Big business thinks about big issues. They are vigilant in guarding the whole system, and the political agenda of big business includes programs for national policies and priorities.¹ Big business also sets an agenda for itself; ambitious plans call for sharing the job of fighting inflation, improvement of products and jobs, and enhancement of the economy and society.²

The differences affecting the topic Government Regulation affirm the point made above. There is almost an equivalent amount of space devoted to Regulation in the two

¹Enterprise, February 1980, pp. 2-5 and June 1980, Inside Back Cover.

groups of publications. But this is an issue having a direct impact on companies, and small business debates the subject vigorously in a negative tone more often than in a mixed tone. In 1980 it is quite clear that small business is intense on the subject of government regulation; small business argues that regulation hits small companies harder than large firms.

Another topic (Table 1 and Table 2) is Political Process. In terms of space devoted to this subject, Political Process is more important to small business than big business. *Roundtable Report* does not debate the subject at all, which is expected, given the fact that the stated purpose of the Business Roundtable is to take stands on public issues and to recommend policies. Its members are selected based on their contribution to the discussion of public issues. *Fortune*, where most discussion of Political Process occurs, deals with system-wide issues such as the presidential nomination process or taming special interest groups. The revival of the Republican party and The New Right are specific issues in *Fortune* which were directly related to the 1980 election. *Enterprise* focused on presidential candidate plans for industry and the economy.

On the other hand, all the small business publications focused on presidential candidates in some format. Direct questions were asked of the presidential contenders
by The Voice of Small Business. An article based on interviews with candidates appeared in Nation's Business, and articles by an economist and an economic writer in Inc. informed the readership about what the election of each candidate would mean for the business community. Other efforts to inform their constituency about the election are reflected in articles on the Republican and Democratic party platforms, business issues (Inc. and The Voice of Small Business), congressional candidate positions on small business issues (Inc.), pro-business congressional candidates (Nation's Business), and the business community's involvement in politics (Inc. and Nation's Business).

This differing emphasis in providing election information to the two business constituencies probably can be explained in terms of need. Big business does not depend on these publications for election information. Small business apparently looks for cues from its trusted sources.

Neither big business nor small business give Monetary Policy an important place on their political agendas. This topic gets lowest priority in both groups of publications, and apparently this neglect of monetary issues is not a recent development. The Sutton study noted the failure of the business creed to apply its major themes to monetary problems. Sutton attributed this omission to the complexity of the subject and to the fact that some of the
principles of the business creed come into conflict when applied to monetary problems. The theme that the competitive market works adequately without government intervention, for example, conflicts with the claim that monetary policy is the cause of inflation. Since monetary policy is effected by restraining or stimulating private lenders and borrowers, blaming monetary policy for inflation implies that banks and their customers (businessmen) contribute to inflation and therefore need to be curbed by government action. Sutton's argument may not be complete, however. Another explanation is that the uncharacteristic tolerance of the business community for the Federal Reserve Board is the price it will pay for the Fed's autonomous status in providing economic stabilization.

Fiscal Policy concerns all business; all six publications deal with this topic. The budget, federal spending, and taxes are high on the political agenda of the business community, but there is still a difference in the two sectors on this topic. Big business seems to be interested in the budget and federal spending, whereas small business is more concerned about taxes. Budget and federal spending, one may hypothesize, would appeal more to big business because their impacts are universal. Taxes, on the other

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3 Sutton, p. 230.
hand, can be very direct and specific, and one would expect the small business publications to emphasize the issue.

Energy and Natural Resources is an issue area of interest more to corporations than to small enterprise. About eight percent of the square inch total in the big business group of publications is devoted to Energy and Natural Resources, and the topic is addressed in a motivational tone. **Enterprise**, in a series of interviews, tried to activate its membership on three issues. In the first the benefits of a deep seabed mining bill and a comprehensive treaty are explained and promoted.⁴ In the second interview, support is urged for the Senate Committee Alaska bill.⁵ And the third interview focused on the need for a government policy on national strategic minerals and material to assure access to national resources.⁶

These issues do not have universal impact, as was the case with the topic General Economy. But they have one characteristic that is typical when big business is interested in a subject: they are issues so major in impact that they demand comprehensive national policies and priorities. In other words, grand objectives or issues of great magni-

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tude lead to the corporate business sector.

Articles about International Trade and Finance and Federal Government Administration appear in both groups of publications. Industrial Relations is a topic that receives considerably more attention in corporate publications than in small business publications. Only *Nations's Business* devotes space and reports on Industrial Relations.

Corporate Governance is not a high priority for either big or small business, but naturally it would have more interest to large corporations. This topic appears in *Nation's Business*, which believes that business ought to speak with one voice.

The topic Small Business has little importance to the publications which speak for the corporate sector. *Enterprise* is an exception; it discusses the topic for the benefit of the smaller manufacturers. On the other hand, all three small business publications discuss the topic. The White House Conference on Small Business held in 1980 generated much of the discussion. In addition, this topic is discussed in connection with specific problems, such as the redefinition of a small business.

Finally, there is the topic Business Environment. Except for *The Voice of Small Business*, all of the publications discuss issues that comprise the Business Environment.
Summary

The content analysis has focused on the major topic categories. Based on codes by "Object", "Type of Material", and "Content of Article", the material under examination has been outlined.

This analysis indicates that there are appreciable differences in the interests of big business and small business; apparently American business does not speak with one voice in terms of the political agenda. The two sectors of the American economy share many common interests, and they concur on numerous issues, but big business and small business are not homogeneous. They are dissimilar in their perceptions and approaches to the political-economic system. Big business wants to assist in guiding the direction of the system and in maintaining it. A concomitant objective to preserving the system is to obtain a good business climate. The political objectives of small business are more immediate; they are issue-oriented. Government policies that have a direct effect, or that threaten to have an effect, generate a constituency in the small business sector. And when the business community goes politicking, the small business sector tends to its own interests. They may or may not be the same as those of corporate business, it depends upon the issue. Where business is concerned, pluralism is not limited to the regulatory arena, as Theo-
dore Lowi contends, it is operative in other areas as well.

Further support for the conclusion in this summary is given in the following three chapters. Chapter II examines the topics: General Economy, Fiscal Policy, Monetary Policy, and Federal Government Administration. Chapter III analyzes the material on Government Regulation, Energy and Natural Resources, Industrial Relations, and International Trade and Finance. Chapter IV examines the topics Corporate Governance, Small Business, Political Process, and Business Environment. In addition to studying the positions of big versus small business with respect to these topics, the ideological themes and economic assumptions of big business and small business will also be discussed.

CHAPTER III

GENERAL ECONOMY, FISCAL POLICY, MONETARY POLICY, AND FEDERAL GOVERNMENT ADMINISTRATION

General Economy

It is typical for corporate enterprise to take a long-term and comprehensive view of the General Economy. Small business generally has a short-term view and a more parochial interest in the General Economy. NAM's concern with the outcome of the 1980 election illustrates the point. The Association sponsored a "Teleseminar," a program with experts delivering industrial post-mortems on the election and assessing its long-term impact. Enterprise reports their views.

According to one economist, Lester Thurow, the basic task for the new administration would be to remove government restrictions on investment and to curb consumption. Another economist, Arthur Laffer, an advisor to the President-elect, compares "growthist" and "redistributionist" politicians, and predicts economic growth and expansion of the overall system "the next ten or twenty years." Albert Sommers, member of the Conference Board, and Chairman of the President's Council on Wage and Price Stability, argues that the market system had been modified. "Overcon-
sumption, underinvestment, lower incentives, no productivity gain, rising costs" and "an intolerable rate of inflation" are the result. Mr. Sommers does not believe that a dedication to balanced budgets and lower rates of monetary growth are the ultimate resolution; the new administration would have "to innovate." Though more pragmatic, the statement of Alexander B. Trowbridge is still within the context of a system-wide approach. Furthermore, it conveys an attitude frequently found in big business publications - that corporate enterprise, informed and responsible, should be involved in the political process. Mr. Trowbridge notes that the business community could not be sure that the problems would be solved because of the friendly atmosphere. There would be a need for quality in the Reagan Administration. The President would need "all the help he can get. And we have to help him in terms of opening up a system whereby good personnel and good management can be brought onto the federal scene."

Unlike the discussion in Enterprise, a Nation's Business article, focusing on expectations from the pro-business administration, does not cover structural aspects of the economy. Tax regulation and federal laws antagonistic to business are discussed. These issues, if handled

correctly, would "straighten out the economy."\(^2\)

The issue of capital formation gives big business an opportunity to express pride in its approach to the general economy. In making recommendations to congressional committees, the chairman of the Taxation Task Force of the Business Roundtable says that "while the business community is concerned about short-term recessionary problems, we are more concerned about the long-term structural problems in the economy."\(^3\)

Capital, capital formation, capital investment, and capital recovery are high priorities for both business sectors. In the *Roundtable Report* the need for capital is said to be "essential for increased productivity and economic progress."\(^4\) It takes a lot of money to create jobs and to supply the workers with tools, desks, and machines. Where capital in the past financed growth, now business must also provide safer working conditions and protect the environment.\(^5\) *Enterprise* calls the capital recovery concept "our top priority."\(^6\) Capital formation is one of the five

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\(^4\) Ibid., July 1980, p. 3.

\(^5\) Ibid., April 1980, p. 2.

long-range goals in NAM's plan to revitalize American industry. NAM is clearly interested in what can be done to encourage capital investment: the presidential candidates polled by Enterprise were asked what the government should do in that matter.

In the small business sector, there are numerous instances where concern is expressed about the capital formation problem. Specific proposals on capital issues were adopted at the Conference on Small Business in January. The White House Commission on Small Business, in a report to the President analyzing the recommendations of the Conference, endorsed capital retention measures and added several initiatives aimed at capital formation. The Chairman of the White House Commission on Small Business stresses the fact that the critical shortage of capital is particularly difficult for medium-size and small firms because their balance sheets and earning records are not strong enough to earn high credit ratings. Medium and small businesses are the first to be squeezed out of capital markets.

There are other examples in this area. NSB testi-

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7 Enterprise, February 1980, p. 3.
8 Enterprise, October 1980, p. 4.
9 Nation's Business, June 1980, p. 43.
mony was given to Senate Small Business and Banking
Committees on the problems of smaller enterprise with regard
to capital formation and retention.\(^{11}\) After months of
hearings and investigations, a House small business sub-
committee came to the conclusion that, indeed: "Capital is
unavailable or too expensive, and action is needed to
alleviate the problem."\(^{12}\) Some of the questions posed to
presidential and congressional candidates by The Voice of
Small Business dealt with the issue of capital formation.\(^{13}\)
But the 96th Congress left this crucial area "virtually
untouched" and the NSB agenda for 1981 again stressed capi-
tal formation issues.\(^{14}\)

Solutions to problems associated with capital,
capital formation, capital investment, and capital recovery
are found in tax policy recommendations. The various tax
proposals advocated by corporate enterprise and the small
business sector are discussed under the topic Fiscal Policy.

Economic forecasting is important to the business
community. Sutton attributes the tremendous concern with
forecasts as a recognition by business that fluctuations are

\(^{11}\) Voice of Small Business, April 1980, p. 4.
\(^{12}\) Nation's Business, April 1980, p. 19.
outside its control, though much of the discussion is "in terms which are more expressive than analytically useful."\textsuperscript{15} Some of \textit{Fortune}'s forecasts of the U. S. economy in the 80s are based on a comprehensive review of general economic conditions. These forecasts discuss government policies in general terms such as this: "The overall effect of the federal budget" is expected to be "more restrictive" in 1981 than in the 1974-75 recession, because "the President's January budget signaled a new move toward restraint."\textsuperscript{16} In addition to the budget, interest rates, and inflation, consumer behavior and the Federal Reserve are common subjects in these forecasts. Other economic forecasts analyze pertinent aspects of a topic, including the specific effect of government policies. The "fast write-off," for example, is believed to be the curative for the automobile and steel industries, which may have to proceed with large capital spending regardless of current profitability.\textsuperscript{17}

\textbf{The Voice of Small Business} introduced a monthly report which forecast economic conditions for a specific reason. NSB determined that small businesses are affected

\textsuperscript{15}Sutton, Ibid., p. 209.


\textsuperscript{17}"Favorable Omens for Capital Investment," \textit{Fortune} May 5, 1980, p. 209.
by trends in the economy six months to one year before big companies are impacted. Government economic projections, based on large corporate enterprises, according to NSB fails to reflect the problems facing small business. It also does not anticipate improvements that occur earlier in the small business sector. The NSB Economic Outlook indicator is intended to show what that sector of the economy is experiencing.\textsuperscript{18} The single-number index is a composite of responses by NSB members to questions on twelve economic indicators.\textsuperscript{19}

There appears to be some justification for the claim that trends in the economy are felt much earlier in the small business sector. In Fortune's forecast in January, for example, it looked as if the economy "will avoid a full recession;"\textsuperscript{20} the NSB Index showed business owners believed the U. S. "is in a recession now."\textsuperscript{21} Fortune reported "signs of recession" in May; in the NSB Outlook Index business conditions were a "disaster" with predictions the

\begin{itemize}
\item \textsuperscript{18}Voice of Small Business January/February 1980, p. 4.
\item \textsuperscript{19}Voice of Small Business, November/December 1980, p. 2.
\item \textsuperscript{20}Fortune, January 14, 1980, p. 7.
\item \textsuperscript{21}Voice of Small Business, January/February 1980, p. 4.
\end{itemize}
recession would worsen. In June, Enterprise reported that "the long awaited recession has begun," while the NSB Index dropped to the lowest level in a year and the forecast was "continued and deepening recession." These forecasts by small business are corroborated by the bankruptcy rate for the first half of 1980. Bankruptcies, which are always considered "a good indicator of the nation's economic health," were up almost 35 percent the first twenty-four weeks, compared with the same period in 1979.

Small business felt the recession sooner, its impact was more damaging to that sector, and it was discussed more often in small business publications than in corporate business publications. Not once does Roundtable Report discuss the recession. Enterprise devotes one article to the subject. Fortune recognizes the problem in the second half of 1980, but its view contrasts sharply with the coverage given in the three small business publications. For example, Fortune describes the recession as "Washington Proof." Nothing that comes out of the capital is likely to affect the recession; it will simply run its course by the

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25 Inc., September 1980, p. 34.
end of the year. Meanwhile, in a series of articles with the theme "The Recession Sinks In," Nation's Business delves into the plight of the U. S. automobile industry (Detroit: Surviving the Crash")27, the housing industry, described as "falling to depression levels,"28 and Small Business, which is seen as "Fighting to Stay Alive."29 Furthermore, Nation's Business proposes ways to stop the recession.30

The impact of the recession on the small business sector explains its reaction to downward economic conditions. As far as big business is concerned, in addition to being able to adjust more comfortably to an economic decline, something else explains its nonchalant attitude. Corporate enterprise views the recession as the contraction phase of a business cycle. Sutton mentions that the central question for the business creed is whether or not cycles are inherent in the System. Are fluctuations endemic to Capitalism, or are they caused by outside forces impinging on the System which, if left to itself, would be stable? If instability is inevitable and natural, Sutton says, it must

be argued that the advantages of the System are worth the price.31 Related to this theme is the view, held by Joseph Schumpeter and also the business creed, that cycles are "a necessary and functional concomitment of the economic progress capitalism brings." In the process of "creative destruction" inefficient producers are weeded out and progressive firms survive.32 Another theme in the business cycle view is that the economy, after the excesses of a boom, must make retribution. Painful adjustments are unavoidable and beneficial.33 On the other hand, if outside forces are responsible for instability, then the main culprit is the government.34 There is evidence that big business believes all these propositions.

Fortune's "Washington-Proof" view of the recession is a cycles-are-inherent-in-capitalism argument. Enterprise holds that same view. Not only does NAM's chief economist discuss "Business Cycles and The Inflationary Era",35 he is encouraged "that political leaders finally appear willing to

32Ibid., p. 211.
33Ibid., p. 212.
34Ibid., p. 211.
35Enterprise, November 1980, p. 28.
accept recession as a step toward curbing inflation." 36 Silk reports that there was explicit defense of hard times among the businessmen at the Conference Board discussions. Commenting on the economic decline that was going on at the time, some businessmen hoped it would "restore sanity to the public and a renewed respect for the role of business."

What these executives were far more concerned with was "the long-term economic viability of capitalism in the United States." 37

Inflation is a more important problem to big business: over 1100 square inches of space in their publications is devoted to the issue. "Chronic inflation at unprecedented levels" is seen as "a serious threat to the stability of our system." 38 Excerpted in Enterprise is the policy statement of a Committee to Fight Inflation which has a prestigious membership including W. Michael Blumenthal, C. Douglas Dillon, Henry H. Fowler, William E. Simon and George P. Shultz, former Secretaries of the Treasury; Paul W. McCracken, a former Council of Economic Advisors Chairman; Arthur F. Burns and William M. Martin, former Federal


37 Silk, p. 64.

Reserve Chairmen, and congressional leaders. The statement urges prompt adoption of a program covering several areas. At stake is the survival of free competitive enterprise and our democratic institutions.³⁹

The small business community also shows serious concern about inflation. That sector's perspective on the problem, however, is associated with the short-term impact of inflation. Its solutions depend mainly on federal government fiscal programs, monetary policies, and regulatory reform. Wage and price controls as a cure for inflation are rejected,⁴⁰ while the remedy to control federal payments fueled by the consumer price index is favored.⁴¹ Many of the positions taken by small business on these matters conform, or are similar, to those taken by big business. The corporate business perspective on inflation, however, goes beyond diagnosing fiscal, monetary, and regulatory mismanagement by government and exploring cures.

Fortune gives the argument made by some political economists that democracy itself is largely to blame for the economic troubles afflicting the leading industrial nations. It is claimed that "some of the directions democratic poli-

³⁹Ibid.


⁴¹Ibid., p. 70.
tics have taken in recent years have generated a powerful new inflationary force" and "once inflation is raging, popularly elected governments cannot stick long enough with stern measures needed to restore stability. The "virulence of the current inflation" in the United States has its roots in the revolutionary War on Poverty and Great Society legislation. They immersed the government more deeply in the business of distribution which, until then, had largely been the function of the market. The various groups deemed "deserving of public help" grew in number. These interest groups, the argument continues, became more influential as congressional leadership declined. It is the injurious pressures and power of interest groups that must be curbed. Some demands have to be turned down by Congress.

In a similar vein, David Rockefeller in Enterprise argues that "inflation is the result of the socio-political process." Though no one group is to blame for the huge rise in government spending and the subsequent deficits, if

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43 Ibid., p. 80.

44 Ibid., p. 86.

45 David Rockefeller, "Inflation—We Have Reached The End of The Line," Enterprise, December 1980, p. 12.
the headlong expansion of government benefits continues it will be impossible to control inflation."46

Silk finds the same kinds of ideas among the executives at the Conference Board sessions. He comments: "While the critics of business worry about the atrophy of American democracy, the concern in the nation's boardrooms" is that "democracy in America is working all too well."47 The central drama of contemporary politics is the "rising tide of entitlement" and the rapidly growing role of the state in attempting to supplement the economic wants of citizens that are unmet in the marketplace is the greatest threat to the free enterprise system.48 Bigger government spending "will breed endless inflation and wreck the capitalist system."49

One connotation in these complaints by big business is the perennial fear of the domination of the popular will. Bunzel argues that the "traditional fear of the government on the part of big businessmen reflects in many important respects more of an anti-Populist point of view rather than a strictly antigovernmental one."50 The infla-

46 Ibid.
47 Silk, p. 43.
48 Ibid., p. 58.
49 Ibid., p. 60.
50 Bunzel, p. 156.
tion-democracy thesis fits well with Bunzel's argument.

Another problem of the general economy which is identified by corporate business and small enterprise is declining productivity. Looking at the general economy, Enterprise stresses a theme of industrial revitalization throughout 1980. Industrial revitalization is based on five basic goals which are set by NAM to make industry more productive. The program calls for sound fiscal policy, capital formation, productivity (economic policies to enhance industrial growth), increasing our strength in foreign competition, and regulatory reform.\footnote{John A. Fisher, "A More Productive Society to Benefit All," Enterprise, February 1980, pp. 2-5.} In the small business sector, the White House Commission on Small Business also came to the conclusion that productivity is a key problem.\footnote{Voice of Small Business, May 1980, p. 2.} Nation's Business cites the major influences on the drop in productivity; capital formation and allocation, energy costs, changes in the labor force, and government regulation.\footnote{Barry Crickmer, "We Can Revive Productivity," Nation's Business, October 1980, p. 64.}

In addition to declining productivity and the need for reindustrialization, the business community recognizes a decline in U. S. industrial competitiveness. Big business...
especially is concerned about a lag in industrial innovation. Enterprise says bringing new discoveries to market "has been blunted by long years of counter-productive tax policy, regulatory excess and attrition of patent protection." Inc. agrees that "government policies and a hostile economic environment take most of the blame for declining industrial innovation." In general, both business sectors approve of the initiatives announced by President Carter to address such areas as the patent system and federal regulation. But agreement within the business community on solutions to improve the climate for innovation may be more apparent than real. An Inc. article implies that antitrust protection is the important need of small business. The article makes the charge that incentives to innovate by smaller companies is sometimes chilled by a giant company. Small companies lose incentive if, after having developed a new product, an industry leader enters the market and attracts sales that would have gone to them. IBM, with its vast marketing strength and its reputation for excellence in the computer industry, by simply announcing it


will introduce its own color terminal, can dry up sales for its smaller competitors. Though small business is wary of attempts to limit corporate growth, and despite the fact that antitrust laws may be offensive, it is unacceptable to hold innovation hostage by the size and practice of a single firm. 57

**Fiscal Policy**

This is an issue area where lines are clearly drawn between the two business sectors. Not only is there a difference in the degree of concern with the national budget and federal spending, but the subject of taxation shows a divergence of interest.

In articles throughout 1980 big business refers to the importance of controlling federal spending in order to achieve the goal of a balanced budget. This sector prefers to limit federal expenditures rather than mandating a balanced budget or limiting taxation, because it would reduce the role of government in the economy, eliminate inflationary pressures which are caused by budget deficits, and lead to tax reductions. 58 A constitutional amendment to


limit spending is supported by NAM and is mentioned in an article in *Fortune*, but the most consistent support by big business is for a legislative remedy to limit federal expenditures. The big business sector backs and advocates passage of a specific bill.

Concrete measures concerning the budget and federal spending do not get support from small enterprise. There is concern about the budget deficit, but one does not find much space devoted to discussion of possible remedies. There are two such instances. The White House Conference on Small Business recommended that the federal budget be balanced by limiting federal spending to a fixed percentage of the gross national product, and *Nation's Business* surveyed business executives on the question of limiting spending by

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60 Everett Carll Ladd, "How to Tame The Special Interest Groups," *Fortune*, October 20, 1980, p. 80.


constitutional amendment or legislation, as well as limiting taxation by law. The results of the survey are reported in the magazine. 64

While small business may peruse the budget and federal spending issues, the tax side of fiscal policy is of more concern to that sector. Their emphasis on taxation would be expected. Compared with the general effect of a balanced budget and federal spending, taxes have a direct impact on a business. Corporate business is not always interested in the same taxes that are important to small business. Furthermore, what one sector proposes relative to tax reform may be incompatible with what the other sector favors. Depreciation reform is one example.

Reform of the nation's depreciation laws was a tax reduction issue high on the agenda of the entire business community. Capital formation and capital investment, it is argued, depend on favorable depreciation laws. A bill then before Congress, 65 with over three hundred members of the House and fifty-five Senators as cosponsors, was backed by a majority of both large and small business groups. 66 There was considerable anxiety about keeping all the business

64 Nation's Business, April 1980, p. 53.
groups in line, since unified support of the bill was attracting legislators to it. NAM thought chances were good for passage of the Capital Cost Recovery Act if there was no breakdown in the business community on that particular approach to depreciation. Nevertheless, NSB broke ranks, exposing sharp division over the legislation. In testimony before a subcommittee of the Senate Finance Committee, a representative of NSB's affiliated Small Business Legislative Council (SBLC) argued that the design of that tax bill would "speed the extinction of small business." The complaint against the Capital Cost Recovery Act was that it would primarily benefit the 2000 largest firms, enabling them "to compete even more vigorously with small business." When alternative legislation was introduced, tilting depreciation rules to favor small companies, there was opposition from the corporate sector. The disagreement over these legislative proposals reflects the fact that the needs of one sector are basically antagonistic to the needs of the other sector.

67 Enterprise, February 1980, p. 27.
69 Voice of Small Business, June 1980, p. 3.
70 Small Business Capital Incentive Act, HR6617.
Another tax issue that divided the business community in 1980 was a proposal in the Administration's plan for reindustrialization—the refundable Investment Tax Credit (ITC). NAM and Fortune argue against ITCs, which NAM views as "tax subsidies" and which Fortune fears "would convert huge chunks of American business into welfare cases."72 NSB, on the other hand, favors the plan whereby firms with tax credits in excess of tax obligations would receive a refund of the unused portion of the ITC.73

How each sector would be affected by a Value Added Tax (VAT) is not clear to the business community. Nevertheless, the introduction of a bill to change the federal tax structure, imposing a VAT,74 was viewed favorably by NAM, while small business was skeptical. NAM did not advocate the bill or the tax, but the association supports the effort to focus public discussion on the need to shift direction of federal tax policy to a consumption based system.75 Again, big business approaches an issue in terms of...


75 Enterprise, January 1980, p. 20.
of a whole system. NSB perceives the issue narrowly, in terms of the procedural effects of the tax, not its substance. NSB stresses that a VAT would create a paperwork burden which would be pressing for all small business.\textsuperscript{76} Inc. claims it "would unleash a vast new federal tax machinery on small business."\textsuperscript{77}

In addition to areas of disagreements, each business sector focuses on its special tax concerns. Corporate business debates state taxation of foreign-source income,\textsuperscript{78} foreign tax credits affecting multinationals,\textsuperscript{79} and Cash Management Initiatives (an Administration proposal regarding estimated tax payments and accelerated payments of employee withholding and social security taxes).\textsuperscript{80} But big business shows no interest in the tax issue which was the top priority of the White House Conference on Small Business--a more graduated corporate income tax.\textsuperscript{81} The issue remained on the

\textsuperscript{76}Voice of Small Business, January/February 1980, p. 2.


\textsuperscript{79}Enterprise, January 1980, p. 20.


small business political agenda for the 97th Congress. In addition to favoring a more graduated corporate income tax, small enterprise lobbies for estate tax law revision to encourage the continuity of family business ownership, deferment of capital gains taxes for roll-over of small business investments, and tax credits for small business investments. They want a new equity-type security, a Small Business Participating Debenture. There is interest in a bill which would increase the amount of used capital equipment eligible for an investment tax credit and NSB presses for a return to the "no-strings" general jobs tax credit program. The small business tax agenda is long and varied. NSB insists that existing tax laws are discriminatory; only large corporations can afford to use the exclusions, incentives, and write-offs. But these complaints,

85 Ibid.
86 Voice of Small Business, June 1980, p. 3.
88 Ibid., p. 1.
as well as the arguments made by big business, are remark-
ably similar to those noted by Bunzel and Sutton.

Bunzel, for instance, reports resentment over the
failure to graduate corporate income taxes and that the 1954
Internal Revenue Code allowed "more rapid depreciation of
new machinery, but not of the used machinery which small
business tends to buy." Restricted stock options and pen-
sion plans to supplement after-tax pay of top management are
of value to huge corporations, as is the write-off for ad-
vertising. Small business complains "that such tax revision
as has taken place favors big business more than small and
consequently accentuates its unequal market position." 89
Sutton meanwhile notes the creed's claim that high income
taxes are harmful because they restrict the supply of capi-
tal available for risky investment. High corporate income
taxes cut into the supply of capital available in the shape
of retained earnings, also resulting in a reduction in pri-
ivate investment, thus threatening the growth of the econ-
omy. 90

Monetary Policy

One does not find in the monetary arena the exten-
sive lobbying that occurs in fiscal affairs. Business is

89Bunzel, pp. 51-52.
90Sutton, p. 19.
much more passive in this subject area, and very few issues are discussed. NAM's chief economist asserts that monetary policy "will determine the economic future for all of us and everything else is secondary." But his advice to readers is merely to keep an eye on the actions of the Federal Reserve System. A Credit Control program implemented by the Federal Reserve Board, under Presidential authorization, generates unusual negative reaction in the entire business community. Each sector responds as expected. In an article in Enterprise, Senator William L. Armstrong discusses why he introduced legislation to repeal the Credit Control Act of 1969. The Act mistakenly permits the Federal Reserve Board to fight inflation with credit control. Powers given to the Federal Reserve Board are broad enough to take the freedom out of free enterprise. Credit control, the Senator points out, also harms small firms which do not have access to alternative forms of credit. In other words, there is a universal need to repeal the Credit Control Act. Small business is critical of credit restrictions because they are more problematic for them than for corporations. To ease


the harsh effects of credit restraints which were imposed for a short period, small business seeks a remedy for small business. NSB proposes a special "two-tier" discount rate to make money available for loans to small business. The adoption of their recommendation by the Federal Reserve Board is a "victory." 94

Federal Government Administration

Notwithstanding Parkinson's Law - that the number of civil administrators is bound to grow - the material surveyed shows less concern with the size and operation of the federal government than one might expect. There is modest interest in a Business-Government Executive Exchange Program, 95 but the bureaucracy is not an all-consuming issue. There are few instances of "anti-bureaucracy" complaints. Fortune mocks the possible expansion of a cabinet agency with the advent of a consumer advocacy program. 96 Nation's Business deplores the changing policies and other negative effects of government reorganization. 97


96Fortune, March 10, 1982, pp. 43-44.

Medium Business Section) objects to a bill which would expand the bureaucracy and at the same time deprive small business of opportunities for federal contracts.\(^9^8\) Here the issue of the growth of the bureaucracy is less important than the question of federal procurement. Participation in federal contracting of goods and services is a distinct item on the small business political agenda. Several examples make the point. While the use of procurement as a "social tool" is not a laudable objective in a \textit{Fortune} article,\(^9^9\) \textit{Inc.} notes disappointment in the small business sector with the amount of goods and services purchased by the national government in fiscal year 1980.\(^1^0^0\) \textit{Inc.} also discusses the illegality of contracts awarded to large companies which should have been set-aside for small firms,\(^1^0^1\) as well as the findings of a Small Business Administration task force which show that the government itself competes

\(^9^8\)HR4717 would raise or lower the personnel ceiling of Federal agencies depending on whether they let contracts out or worked on the projects with their own staff. "How to Bloat the Bureaucracy," \textit{Enterprise}, July 1980, p. 16 and "Small Business Beware," \textit{Enterprise}, October 1980, p. 15.


\(^1^0^0\)Isiah J. Poole, "U. S. Misses Its Small Business Purchase Goals," \textit{Inc.}, December 1980, p. 20.

\(^1^0^1\)\textit{Inc.}, February 1980, pp. 60, 62.
with small private companies.\textsuperscript{102} \textit{Nation's Business} notes objections to a proposed change in General Services Administration purchasing methods which would reduce the number of small business suppliers.\textsuperscript{103} And there is a news item about the Agency for International Development wanting "to award more contracts to small and minority firms."\textsuperscript{104} One source of the emphasis on government performance in contracting with small companies is a 1978 amendment to the Small Business Act which mandates procurement goals by all Federal agencies.\textsuperscript{105} However, the issue of federal expenditures benefiting small enterprise is not a recent one. Bunzel noted the problem in connection with defense spending. According to Bunzel, SBA contracts which had been set-aside for small firms, and a voluntary sub-contracting program undertaken by major corporations, still left the small business sector disadvantaged.\textsuperscript{106}


\textsuperscript{103} \textit{Nation's Business}, September 1980, p. 7.

\textsuperscript{104} \textit{Nation's Business}, January 1980, p. 15.

\textsuperscript{105} Public Law 95-507, October 24, 1978.

\textsuperscript{106} Bunzel, pp. 43-45.
CHAPTER IV

GOVERNMENT REGULATIONS, ENERGY AND NATURAL RESOURCES,
INDUSTRIAL RELATIONS, AND INTERNATIONAL TRADE AND FINANCE

Government Regulations

By measures of total space and the number of sub-topics, government regulation is a very high priority of the entire business community. Sixteen percent of the space in the corporate publications is devoted to discussions of regulations (Table 1), and seventeen percent of the space in small business publications is devoted to this subject (Table 2). The pervasiveness of this subject area is due to the business community's immediate concern with substantive regulation. This research, however, also identified a vigilance and scrutiny of the structural and procedural aspects of how the government regulates. A third motivation is the liberal capitalist ideology and the business community's ideological allegiance to free enterprise. There is a stability in the arguments made by business; economic freedom is extolled and government interference is condemned. Similar views are found in the studies of Sutton and Silk, Bunzel and Murphy.

The American Business Creed argues that the great achievements of American capitalism are due to the unique
American version of free enterprise and limited government. The Creed claims that great material benefits result from a political structure based on the principle of individual liberty and freedom. The fundamental freedom, according to the creed, is the "liberty to engage in economic activity without government regulation, direction, or control." The corporate executives studies by Silk insist that regulations "threaten the functioning of a 'free' economy and its ability to innovate and respond rapidly and creatively to economic opportunities." Though new regulation of private economic activity are of particular concern, corporate executives in long-regulated industries continue to resent the interference. Silk quotes one executive: "'We have been regulated for nearly one hundred years, and we have never gotten used to being told how to run our business.'"

From this strong conviction that free enterprise is a system that gives anyone a chance to move up the economic ladder, the small businessman believes the "freest economy and the most democratic society" promotes "a maximum of

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2Ibid., pp. 168-169.
3Silk, p. 52.
4Ibid., p. 53.
independence and a minimum of centralized power." 

"Except for specific self-serving purposes", Bunzel says small businessmen are "strenuously opposed to government regulation and control of almost any kind." If antitrust laws are restrictive to the giant corporations, from the point of view of small business, they are the bulwark of the free enterprise system. Murphy notes that "the growth of government regulations runs contrary to the American ideology of limited government." He points out that "property retains the traditional capitalist meaning for the small business entrepreneur", that is, "a tangible material possession which makes the entrepreneur's labor productive." The trouble is the regulatory state dictates the use and development of the entrepreneur's property. In fact, the regulatory state is the biggest challenge to overcome in the operation of small business. 

The two business sectors give much attention to

5 Bunzel, pp. 197-198.
6 Ibid., p. 176.
7 Ibid., p. 260.
8 Murphy, p. 248.
9 Ibid., p. 53.
10 Ibid., p. 54.
11 Ibid., p. 248.
regulatory reform, and they agree on many measures. But the similarity of their views on specific reforms is not an accurate indication of their objectives. Corporate business consciously pursues comprehensive reform, with the executive, legislative and judicial bodies all playing important roles in the regulatory process. The Business Roundtable succinctly articulates the goal: "the regulatory agencies" (independent, as well as executive agencies) "would be brought under the effective control of the other three branches."12 The "generic" regulatory reform program outlined by a Business Roundtable task force before a House Judiciary Subcommittee begins with the endorsement of a bill which would institute economic analysis of major rules to be promulgated by regulatory agencies.13 Big business wants the benefits of regulations measured against the costs. They would have economic analysis of rules subject to judicial review. Strict judicial review of agency activities is also sought in the elimination of the presumption of validity accorded to agency actions.14 Another recommendation is that monitoring and oversight of Federal regulatory agencies be centered in the "Office of the President."15 NAM and the

14 Ibid.
15 Ibid., p. 2.
Business Roundtable lobby for additional congressional responsibilities in reducing the authority of agencies. "Sunset" legislation for agencies and programs\(^{16}\) and "Sunrise" legislation\(^{17}\) are supported. NAM "urges the adoption of the legislative veto."\(^{18}\) These recommendations are carried to the legislature and the Executive. Plans are made to provide President elect Reagan with suggestions for a 1981 Executive Order on Regulation, as well as regulatory reform agenda.\(^{19}\)

A substantially different approach to regulatory reform is promoted in an article in *Enterprise*. The proposal is interesting for the exercise of power it delegates to the courts. Returning to the Sherman Antitrust type of regulation, their approach is to regulate by statues "which prohibit or require certain conduct and are enforced directly in court proceedings."\(^{20}\) Under the present arrangement, the rules and regulations issued by a host of agencies on the basis of the conduct of another company, or the hypo-


\(^{17}\) *Enterprise*, February 1980, p. 5.

\(^{18}\) Ibid.

\(^{19}\) *Roundtable Report*, December 1980, p. 3.

\(^{20}\) *Enterprise*, November 1980, pp. 18-19.
theoretical conduct of a hypothetical company, apply to all companies. This means of enforcement, the author claims, sweeps the good and the bad together. The alternative, "government regulation through statutes which are enforced in judicial proceedings," permits each company to be judged "on its own facts before a court of law."21

There are periods and episodes when the courts do look kindly on business interests, and the famous "benzene case"22 is encouraging to big business in the 1980 environment. In a challenge to OSHA (an agency established over industry protests)23, this case concerned the issue of the permissible level of benzene in the air at a workplace, and the costs and benefits of rules. The "eminently logical criterion" set by the circuit court, and affirmed by the Supreme Court, is that an agency does have to determine whether the benefits expected from a standard are reasonable to the costs.24

Small business is less sanguine than big business

21Ibid.


24Michael Andrew Scully, "Trying to Make Sense of Regulation," Ibid.
about judicial involvement in the regulatory process. An
Inc. article warns of a trend in recent decisions in anti-
trust cases that does not bode well for small business. The
author notes "a trend in monopoly law spurred by a hostile
judiciary and influential academicians." His message is
that antipathy toward government regulation should not blind
small business to the benefits of vigorous antitrust en-
forcement.25

One issue shows small business hesitancy to resort
to the courts, as well as an area where big business and
small business are incompatible. When industry standard
setters and their larger clients objected to Federal Trade
Commission guidelines regulating four hundred standard-
setting groups, Congress threatened to strike down the
agency's authority in this area. Small business objected.
Smaller more innovative firms which find product standards
nothing more than protection for the competitive positions
of larger, more established companies, would be left with no
ombudsman. "The only recourse would be the courts" says one
defender of small R & D firms, "and how many small business
do you think can afford that?"26

25 Thomas A. Mauro, "U. S. Needs More Not Less

26 Inc., May 1980, p. 29 and Pat O'Brien, "Taming the
FTC: Small Business May Lose Its Watch Dog," Inc., February
1980, p. 18.
The financial burden of "going to court" to contest government regulation is serious for smaller firms. The White House Conference on Small Business dealt with the problem and recommended court-cost reimbursement if a company wins a case with a government agency. The NSB calls passage of the Equal Access to Justice Act a victory: it provides for repayment of court and attorney fees to small businesses who prevail in legal action against the government.27

The principle of special treatment for small enterprise is sought in other regulatory reform proposals. A two-tier regulatory system has been advanced by NSB since 1973.29 At first, under a presidential executive order, executive departments and agencies were required to adopt flexible regulation. In 1980 the obligation was extended to independent regulatory agencies with passage of the Regulatory Flexibility Act. The Act required agencies to analyze the impact of a proposed rule on small firms and it asks regulators to adjust the rule to the size of companies

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28 The Voice of Small Business, November/December 1980, p. 3.
29 The Voice of Small Business, October 1980, p. 1, also April 1980, p. 3; June 1980, p. 1; July 1980, p. 3; and September 1980, p. 3.
The issue of patent reform, also debated in 1980, is another example of the separate treatment sought by the small business sector. Debates about restrictions of the patent system stress the effects on business innovation and productivity. The business community argues for retaining exclusive rights to develop inventions discovered through federally financed research. Without exclusive rights to the patents, according to this argument, investments in new products are unattractive. NAM is in favor of the ideas of exclusive rights, but is against "treating small and large businesses differently in federal patent policy." On the other hand, NSB directs its efforts towards a small business patent policy reform bill. The association reports "another important victory" when the University and Small Business Patent Procedures Act clears congress.

Unlike differing attitudes toward court involvement and the small business sector quest for special treatment, there is some evidence that the small business community

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agrees that Congress should participate in the regulatory process. Sunset review of agencies, programs, and regulations, as well as single-house congressional veto of rules are among the recommendations of the White House Conference on Small Business. The minimal discussion of these issues in the publications, however, would indicate that they are not priorities for small business.

From the debates on specific government regulations, it is clear that some issues are not important to both business sectors. In addition, regulation may be equally important to large corporations and to small enterprise, but the two sectors may be concerned about different aspects of the problem. Corporate business tends to view regulations in a system-wide context, while small business concentrates on the specific part of an issue which directly relates to that sector. A few examples illustrate these points.

There is consistent opposition to wage and price controls or guidelines in the publications of corporate enterprise. In a letter to the President, the Business Roundtable recommends ending wage and price guidelines. Enterprise crusades against controls calling an incomes

33 The Voice of Small Business, January/February 1980, p. 4.

34 Nation's Business, March 1980, p. 28.

policy a mirage, puncturing the claim that wage/price controls are needed, and argues that "Controls Cut Jobs, Not Inflation." Articles in Nation's Business show a negative attitude towards controls, but neither The Voice of Small Business nor Inc. mention the issue. Such one-sided emphasis is reversed in other policy areas. OSHA issues (for example, exemptions from inspections) are concentrated in the small business publications.

Environmental concerns get attention in both groups of publications, but corporate enterprise and small business are interested in different aspects of environmental regula--

37 George Hagedorn, "Puncturing the Claim That We 'Need' Wage/Price Controls," Enterprise, April 1980, p. 28.
tion. _Enterprise_ reprints a corporate report on the cost of a clean environment and asks "How Clean an Environment Can We Afford?".41 NAM urges the building of regional waste water treatment plants and repeal of industrial cost recovery provisions.42 The Business Roundtable encourages industry to support a House of Representatives measure rather than a Senate bill on Toxic Waste Cleanup,43 and reports that Roundtable studies show changes are needed in the Clean Air Act to serve air quality objectives and economic priorities.44 With few exceptions, small business publications discuss environmental matters in terms of compliance with Environmental Protection Agency rules. Typical are items about the complexity of rules for handling hazardous industrial waste,45 the red-tape headache expected with labeling and record-keeping rules,46 and the short period for exemptions from EPA waste rules.47 One company's financial success by early compliance with stricter EPA rules is the

41 _Enterprise_, November 1980, pp. 8-11.
46 _Nation's Business_, October 1980, p. 5.
47 _Inc._, July 1980, p. 23.
focus of an article on "Staying Ahead of the Regulation Game." In contrast with the corporate approach, environmental affairs are addressed in a narrow subjective context.

The same pattern emerges in other issues. Fortune complains about "The $50 Billion That IRS Isn't Collecting" because the agency is not run in a more businesslike way, while the small business community opposes an IRS Debt/Equity Proposal which would "effectively kill" small business financing opportunities.

What results from their different emphasis on regulation are few areas of direct conflict between the two business sectors. Trucking deregulation, however, is a case of big business and small business pitted against each other. On this issue their positions are incompatible. To bring competition back into the trucking industry The Motor Carrier Reform Act of 1980 was introduced to Congress. Provisions easing motor carrier entry into the market and removing antitrust immunity of the motor carrier rate bureaus

48 Peter Reich, "Staying Ahead of The Regulation Game," Inc., April 1980, pp. 92,94.


would allow greater competition in trucking. Though small business supported the overall effort to deregulate the industry, an amendment to the trucking deregulation bill was strenuously opposed. The "backhaul" provision, allowing for customer pick-up of goods from a seller at "special discriminatory prices," is viewed as an erosion of small business protections of the Robinson-Patman Act. (Robinson-Patman prohibits a seller from giving large volume buyers pricing breaks that are not cost-justified.) Concerned that all retail business would have a severe competitive disadvantage with "backhaul," NSB lobbies against the amendment. When the Act is passed, NSB wants small business to "fight back."

Past studies of business ideology have found a commitment to the general idea of free enterprise. It should follow that any regulation would be opposed as interference with economic freedom, but as James Q. Wilson's *The Politics of Regulation* argues, generalizations are not eas-

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ily applied to regulatory behavior. These observations confirm the business ideology studies and Wilson's conclusions.

Energy and Natural Resources

Energy and Natural Resources are important topics to large companies. This is shown first, by the broad coverage given these subjects in *Enterprise*, *Roundtable Report*, and *Fortune* and, second, because they are mentioned in the significant statements of the big business sector. For example, in announcing its five-point industrial revitalization program, NAM also makes a commitment to promote legislation for adequate energy-producing resources. The objectives of the NAM program basically comprise the Association's political agenda and, indeed, Republican and Democratic party platform writers are asked to adopt the program. *Enterprise* asks the Presidential candidates how they would deal with the nation's energy problems. And *Business Roundtable's* "Real Business Agenda" asserts that in the 1980s "our economic survival will depend on our success in

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55 *Enterprise*, October 1980, pp. 2-12.
solving the energy problem.\textsuperscript{56}

In contrast to corporate business, the major papers or statements in the small enterprise publications show no concern about the subject. Nothing in the recommendations of the White House Conference on Small Business deals with energy or natural resource policy, program, or legislation.\textsuperscript{57} Among the pre-election questions addressed to presidential candidates by NSB, none were about the national energy problems.\textsuperscript{58} The subject is also absent in the lobby group's testimony before the Republican Party Platform Hearings.\textsuperscript{59} The content of The Voice of Small Business and Inc. give the topic slight attention. The Voice of Small Business briefly informs NSB membership of the availability of small business energy grants,\textsuperscript{60} while one news item in Inc. discloses a trend in Department of Energy procurement and research which hurts small solar companies.\textsuperscript{61} Nation's Business does not give these issues such short shrift: it

\textsuperscript{56}Roundtable Report, April 1980, p. 3.

\textsuperscript{57}The Voice of Small Business, January/February, pp. 1, 4.

\textsuperscript{58}The Voice of Small Business, October 1980, pp. 2-6.

\textsuperscript{59}The Voice of Small Business, June 1980, p. 2.

\textsuperscript{60}The Voice of Small Business, July 1980, p. 4.

\textsuperscript{61}Inc., November 1980, p. 22.
has a series of articles on nuclear energy, solutions to the energy crisis, solar power, and the dangers of United States dependency on foreign sources for nonfuel minerals.

When big business publications cover energy and natural resources, the debates are purposeful. They try to show how corporate business is active in addressing these national problems. Concerned about a change in the Soviet Union's trading policies in minerals, this business sector takes the initiative in a concerted drive to place the strategic-minerals issue high on the public agenda. Enterprise becomes a forum for a congressman attempting to get support for policy changes regarding strategic materials and minerals. With a "mineral crises" at hand, big business wants the federal government to stop withdrawing


64 Tony Velocci, "How Bright is Superpower's Future?" Nation's Business, November 1980, pp. 46, 48, 50-52.


public lands from mining activities.\(^6^8\) The industry perspective on the energy problem is similar to that in natural resources. The private sector must develop the energy sources and government policies should facilitate such "vital and productive work."\(^6^9\) The challenge to develop a fuels industry rapidly is a challenge that can be met if environmentalists, business, labor and government cooperate.\(^7^0\)

**Industrial Relations**

A reformulation of the Tenth Amendment by John Bunzel is appropriate in analyzing big business assessments in this area. To quote Bunzel: "The powers and services not faithfully exercised by the business world will most likely be appropriated by the federal government."\(^7^1\) The general approach of the Business Roundtable is "Full and Fair Employment."\(^7^2\) In specific circumstances, such as the examination of employee record privacy by the Department of Labor, Business Roundtable and NAM testimony stress the


\(^7^0\)Roundtable Report, June 1980, p. 4.

\(^7^1\)Bunzel, p. 137.

\(^7^2\)Roundtable Report, April 1980, p. 2.
benefits of voluntary standards over a federally mandated approach.\textsuperscript{73} The Business Roundtable argues that a survey of corporate managers shows Government codes for worker privacy are not needed.\textsuperscript{74} Other evidence of corporate enterprise warding off government intervention occurs when the possibility of restrictions on the closing of plants becomes a reality with the introduction of the Corporate Democracy Act of 1980. To counter that proposal, the NAM president asks if a voluntary code of notices by industry about plant closings would be a workable solution.\textsuperscript{75} Representative John Erlenborn, who is sympathetic to business opposition to plant-closing restrictions, suggests that fiscal policy changes would be a better solution.\textsuperscript{76}

Though big business tends to be generally defensive in this area, an offensive position is taken in one controversial issue that surfaced in the \textit{Roundtable Report} and \textit{Enterprise}. The issue is the Davis-Bacon Act of 1931 and the Service Contract Act. Governing pay levels of craftsmen on construction projects involving federal funds, Davis-


Bacon is cited as driving up construction costs in the public and private sectors, and as fueling inflation. Big business wants the Act repealed or reformed. The Department of Labor, responding to its constituency, attempts to have the law strengthened. Other issues that corporate business publications mention are workers compensation, the doctrine of "comparative worth," sexual harassment in the workplace, allowing workers time off for religious observances, and that the principle of property rights is becoming characteristic of jobs. These are not issues that are significant in terms of space or tone in the content of corporate business publications. On the other hand, a case concerning affirmative action requirements for federal contractors is discussed repeatedly. The point made in the


81 Fortune, April 7, 1980, p. 42.


articles is that small companies cannot meet quotas. Enterprise says, "You Can't Hire Two-Tenths of a Female." 84

Nation's Business and Inc. news items cover similar questions raised in big business publications, but they are clearly not priority issues. 85 Multiemployer pension plan legislation, which has serious consequences for small business, receives considerable attention in The Voice of Small Business. The proposed HR 3904, Multiemployer Pension Plan Amendments Act, has the potential of creating crippling liabilities if a small employer were to withdraw from a plan. 86 The Voice of Small Business reports that NSB efforts, in testifying before the House Ways and Means Committee and in working with Senate Committees, are successful in removing the onerous provisions of the meas-


This incident shows the vulnerability small business feels relative to both organized labor and big business. At the House hearings the committee was told that small businesses are not likely to have access to the expertise necessary for pension planning, that they are rarely consulted about the pension plans to which they belong, and that a collective bargaining agreement generally requires them to join a pension plan. Furthermore, "what happens to the money after it goes in (to the fund) is generally determined by larger employers and the unions."  

International Trade and Finance

Corporate business publications devoted seven percent of their space to this topic in 1980; this does not indicate that international trade and finance is a high priority. However, there is tremendous interest, accompanied by bold and aggressive proposals, in the big business discussions of this subject. For example, a Business Roundtable statement asserts that export advancement should not be sacrificed to foreign policy considerations. Noting that the projected United States trade deficit is worsening, the Roundtable Report says there is a pressing

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need for expansion of exports. With competition in world markets increasing, the nation can no longer "indulge" in ineffectual export controls that divert business and jobs to other countries. Though the major impetus for increasing exports must come from the business community, the Business Roundtable makes recommendations to the House Ways and Means Committee about action the government should take. These involve the Export-Import Bank, the Internal Revenue Code, international application of antitrust laws, the Overseas Private Investment Corporation, and the Foreign Corrupt Practices Act. The Business Roundtable promotes the Export Trading Company Act of 1980 (S2718), which would encourage the growth of co-operative trading companies (by means of tax and financing incentives), and thus increase exports.90 The Roundtable Report states that industry needs "to encourage the trade agencies of the Government to become forceful effective advocates of trade."91 The recent reorganization of trade functions of the Executive Branch is commendable: it gives the United States Trade Representative new coordinating and policy-making authority and it strengthens the role of the Department of Commerce in international trade.92

90 Ibid., p. 3.
91 Roundtable Report, January 1980, p. 3.
92 Ibid., p. 4.
NAM also shows considerable interest in international trade and finance. "Increasing our strength in foreign competition" is one of NAM's five goals to revitalize American industry.\(^{93}\) In addition, the presidential candidates were questioned by *Enterprise* about what steps they would take "to enhance our competitiveness in overseas markets."\(^{94}\) Clearly NAM's position is that the government should have a positive role in managing international trade and finance. But strengthening a White House Office with trade functions, and strengthening the Commerce Department, meet only part of NAM's objectives. It plans also to pursue the objective of a single cabinet-level Trade/Investment/Technology/Industry Department.\(^{95}\) *Enterprise* interviews Adlai E. Stevenson, the Senator responsible for the original proposal for a separate international Commerce Department. He advocates that the United States adopt an export strategy, with government, business, universities, and labor cooperating to enhance our competitiveness. He has proposed legislation authorizing the establishment of export trading companies.\(^{96}\) His statement that "the emphasis abroad has


\(^{94}\) *Enterprise*, October 1980, pp. 2-12.


been shifting from import protection to export subsidization” sums up the direction that big business wants the government to go. There is no evidence of broad based support for control of foreign investment in the United States or for control of "dumping" (selling a foreign product at a lower price than in an exporter's home market, or at a price below the cost of production). NAM advocates reduction of export controls for foreign policy or other non-commercial reasons, as well as the normalization of commercial relations with non-market economies. The Association thus supports the Administration's proclamation normalizing trade relations with the Peoples Republic of China.

Nation's Business news items deal briefly with the threat of foreign investment in the United States, and

97 Ibid., p. 18.
98 Raymond J. Waldmann, "Foreign Investors: Will They Hurt Us or Help Us?," Enterprise, June 1980, pp. 6-8.
102 Ibid.
that government assistance and incentives are not competitive with those of its trading partners. The Chairman of the Chamber of Commerce of the United States takes issue with such laws as the Foreign Corrupt Practices Act and the Anti-Boycott Amendment. They are, he says, "'self-defeating and self-abusive' attempts by the federal government to use exports as an instrument of foreign policy." But excursions into these issues of international trade and investment are not the main focus of small business. The emphasis in news items and short articles in The Voice of Small Business, Inc., and Nation's Business is on motivating small businesses to become exporters. The Voice of Small Business announces NSB co-sponsorship of export development conferences with government agencies. The successful experience of one small company in exporting hopes to stimulate reluctant small businesses to sell overseas. Another Inc. article encourages companies which are injured by imports to seek trade adjustment assistance. And fi-

104 Nation's Business, April 1980, p. 22.
105 Nation's Business, November 1980, p. 36.
nally, much of small business is accused of being short-sighted towards foreign markets, affecting both a company's profitability and the economic health of the nation.109

The Export Trading Company Act of 1980 supported by the Business Roundtable also receives the backing of the Chamber of Commerce of the United States and NSB. The Roundtable Report asserts that the Act "holds great promise for smaller firms that have export potential but are not well equipped to absorb the front end costs and risks involved in developing overseas markets."110 The Senate Banking Subcommittee on International Finance is given testimony that "the trading company approach would get the largest number of small businesses involved in international trade."111 NSB asks its membership to contact their legislators about the Export Trading Company Act. Loan guarantees for exporters, the expansion of export trade services, and the formation of trading companies will help small business.112 Despite the universal support given to this legislation to assist small business as well as corporate

110 Roundtable Report, August 1980, p. 3.
111 Nation's Business, June 1980, p. 20. Also see Nation's Business, November 1980, p. 36.
112 The Voice of Small Business, June 1980, pp. 1, 3.
business in foreign trade, the Business Roundtable shows another (incompatible) position. A Roundtable task force recommendation to the Secretary of Commerce states that government's efforts to develop an international trade promotion program "should focus on the 1,900 firms that account for 85% of United States manufactured exports."\(^{113}\) The Roundtable argues that the leading export firms provide approximately two-thirds of United States production and employment in manufacturing, and that they "have the experience, the international skills, and the capability to expand exports more readily than those unaccustomed to exporting."\(^{114}\) A second recommendation is to have Industry Sector Advisory Committees work with the 1,900 leading export firms to isolate and identify the few critical legislative and regulatory changes that will enhance United States exports.\(^{115}\)

\(^{113}\)Roundtable Report, July 1980, p. 4.

\(^{114}\)Ibid.

\(^{115}\)Ibid.
CHAPTER V

CORPORATE GOVERNANCE, SMALL BUSINESS, 
POLITICAL PROCESS, AND BUSINESS ENVIRONMENT

Corporate Governance

Concepts of "social responsibility," "accountability," and "the legitimacy of corporate power" indirectly ask the question: "for whom" and "for what" are corporations governed? Sutton and his associates found that the classical creed upheld the profit orientation of business. The creed views the devotion to private profit as compatible with social welfare: it is a prerequisite of economic efficiency. The classical creed defines the business organization in terms of property rights and contractual relationships. Employees, customers, and suppliers are described as "outsiders." This restricts the businessman's responsibility to others. The managerial creed considers stockholders, employees, customers, and the general public to be the responsibility of corporate management. Competing claims on profits of the enterprise need to be balanced by determining fair wages, fair prices, fair dividends, and prudent re-

1 Sutton, p. 356.
serves.² At the 1974-1975 Conference Board meetings, Silk found that the classical strain seemed dominant among the conferees.³ Many accepted the principle that the corporation has responsibilities beyond its owners, but they contended that outside constituencies are served best if a company fulfills its obligation to itself.⁴ Statements of business leaders quoted by Silk, however, reveal a unique aspect in the doctrine of corporate social responsibility. By this modern "consent doctrine", the corporation is no longer the sole judge of how management fulfills its external obligations. Society itself has "a right to define and shape corporate actions and objectives."⁵ Silk and Vogel contend that the countervailing political factions, laws and controls that portray executives as balancing their own interests with the competing interests of shareholders, consumers, employees, communities and government agencies is a reasonable description of reality. In a real sense, they claim, the political mobilization achieved by various movements, and the power of government, reinforces the principle that "the corporation's power is based

²Ibid., p. 357.
³Silk, p. 137.
⁴Ibid., p. 138.
⁵Ibid., p. 146.
on public consent."\(^6\)

The studies of small business ideology scarcely touch the subject of corporate governance. John Bunzel suggests that the corporate manager acknowledges responsibilities toward customers, employees, the community, the "American way of life," as well as to stockholders.\(^7\) Murphy reports that small business entrepreneurs feel that the corporate economy and the regulatory state exercise a level of power which lacks legitimacy.\(^8\) But Murphy does not address the problem of governance of large corporations with respect to government power.

The issues that arise under Corporate Governance in 1980 are concerned with accountability and the reach of government power. A new policy adopted by NAM "recognizes the 'joint responsibility' of government and business to define and enforce rules of fairness in competition."\(^9\) At the same time, the policy warns against legislation that would impair corporate efficiency, flexibility, or innovation.\(^10\) Referring to an American Enterprise publication,

\(^6\)Ibid., p. 148.
\(^7\)Bunzel, p. 136.
\(^8\)Murphy, p. 280.
\(^10\)Ibid.
the Roundtable Report argues against new legislation to restrict conglomerate mergers. The newsletter claims that the record shows that mergers benefit shareholders, employees, communities, and consumers.\textsuperscript{11}

The year 1980 is the 25th anniversary of the "Fortune 500," and the magazine analyzed changes in the composition of the largest 500 industrial corporations by comparing their 1955 and 1980 lists. Their analysis does not "provide much ammunition for those inclined to harbor trust-busting notions about big business."\textsuperscript{12} Big companies do not inexorably get bigger. Of the original group, two hundred sixty two companies are on the 1980 list.\textsuperscript{13} And small companies do manage to enter their ranks.\textsuperscript{14} Thirty companies in the 1980 Directory did not exist in 1954.\textsuperscript{15}

This illustration of fluidity in the ranks of business, as well as the argument about the benefits of acquisitions or mergers, are defenses against reforms to constrain the activity and conduct of corporations. Of importance to the new reform movement is the concept that cor-

\textsuperscript{11}Business Roundtable, July 1980, p. 4.

\textsuperscript{12}"Twenty-Five Years of Change in the Fortune 500," Fortune, May 1980, p. 88.

\textsuperscript{13}Ibid., p. 89.

\textsuperscript{14}Ibid.

\textsuperscript{15}Ibid., p. 91.
porate accountability to the public good rests in the independence of Board of Directors. Provisions of the proposed Corporate Democracy Act of 1980 strictly define the structure, organization and activity of corporations. Standards for the composition of Boards of Directors decreased management, banker and lawyer representation, and increased female, academicians, and former government official representation. NAM opposes such changes in corporate governance.16 "The New Crusade" seems to be an attempt to substitute 'social concerns' for those of corporate earnings and capital formation. . ."17

The Business Roundtable is equally opposed to a bill introduced in the Senate to protect shareholder rights.18 Every corporate governance mechanism embodied in the bill is already subject to state legislature, court, Securities and Exchange Commission, and corporate board review and enforcement.19 The Business Roundtable argues that to prescribe


18S. 2567, "Protection of Shareholder Rights Act of 1980."

19Roundtable Report, November 1980, p. 3.
and mandate Shareholder Democracy is to ignore,

the lack of any evidence that shareholders or the
public accept arguments that corporations should be
restructured to reflect politically democratic models. Political models are irrelevant to corporate organiza-
tions.20

_Nation's Business_ addresses the issues of the role of sharehold-ers,21 corporate social responsibility,22 and corporate
size and mergers.23 In each case the position of the Cham-

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20 Ibid. 

Political scientists, critical of democratic elitist system and low rates of a political participation, have proposed that "political" be redefined more comprehen-
sively to include the largest corporations. Peter Bachrach claims General Motors and other "giant private governments," are similar to the United States government in that they
authoritatively allocate values for society. Therefore, they "should be considered part of the political sector in which democratic norms apply." Peter Bachrach, _The Theory of Democratic Elitism_ (Boston: Little Brown & Co., 1967), p. 102. Carole Pateman has argued that industry be recog-
nized as a political system in its own right, in order that confusi-ng ideas about democracy in the industrial context can be removed. Carole Pateman, _Participation and Democratic Theory_ (Cambridge: University Press, 1970), p. 106. And Robert Dahl, whose concern was with "private rulers" rather than the development of a democratic political cul-
ture, suggested "workplace democracy" for the "corporate leviathans" which have appropriated public authority. Robert A. Dahl, _After The Revolution: Authority in a Good Society_, p. 115, cited by Carole Pateman, "The Civic Cul-


ber of Commerce of the United States is similar to that of big business. NSB, however, criticizes merger policy. In testimony before a House Subcommittee the Association argues that smaller businesses need an "effective national merger policy" which would produce "greater growth for small and medium-sized businesses than for big business and big government." 24

Small Business

This analysis shows that less than one percent of the space in the corporate business publications is devoted to a discussion of Small Business as a general issue area. In contrast, the 1489 square inches of space in small business publications given to this subject represents more than nine percent of the total. The Sutton study may explain this lack of special attention to Small Business in publications directed to a corporate constituency. Classical ideology, Sutton says, emphasizes that business firms are generally small and that the powers of large firms are narrowly circumscribed by competition. But the main emphasis of the classical creed is on the system as a whole, rather than on its units. 25 "The function of the ideology in unifying the business community," according to Sutton, is what

25 Sutton, p. 57.
explains "the relative silence of the ideology on issues on which the interests of businessmen diverge."26 (And Sutton does note that the defection of small business from large business is always a possibility.)27 Silk and Vogel show that anxiety about the System persists. Insecurity about the unique American experiment with capitalism was evident in the speeches at the Conference meetings.28 Silk does not report that the chief executives expressed any concern about small business deviation.

Murphy and Bunzel describe the self-consciousness of small business. Murphy comments that "the panel feels influenced and tied into the larger economic structure, and they perceive distinct differences between their small business world, and their perceptions of corporate business."29 These entrepreneurs feel that "the larger economy threatens small business property either from competitive advantages, or from establishing a social demand for regulation..."30 Bunzel notes that a difference exists between problems inherent in the nature of small business

26 Ibid., p. 383.
27 Ibid.
28 Silk, pp. 29-30.
29 Murphy, p. 247.
30 Ibid., p. 54.
and those arising as a result of a stacked deck.\textsuperscript{31}

Bunzel points out the complexities in defining "Small Business."\textsuperscript{32} There are a number of ways to establish "small business" criteria, but it is difficult to find a generally acceptable definition. This is a problem that arises in 1980. The Small Business Administration proposed changes to re-define "small business." \textit{Nation's Business}, Inc., and \textit{The Voice of Small Business} notify, discuss, and urge their constituencies to respond to the Small Business Administration proposal.\textsuperscript{33} Changes in the standard affect eligibility for loans and loan guarantees, management assistance, and procurement set-asides. The Small Business Administration's potential field of clients would be reduced from ninety-nine percent of the nation's businesses to ninety-six percent.\textsuperscript{34} The proposed changes are significant to small companies, but \textit{Fortune} and \textit{The Roundtable Report} do not mention it to their readers, and \textit{Enterprise} discusses the re-definition in one article.\textsuperscript{35}

\textsuperscript{31}Bunzel, p. 46.
\textsuperscript{32}Ibid, pp. 28-29.
\textsuperscript{34}\textit{Inc.}, July 1980, p. 20.
\textsuperscript{35}\textit{Enterprise}, May 1980, pp. 15-16.
Fortune and The Roundtable Report also disregard the White House Conference on Small Business. The year-long interest in the 1980 Conference clearly show this to be a major event for small business. Beyond the opportunity to formulate and present a comprehensive political agenda, the small business sector perceives its role as being given priority on the Administration's political agenda. The following outline of news items and articles in the small business publications indicate the significance attached to the Conference. Nation's Business, Inc., and The Voice of Small Business feature editorials and essays at the time the White House Conference opens. Concerned about the Conference agenda, Nation's Business points out that the last national inquiry into the subject was President Eisenhower's Cabinet Committee on Small Business. Landmark statutes, such as private venture capital companies and the Subchapter S provisions of the Internal Revenue Code were produced then. An Inc. article advocates that the conference staff concentrate on the commonalities within small business and not emphasize the differences between groups, such as women in business and minorities. The two thousand delegates


ought to focus on long-term goals, not short-term palliatives. 38

At the conclusion of the Conference, the NSB newsletter devotes seventy-five percent of an issue discussing the event. The recommendations made by the delegates are listed. An editorial calls the resolutions of the Conference "an agenda for the coming session of Congress, and beyond" and it declares "the era of small business has begun." 39 The recommendations of the Conference are also listed in Nation's Business 40 and Inc. 41 In addition, the two publications evaluate the report of the White House Small Business Conference Commission. That report, which analyzed the Conference proposals, is criticized as having put the recommendations into too general objectives. 42 The NSB response is to "forget the report and press on with the


legislative momentum on Capital Hill." The Association does follow the legislative route. The Voice of Small Business reports that the NSB affiliated Small Business Legislative Council (SBLC) Implementation Task Force will bring leaders and experts to the effort. Eventually three groups announce plans to track conference recommendations through Congress.

These developments are viewed as signs of a burgeoning movement. What gives it importance is that high on the agenda of small business is that of becoming a priority on the government's agenda.

**Political Process**

Sutton notes that a difficult problem for the business creed is the continued "misbehavior" of government. The bad results have to be reconciled with belief in the political system and the values of individualism and democracy. The creed cannot assert that the democratic process is corrupt and that aristocratic rule ought to supplant it, if the creed is to conform with the general values on which it is based. Silk and Vogel also observed that norms of

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44 *The Voice of Small Business*, July 1980, p. 3.

45 *Inc.*, November 1980, p. 29.

46 Sutton, p. 204.
the political culture, at least publicly, inhibit the corporate executives. They have a problem with American democracy. Far from atrophying, as business critics fear, it is "working all to well."47

Their view of the political process is that the public opinion, revealed through the polls, is translated to the political agenda and often becomes government policy.48 They see several government policies over the last decades as a series of defeats.49 Thus, they conclude that their ability to influence government decisions is diminished, and they perceive themselves as becoming politically impotent.50 Business cannot rely on much support beyond its own ranks (about ten percent of the population), which means that the survival of the free enterprise system rests on the attitudes of about four-fifths of the public. Many businessmen feel that the public is wrecking the system out of ignorance; free enterprise, they contend, will be destroyed by a multitude of policies, each appearing reasonable on its own terms.51

47 Silk, p. 43.
48 Ibid., p. 44.
49 Ibid., p. 67.
50 Ibid., p. 45.
51 Ibid., pp. 70-71.
Businessmen complain that policy decisions made by government are based on a short time horizon (that is, election intervals), while many problems require a longer time horizon. Corporations frequently have five, ten, or twenty-year plans. Given the increasing interdependency between business and government, this "undisciplined democratic process" is now more disruptive for business. National economic planning would make government policy more consistent over time and less vulnerable to public press. However, the overwhelming majority of business leaders at the Conference reject any form of economic planning. They would not want to endorse the centralization of political power, which they suspect would be required to make government policies more consistent. They see the uncoordinated market as their protector, Silk says, and that the inconsistency of government policies is a "cherished and deeply ingrained characteristic of American political life." The security of corporations does not depend on changing the political system into one they can dominate.

52 Ibid., p. 79.
53 Ibid., pp. 86, 89.
Preservation of the existing legal and constitutional system is seen as the guarantee of security. The basic legitimacy of the state is what stands between the corporation and an increasingly hostile public.\textsuperscript{55}

... Many of the businessmen Silk and Vogel observed blame themselves for not getting deeply enough involved in the political process. They feel they must strive to correct the economic illiteracy of politicians and government officials.\textsuperscript{56} The 1980 issues of the publication \textit{Enterprise} show that big business fulfills its educative mission, and that it attempts to inspire political involvement. Small business publications are concerned with political involvement, but they do not promote the education of politicians, government officials, or the public.

In a monthly report, the NAM Chairman argues that, if employees understand the major issues of the eighties and had the facts about them, those employees would support the sound public policies of business leadership and would speak out for them.\textsuperscript{57} \textit{Enterprise} notifies its small and medium business readership that, if they are committed to encouraging political participation by employees, NAM resources

\textsuperscript{55}Ibid., p. 76.
\textsuperscript{56}Ibid., p. 51.
\textsuperscript{57}\textit{Enterprise}, March 1980, Inside Cover.
Another NAM Chairman's report tells business leaders that the key word is "involvement." Active and positive leadership has to be provided to politicians, communities, and employees. He says, "we must make believers out of others." In addition, Enterprise alerts NAM members to the profound stake business and industry have in the outcome of redistricting in 1981, and that many opportunities exist for business organizations to play a significant role in the process. The Business Roundtable objective is political involvement by executives who manage the very largest corporations. However, Fortune is critical of the Business Roundtable. An article claims that the Roundtable evades certain big issues or that the organization is ambiguous about them. Political scientist Norman Ornstein is quoted as saying that the strength of the Roundtable "should come from a coherent ideology, but they don't seem to know what that is anymore." Though Ornstein argues that the Roundtable could lose its "image of greatness," it is a formidable organization.

Bunzel makes the point that the political organiza-

59 Enterprise, November 1980, Inside Cover.
60 Enterprise, September 1980, p. 6.
tion of big business into power groups reflects the political needs and resources of corporations. But the ability of small business to influence the body politic was inhibited for some time by an "organizational lag." While the NAM was organized in 1894, small business organizations appeared on a national scale "in the last 25 years or so." In 1935 a National Federation of Small Business was organized. A number of groups were formed following the 1938 conference of small businessmen which President Roosevelt had convened. But most of these organizational efforts were short lived. In 1946 a report of the House Committee on Small Business stated that it is "an accepted fact that small business is the only important segment of the economy which is still unorganized." There are numerous organizations, but the total number of small businessmen belonging to such groups is "but a handful" compared with the number of small firms in existence. In addition to low association membership, inter-group problems arise. In 1980 Inc. reports that disputes and rancor mark small business

62 Bunzel, p. 61.
63 Ibid.
64 Ibid., p. 63.
65 Ibid., p. 64.
66 Ibid., pp. 65-66.
groups. "The search for the true voice of smaller companies goes on, but the sound is like a Tower of Babel."67 Dissatisfied with the effectiveness of existing groups, Inc. reports that top executives of a dozen smaller companies met to lay plans for another "more effective" organization.68

According to Inc., small business lobbyists do their best work on Capital Hill. Yet Congressional staffers say they would be more effective if they could agree among themselves what the small business position is on an issue. Legislation won't move without complete support, and it may not be introduced if it is known that there is no unity. "Big business and labor learned that lesson long ago."69 Small business is disadvantaged in directing its primary efforts toward Congress. They miss "the most essential connection of all" - the regulatory agencies. The Securities and Exchange Commission Office of Small Business Policy and a Special Assistant for Small Business at the Occupational Safety and Health Administration claim that the national small business associations do not contact them. These agencies have responsibility in areas that are top priorities of the White House Conference recommendations -

capital formation and over-regulation. While small business lobbyists rest their case with Congress, industry trade associations actively lobby the regulators; often they do not speak for the interests of small companies. Industry groups respond to the small number of members who provide the major part of their income. "They do not address the specific, disproportionate effects of regulation on smaller firms."  

Both sectors of the business community emphasize the election of a pro-business Congress in their political agendas. And they would like the lawmakers in Washington to include some members from their own ranks. "Seven years ago we had one hundred fifty five business people in the House of Representatives; now we have one hundred twenty seven." The increase in corporate and association Political Action Committees (PACs), as well as the rise in donations by small business owners and CEOs shows broad-
based support for pro-business candidates.

There is little doubt that the Republican party ought to have the congressional majority, and the Presidency. Certain that the GOP would support the free market approach, Nation's Business says the party is "more conservative and pro-business." Inc. reports that legislative ratings done by the National Federation of Independent Business shows Republicans generally score better on small business issues than Democrats. Fortune argues that the Republican revival can "affect elections," while an Inc. article advises small entrepreneurs to vote for the Republican presidential candidate if they care about the future of their companies. Fortune assesses the chances of candidate Reagan to win the election.

Some discussion on this topic supports the thesis that big business guards the "system," as well as specific corporate interests. For example, Fortune presents to their

constituency a lengthy analysis of the nomination process of presidential candidates. Another article examines the harmful effects of special interest groups. Political scientist Carll Everett Ladd, the author of these articles, builds a case for changing the political environment by taking the necessary steps toward reasonably cohesive and responsible parties.

A comparison between the questions Enterprise and The Voice of Small Business asked presidential candidates in 1980 also shows the difference in their concerns. "What would your administration do to revitalize industry and put the economy back in shape?" was the thrust of the nine questions that NAM asked the candidates. NSB questioned the candidates about what policy objectives they had for small business. Job creation solutions and regulatory reform are issues NAM and NSB inquired about. Enterprise's other questions dealt with holding down federal spending, energy problems, competition in overseas markets


80 Everett Carll Ladd, "How to Tame The Special Interest Groups," Fortune, October 20, 1980, pp. 66-68,72,76,80.

81 "I Pledge, if Elected," Enterprise, October 1980, pp. 2-12.

and reversal of declining productivity, while the *Voice of Small Business* asked the candidates about graduated business taxes, target levels of small business participation in government contracting, small business capital formation measures, and policies to encourage small business innovation.

**Business Environment**

A discussion in *Fortune* about the economy and the industrial corporations during the mid-1950s argues that 1955 was the "vintage year" of a "marvelous golden age." Beyond favorable statistics such as no inflation, a consumer price index that fell, and a gross national product that grew, *Fortune* refers to the zeitgeist: "the basic climate of ideas in which the corporation either withers or flourishes. "Business was not unregulated in 1955, and it did have its critics, but *Fortune* argues that there were no fundamental challenges to the corporation.

What disturbed corporate enterprise in 1980 was a campaign by a coalition of consumer, labor, and other interest groups to "expose" and "repair" large businesses. A

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83 *Enterprise*, October 1980, pp. 2-12.
day of anti-business activities was planned to rally support for the Corporate Democracy Act of 1980. The proposed legislation ultimately would require corporate chartering, would prescribe the composition of boards of directors, establish an employee bill of rights, and would require two years notice prior to relocation or closing of a plant. Roundtable Report says "Big Business Day" is to persuade people to have more government controls imposed on big business.86 Enterprise views it as a substitution of "social" concerns for corporate earnings and capital formation for economic growth87 and the President of NAM refutes charges by the organizer of "Big Business Day."88

The Roundtable Report states that "anti-business activists are charging that American business has some sinister plan to misuse power." In response, the newsletter cites the progress and plans in areas of consumer concerns, the composition of boards of directors, efforts for disadvantaged youth, and in philanthropy.89 It also notes that a Business Roundtable Task Force is sponsoring exhaustive studies by scholars on the role of the corpora-

89 Business Roundtable, April 1980, p. 4.
tion in the United States. The studies are to provide guidance for business leaders against accusations made by critics. In addition, business needs to take the initiative to form and work with coalitions on an "issue-by-issue basis" in order to confront and disarm "the broad spectrum of business critics." The newsletter argues that the focus on big business by antagonists flows from a historic populist concern over large concentrations of economic resources and authority over people's lives. Another article in the Roundtable Report gives highlights of a book by Dr. John Desmond Glover on the role of large corporations in society. Its thesis is that there is no way that the massive needs of the American people could be met "without the workings of very large productive entities like our largest corporations."

And yet--large corporations stand in stark contrast to a traditional political and social philosophy that idealizes small proprietor-owned-and operated local businesses. On the one side, we hanker for an industrial and business structure characterized by vast numbers of small firms of negligible size. On the other, we are utterly dependent for our very way of life upon the presence and workings of the large modern industrial organization, a breed of enterprise far removed from the Jeffersonian and Jacksonian ideals. This tension is an

91 Ibid.
uneasy, major fact of the American scene.\textsuperscript{92}
The author's prescription for resolving the "tension in American thought and policy" is threefold. First, legislative representatives, the executive government, and the judiciary must accept the large corporation for the "indispensable economic instrumentality" that it is. Second, a new body of economic thought is needed to update and improve our perception and understanding of the complex industrial and business apparatus of modern, evolving America. Third, business management, that is directors and executives, must realize the important institutional nature of our large corporations - that they are inescapably clothed in the public interest.\textsuperscript{93}

With one exception, criticism of big business and rebuttals to critics surfaced only in the corporate publications.\textsuperscript{94} The issue is given much attention in the area of Business Environment. Both defensively and offensively corporate enterprise seeks better understanding and appreciation of its role in society. Public and government elite 

\textsuperscript{92}Dr. John Desmond Glover, Revolutionary Corporations: Engines of Plenty, Engines of Growth, Engines of Change, (Dow Jones Irwin), excerpts in Roundtable Report, November 1980, pp. 1-3.

\textsuperscript{93}Ibid., p. 2.

\textsuperscript{94}One article appears in Inc. Cochrane Chase, "Nader's Fight With Big Business We Can't Afford," Inc., May 1980, pp. 18,20.
attitudes do matter if mistaken policies are to be avoided. The drive for public approbation is very much a part of the political process and is an objective of the big business political agenda in 1980.

As suggested by *Fortune*, criticism of big business is not new. Sutton reports that businessmen have felt misunderstood more or less chronically. According to Sutton, in the era of business dominance, around the turn of the century, business frequently protested against misunderstandings.95 Silk says that public discontent and animosity toward big business in the Progressive Era, 1902-1912, and the Great Depression, 1929-1939, raised fundamental questions that led to major changes in the political and economic system.96 The conferences that are the focus of *Ethics and Profits: A Crisis of Confidence in American Business* stressed deep concern about communicating adequately with the public. In fact, the failure of communication is defined as "the basic threat to the enterprise system."97

Discussions about economic theories and the economic system are debated in both groups of publications. Much of

95 Sutton, p. 95.
96 Silk, p. 31.
97 Ibid., p. 104.
this material is descriptive. Neo-classical price theory is resurrected as supply-side economics, and it has supporters in both business sectors.\footnote{Sutton found that the classical creed explained the functioning of the economy in terms of the laissez-faire views of the classical economists and from the neo-classical theory of perfectly competitive general equilibrium. Sutton, pp. 162-171.} \textit{Enterprise} explains the basic principles: government tax and spending policies influence the behavior of the private sector by changing the relative costs it confronts. Keynesian theory holds that fiscal policy affects the private sector's activities by changing disposable income. The application of supply-side analysis to fiscal policy, in place of Keynesian analysis, changes the focus to a reduction of marginal income tax rates to reduce "the existing tax bias against working, saving, and investing."\footnote{David Raboy, "Norman B. Ture on Supply-Side Economics," \textit{Enterprise}, June 1980, pp. 18-19.} According to \textit{Enterprise}, the economy urgently needs a supply-side tax cut.\footnote{Ibid., p. 21.} \textit{Nation's Business} also advocates tax cuts on the basis of the supply-side macro-economic model.\footnote{\textit{Nation's Business}, April 1980, p. 88 and \textit{Nation's Business}, June 1980, p. 8.}

Political and economic thought in 1980 appeared to be affected to a large extent by interest-group politics and by
the way democracy works. *Fortune* argues that liberal capitalism "is a system for the delivery of material goods." And, the system "does work." However, there were such enormous tangible rewards passed out in the fifties and sixties that there was a decline of gratification in the face of rising expectations. Extravagant materialism caused liberal capitalism to lose its "moral grounding."*102* In addition, the political apparatus was shattered by the mass movements begun in the late 1960s. "Participatory democracy" transposed "interest-group demands into compromises and ad-hoc majorities." Now groups of activists are in the political fray.*103* The task is to construct a balanced polity which has reconciled its values and that will redirect liberal capitalism "to earn enough to pay for defense and welfare without bankrupting ourselves."*104*

The books and ideas of two economists are reviewed in *Fortune*. One article discusses zero-sum politics, the name given to the consequences of interest-groups politics by Lester Thurrow, an MIT economist. The theme of zero-sum politics is that the nation cannot solve its major problems "because any solution would impose losses on some group or


*103* Ibid., p. 54.

*104* Ibid.
groups in our society," but that each group is "in a posi-
tion to veto the solution." The second economist, Thomas
Sowell, is concerned about the deteriorating health of the
free market. The culprits are the politicians and gov-
ernment administrators. However, there are forces that
drive them to "wage war on market arrangements." One is the
pressure to change things. The political "independents" of
today are more willing to do this than are members of a pol-
itical machine. Since machine politicians have an invest-
ment in future elections, they have longer time horizons.
"Independents" are tempted to sell short-run blessings
regardless of long-run costs. This "temporal bias" of
legislators favors today's voters at the expense of the
voters of tomorrow. Bureaucrats also have a perverse effect
on market arrangements. Regulators have a bias favoring
established businesses, and they tend to discriminate against
businessmen who might want to compete in an industry. Labor
unions also play a role in upsetting the price mechanism.

Another economist, Nobel laureate Milton Friedman,


106 Professor Sowell's argument is based on the price mechanism - the neo-classical theory of perfectly competitive general equilibrium.

argues in *Nation's Business* that the fragmentation of power and conflicting government policies emanate from a democratic system that enacts "detailed and specific legislation." This system "gives undue political power to small groups that have highly concentrated interests and gives greater weight to obvious, direct and immediate effects of government action than to possibly more important but concealed, indirect and delayed effects." Bureaucrats are not the villains: they have not usurped power, nor have they tried to subvert the democratic process. They have had responsibilities and power thrust on them. Friedman argues against a case by case approach in attempting to move toward a freer society and a more limited government. What we should do is "lay down broad rules limiting what government may do." We need an Economic Bill of Rights, amendments comparable to the First Amendment, which would limit government power in the economic and social areas. Friedman's amendments would either prohibit or restrict federal tariffs, price controls, and interference with pursuit of occupation. He would repeal the sixteenth amendment and replace it with an amendment authorizing a low flat rate income tax on all income. And he would have an amendment to require the mone-

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109 Ibid., p. 70.
tary authorities to keep the percentage rate of growth within a fixed range.\textsuperscript{110}

In the context of concern about limited government and the future of capitalism, an article in \textit{Nation's Business} argues that there were three main parts to what once served as an economic constitution. The Apportionment Clause in Article I, Section 9 of the Constitution (until the Sixteenth Amendment in 1913) restricted Congress from placing a disproportionate share of the tax burden on a minority of the electorate.\textsuperscript{111} Article I, Section 8, reinforced by the Tenth Amendment, acted as a check on federal spending. However, they have been enfeebled by modern interpretations of the commerce and welfare clause. The suggested spending limitation amendment would replace the restraints originally provided by Article I, Section 8. "If it is no longer practical to limit the purposes for which Congress may spend, an alternative is to limit spending in the aggregate."\textsuperscript{112} The Contracts Clause in Article I, Section 10, supplemented by the Fifth Amendment, protected private property. Article I, Section 10 prohibited states from passing laws impairing contract obligations, and the Fifth Amendment declared no

\textsuperscript{110}Ibid., p. 71.


\textsuperscript{112}Ibid., p. 90.
one should be deprived of property without due process, or have property taken for public use without just compensation. But these portions of the Constitution do not provide protection against the most pervasive threat to property - regulation. According to present court interpretation, regulation does not meet the Fifth Amendment tests of public purpose, due process, and just compensation. The Economic Bill of Rights suggested by Milton and Rose Friedman merely restores constraints on government that the Constitution formerly provided.113

Nation's Business uses an imaginary interview with the Founding Fathers to continue its advocacy of limited government. In the process of quoting and reformulating the philosophies and ideas of the statesmen, the publication conveys the message that an excess of governmental power can nurture the excess of private power. However, "if the citizens restrain the first, competition will restrain the second."114

Some news items and articles in Inc. made the point that business should accept the risks and rewards of private

113 Ibid.
enterprise, rather than seek security and stability.\textsuperscript{115} This seems to corroborate Murphy's contention that "small business enterprise recalls the image of atomistic, competitive capitalistic society; individuals testing themselves in the marketplace, building and creating private property through their own efforts, personally accounting for their success or failure."\textsuperscript{116} \textit{Inc.} is also the forum for the view, in the tradition of Joseph Schumpeter, that the essence of capitalism is creative destruction. The argument is that many current and proposed policies reward obsolete industries at the expense of the next generation of enterprises.\textsuperscript{117} For example, tariffs, import quotas, accelerated depreciation and other tax policies are most useful to settled firms.\textsuperscript{118} The future of American capitalism depends on a shift by the government from defending the past to a "progressive embrace of the future."\textsuperscript{119} In contrast to that bold proposal, NAM would have the government establish a


\textsuperscript{116}Murphy, p. 4.

\textsuperscript{117}George Gilder, "Should We Sacrifice Our Future To Preserve The Past?," \textit{Inc.}, November 1980, p. 93.

\textsuperscript{118}Ibid., p. 96.

\textsuperscript{119}Ibid., p. 98.
pattern of predictable policies. *Enterprise* argues that business cannot operate in a vacuum. When government policies are not consistent and reasonably predictable, business cannot plan effectively for the future. The evidence is slight, but these two views do suggest that corporate business is looking for a stable environment, and small enterprise views change more positively.

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CHAPTER VI

SUMMARY AND CONCLUSIONS

Summary

This content analysis of six publications during 1980 shows that the corporate sector and small business do share many common interests. Few cases of discord in their positions were found. Rather, there are many subject areas which are important to one business sector, but are inconsequential to the other sector. This suggests that there are a great number of divergent interests.

One issue on which the business community is cohesive is its need for capital. Capital formation, capital recovery, and capital investment are basic to giant enterprises and to small businesses. Addressing the problem in terms of business' needs and the general economy, business groups lobby for solutions through fiscal policy. The issue of inflation galvanizes and unifies the business community. Both sectors focus on such cures as restraining government spending and facilitating capital formation. Corporate enterprise stresses this problem more than small business, and it places the blame on interest groups and the socio-political process. There is agreement in the business community that productivity is declining. The problem can be
solved with regulatory reform, improvements in energy policy, and capital formation.

In different degrees, big and small business focus on the importance of a balanced federal budget. Toward that end, the corporate sector lobbies for legislation to limit federal spending. Both sectors object to credit restrictions imposed by the Federal Reserve Board. However, they oppose credit controls for different reasons and they also respond in different ways.

There is solid accord in the business community on the need for regulatory reform. Detailed analysis shows an identity of interests on few issues (legislation for "sunset" review of agencies and programs, and the legislative veto). Electing a Republican pro-business Congress and a Republican President are goals of both business sectors. There is also support for supply-side economics and supply-side tax cuts.

Conflicting views are found on the issue of recession. The corporate view remains close to Sutton's business creed; the recession is seen as the natural contraction of the business cycle, which is not necessarily a bad thing. Thus big business does not lobby for government action. Small business feels the recession more acutely and favors loans and tax reductions. Open conflict is seen on the important issue of depreciation law, because small business
refused to support a bill which it believed would benefit mainly a small number of the largest firms. And big business balked at the bill favored by small business.

There is also disagreement over a proposal to refund the unused portion of tax credits in excess of tax obligations. Presumably small firms would gain more from refundable investment tax credits; hence they favor them. Big business objects on the grounds that it is a subsidy and that huge numbers of American business would be converted into welfare cases.

The interests of the two sectors of the business community directly collide in the area of government contracts. Though federal procurement of goods and services is mandated by law, corporate business does not favor using contracting as a "social tool." At the same time, small business questions the legality of contracts awarded to large firms.

Conflicting interests seem to explain why positions are taken by the Business Roundtable regarding international trade. On one hand, the organization joins small business in backing the Export Trading Company Act, partly because of the potential benefits which the Act holds for smaller firms. On the other hand, the Business Roundtable asks the government to favor the largest companies in developing an international trade program.
There are instances when the business community unites in terms of a general objective, but divides over specific legislation. For example, there was unified support for deregulation of the trucking industry, but small business vigorously opposed an amendment to the bill introduced in Congress, because it would erode protections of the Robinson Pateman Act. In the case of patent policy reform legislation, small business argued that it needs special treatment.

The strongest evidence showing that big and small business do not speak with one voice has to do with issues concerning one sector but not the other. The tax side of fiscal policy is the outstanding example. Corporate business arguments focus on state taxation of foreign source income, foreign tax credits affecting multinational companies, and cash management initiatives. Small business has no interest in these taxes. An entirely different tax program is promoted by small enterprise: a more graduated income tax; estate tax law revision; deferral of capital gains tax for roll-over of small business investments; tax credits for small business investments; a new equity-type security for small business; an increase in used capital equipment eligible for investment tax credits; and the general jobs tax credit are on the small business political agenda.

Big business also has strong convictions about how
to develop energy sources, strategic material and mineral resources. Government's role is to facilitate industry's efforts in research and development of energy and mineral resources. The United States Chamber of Commerce publication makes that case, but the other small business publications do not.

In general, industrial relations issues are not a major concern, but each business sector has special problems. Claiming that construction costs are driven up as a result of the Davis-Bacon Act, big business favors its repeal or reform. Different legislation is the focus of small business attention. The National Small Business Association lobbies against provisions of the proposed Multiemployer Pension Plan Amendment Act because of the serious liabilities that they could impose on a smaller employer who might withdraw from participation in a plan.

The corporate publications debate international trade and finance in terms of foreign policy. In contrast, small business publications essentially are a campaign to interest smaller companies in exporting their products.

The Corporate Democracy Act of 1980, which caused much consternation in the corporate sector, was unimportant to small business, whereas the White House Conference and the SBA redefinition issues were ignored by big business. And corporate business discussions of becoming politically
involved and educating politicians, communities, and employees have no counterpart in publications aimed at small business.

Pluralism accurately describes the business agenda in the United States. By examining the publications of big and small business, the dual nature of the business community becomes evident on the demand side of the political process. Conflict is manifest on some issues, and big business and small business concerns are dissimilar more than they are similar. Furthermore, there are issues where the likelihood of conflict is indicated. For example, in the case of the Multiemployer Pension Plan Amendment, small business objected to a provision in the bill, but no position held by the corporate sector was found. As this issue is presented in the 1980 publications, therefore, it is of concern only to one sector. However, NSB testimony at hearings of the House of Representatives relates the issue to pension plans and the disposition of pension funds. NSB complains that they are usually determined by larger employers and unions. The problem described by NSB suggests that the two sectors would have conflict periodically in the area of pension plans. Similarly, there is a lack of controversy surrounding certain tax reform measures introduced by small business. But they are subject to competition or opposing action at the time Congress debates them.
For example, small business would like corporate income tax rates reduced at the low end of the scale and raised at the top end of the scale.\(^1\) Taxation is a subject that arouses intense conflict, as was shown in the case of depreciation law reform.

**Conclusions**

Big business and small business both claim to be proponents of limited government and free enterprise. No less than five editorials in *Inc.* argue about infringements of the free market and private enterprise, and the interference of government. One editorial admonishes business for its demand on government.\(^2\) The Business Roundtable contends that our society should "return to the notion of the limited-purpose organization," letting the government and business do the things they do best.\(^3\) But the business community embraces no consistent and coherent approach to promoting the goals of free enterprise and limited government. To a great extent the opposition to regulation constitutes business' current attempt to limit government power. Big business frequently offers to cooperate volun-


tarily in order to avoid regulation.

The most radical idea considered to restrict government power is to enact a constitutional amendment, but there was little support for limiting government spending by constitutional fiat. Too little evidence indicates that corporate enterprise subscribes to any Galbraithian concept of "countervailing powers." One statement in the Roundtable Report touches on the idea: it notes that large corporations together with other institutions in the private sectors counteract the "enormous political power of governments." 4

Ideologically big business is sympathetic to the basic ideas of economist Milton Friedman. Friedman says that "the preservation of freedom is the protective reason for limiting and decentralizing power." But, he adds, "the constructive reason" for limiting the power and functions of government is that achievement and advances of civilization have never come from centralized government. 5 That view is explicit in the "limited-purpose organization" argument and it is implied in other debates. Enterprise says, "Consider any major problem now besetting the country. Much as all roads used to lead to Rome, so all solutions pass through a re-

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juvenated industry." The Business Roundtable contends that only "through the mechanism of the private enterprise system - will the world's expanding population be able to progress." Though specific changes which Friedman advocates would radically restrict the power and functions of government, his perception of limited government includes the function "to foster competitive markets." Big business attempts to stimulate that government function in one way. (The Business Roundtable wants federal trade agencies to become forceful and effective advocates of trade.) Small business continues to depend on that government function in another way (for antitrust protection).

In addition to the themes of limited government and free enterprise, the content analysis shows that big and small business have distinctly different orientations toward the political and socio-economic system. Big business has a macro perspective. Its immediate concerns and tactical proposals are cast in terms of long range goals and main-


8Friedman, p. 2.


tenance of a stable capitalist system.

One thing that obstructs the proper functioning of the system are interest groups. Corporate arguments in 1980 were exactly opposite Schattschneider's claims that the pressure system is skewed and that it has a business bias. The excesses of hordes of interest groups and independent politicians with weak party connections have played havoc with the system. Big business perceives a malfunction of government power due to the accommodation that government makes to interest groups. The business sector is searching for ways to restore traditional pluralism (in the Madisonian sense), where government mediates competing interests instead of complying with their demands. Corporate enterprise does not argue for control of the socio-political-economic system, but rather an understanding of business needs in a capitalist society. Though the corporate attitude toward government tends to be critical, there is a desire that relations not be adversarial. Industry does not doubt the economic and business concepts which guide its operations. Somewhat elitist, confident knowing what is right for the system in the long run, for the national interest, and for business, the government is to be lobbied and the public is to be educated. Big business wants to have its share of influence over the course of events, and it believes that a united business front makes that effort
easier. The implication of this position is that small business at times is actually another troublesome interest group. A unified business community translates into a large number of votes for legislators to consider. Also, Congress can accommodate a single business interest easier than a business interest divided. Furthermore, a cohesive business community of large and small enterprises can allay suspicions about larger companies. This study affirms Sutton and C. Wright Mills that big business works to sustain a single business community. Consider the National Association of Manufacturers and the United States Chamber of Commerce, which try to represent the interests of businesses of all sizes. The content of their publications is a by-product of that approach.

Small enterprise believes it has an interest independent of big industry. According to Inc., that sector wants and needs "an independent policy and power grid that belongs to it alone."11 This research also affirms Murphy's view that small business feels it has been squeezed into a shrinking sector of the economy by the growth of government and the growth of big business. Thus small business lobbies for catch-up growth policies. The Small Business Omnibus Bill of 1980 is intended to insure an economic climate con-

ductive to small business. That legislation resulted from a four year NSB effort.\textsuperscript{12} An editorial addressed to the pro-business President-elect appeals to him to recognize that small business is different than big business and to treat them alike is unfair to both.\textsuperscript{13}

Small business policy recommendations tend to specify small business interests. It has a micro perspective, a short-term and narrow focus compared to that of corporate enterprise. Conscious of the effects of politics and economics on its interests, small business lobbies, but does not assume responsibility for the system. The big and small business sectors are very different. It is a difference which invades each sector's orientation to the political-economics system, as well as the big business and the small business political agenda for the 1980s.

This research analyzed publications of the two business sectors over a short period of time. Longitudinal studies, using resources such as congressional hearings, would greatly increase our knowledge and understanding of the inter-relationship among big business, small business and the political system. This study suggests at least three directions for future research. It would be worth-

\textsuperscript{12}The Voice of Small Business, July 1980, pp. 1,3.

\textsuperscript{13}The Voice of Small Business, November/December 1980, p. 2.
while to examine the business community in terms of specific topics, such as taxation, federal procurement, or Federal Reserve policies. A second thrust is to analyze business behavior relative to the themes of free enterprise and limited government. Finally, the present study suggests this major research question: In what ways, and to what extent does corporate business act on its concerns about the ill effects on interest-group democracy in America? The subject of business and government is fertile ground for political science investigation.
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ARTICLES


UNITED STATES GOVERNMENT DOCUMENTS


UNPUBLISHED MATERIAL


INTERVIEW

APPENDIX
1. **BUSINESS ENVIRONMENT**

<table>
<thead>
<tr>
<th>Sub-Topic</th>
<th>Fortune, Enterprise, or Roundtable Report</th>
<th>Inc., Nation's Business, or Voice of Small Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Enterprise Day</td>
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<td>Anti-Business Campaign</td>
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<tr>
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<td>Criminal Code Revision</td>
<td>X</td>
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<td>Criticism of the Corporation</td>
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<td>Economic Theories</td>
<td>X</td>
<td>X</td>
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<td>An Economic Constitution</td>
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<tr>
<td>The Free Market</td>
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<td>X</td>
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<td>Laffer Curve</td>
<td>X</td>
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<tr>
<td>Milton Friedman's Economic Bill of Rights</td>
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<td></td>
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<td>X</td>
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<td>Lester Thurow's Zero Sum Theme</td>
<td>X</td>
<td></td>
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<tr>
<td>Faith in the Country</td>
<td>X</td>
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<td>Frost Belt and Sun Belt</td>
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<tr>
<td>Governmental Power</td>
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<td>U.S. Transportation System</td>
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**Summary:**
- 32 Sub-Topics
- 14 Issues in Both Groups of Publications
- 8 Issues in Only Big Business Publications
- 10 Issues in Only Small Business Publications
2. CORPORATE GOVERNANCE*

Sub-Topic

| Accounting Standards for Corporate Earning Reports | X |
| Conglomerate Mergers | X |
| Corporate Free Speech | X |
| Corporate Governance** | X |
| Corporate Growth and Mergers | X |
| Corporate Philanthropy | X |
| Corporate Responsibility | X |
| Corporate Shareholders | X |
| Corporate Stockholder Causes | X |
| Protection of Shareholder Rights Act of 1980 | X |

Summary: 10 Sub-topics
3 Issues in Both Groups of Publications
4 Issues in Only Big Business Publications
3 Issues in Only Small Business Publications

* Refers to all aspects of governing a corporation.

** Refers to a specific issue, that of having the members of the Board of Directors come from outside the corporation.
### 3. ENERGY AND NATURAL RESOURCES

#### Sub-Topic

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<td>Energy Conservation</td>
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<td>Energy Policy</td>
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<td>Federal Water and Farm Size</td>
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**Summary:** 16 Sub-topics

- 6 Issues in Both Groups of Publications
- 4 Issues in Only Big Business Publications
- 6 Issues in Only Small Business Publications
# 4. FEDERAL GOVERNMENT ADMINISTRATION

## Sub-Topic

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<th>Executive Department</th>
<th>Executive Department Agencies</th>
<th>Executive Department Reorganization</th>
<th>Federal Agencies</th>
<th>Federal Appointments</th>
<th>Federal Bureaucracy</th>
<th>Members of Congress</th>
<th>President's Executive Exchange Program</th>
<th>Procurement Contracts to Small and Minority Firms</th>
<th>Minority Business Participation</th>
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## Summary:
- **15 Sub-topics**
- **5 Issues in Both Groups of Publications**
- **2 Issues in Only Big Business Publications**
- **8 Issues in Only Small Business Publications**
5. **FISCAL POLICY**

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<td>Increase Defense Spending</td>
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### FISCAL POLICY

**continued**

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**Summary:**
- 43 Sub-topics
- 15 Issues in Both Groups of Publications
- 12 Issues in Only Big Business Publications
- 16 Issues in Only Small Business Publications
6. GENERAL ECONOMY

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### GENERAL ECONOMY

**Sub-Topic**

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**Summary:**

- 43 Sub-topics
- 16 Issues in Both Groups of Publications
- 15 Issues in Only Big Business Publications
- 12 Issues in Only Small Business Publications
## 7. GOVERNMENT REGULATIONS

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### GOVERNMENT REGULATIONS

#### Sub-Topic

| IRS Property Seizures   | X |
| IRS Regulations         | X |
| Judicial Decisions on   | X |
| Regulatory Agencies Rules| X |
| Minimum Wage            | X |
| Occupational Safety and | X |
| Health Act              | X |
| Occupation Safety and Health Administration | X |
| OSHA Inspections        | X |
| OSHA Reform Bill        | X |
| OSHA Regulations        | X |
| Oil Import Control Plan | X |
| Oil Industry Regulation | X |
| Patent and Trademark Policy | X |
| Product Liability       | X |
| Product Liability Insurance | X |
| Railroad Deregulation   | X |
| Reduction of Federal Regulation | X |
| Regulatory Agencies     | X |
| Regulatory Agency Rules | X |
| Regulatory Flexibility  | X |
| Regulatory Flexibility Act | X |
| Regulatory Reform       | X |
| Scientific Risk Analysis| X |
| Securities and Exchange Commission | X |
| Securities and Exchange Commission Regulation | X |
| Toxic Waste Cleanup     | X |
| Toxic Waste Cleanup Costs | X |
| Toxic Waste Cleanup Legislation | X |
| Trucking Deregulation   | X |
| Two-Tier Minimum Wage   | X |
| University and Small Business Patent and Procedure Act | X |
| Wage-Price Controls     | X |
| Wage-Price Guidelines   | X |
Summary: 65 Sub-topics
24 Issues in Both Groups of Publications
19 Issues in Only Big Business Publications
22 Issues in Only Small Business Publications
### 8. INDUSTRIAL RELATIONS

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Summary: 24 Sub-topics  
10 Issues in Both Groups of Publications  
7 Issues in Only Big Business Publications  
7 Issues in Only Small Business Publications
9. INTERNATIONAL TRADE AND FINANCE

Sub-Topic

American Export Trading Companies X
Bank and Company Claims Against Iran X
The China Market X
Department of Commerce X
Dumping X
Export Controls & Foreign Policy Considerations X
Export Development X
Export Expansion Program X
Export Financing and Credit X
Export-Import Bank Financing X
Foreign Corrupt Practices Act Guidelines X
Foreign Investment in U.S. X
Foreign Ownership of American Banks X
Gold Standard X
Government Export Incentives X
Grain Embargo to Russia X
Limit Automobile Imports X
Multilateral Trade Negotiations Agreement (MTN) X
Risks for International Businesses X
State Taxation of Foreign Source Income X
Trade Adjustment Assistance X
Trade Agreement with China X
Trade Agreement with Japan X
Trade Restrictions X
U.S. Boycotts of Foreign Goods X
U.S. Exports X
U.S. Trade Deficits X
U.S. Trade Policy X
U.S. Ventures in Egypt X

Summary: 29 Sub-topics
11 Issues in Both Groups of Publications
8 Issues in Only Big Business Publications
10 Issues in Only Small Business Publications
10. **MONETARY POLICY**

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<tr>
<th>Sub-Topic</th>
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<tr>
<td>Credit Control Act</td>
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<td>Credit Control</td>
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<td>Dual Prime Rate</td>
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<td>Federal Reserve Board</td>
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<td>Federal Reserve Board Money</td>
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<td>for Small Business Loans</td>
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<td>Fed &quot;Two-Tier Discount Policy&quot;</td>
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<tr>
<td>Interest Rate</td>
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<td>Money Supply</td>
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**Summary:**  8 Sub-topics
- 2 Issues in Both Publications
- 2 Issues in Only Big Business Publications
- 4 Issues in Only Small Business Publications
11. **POLITICAL PROCESS**

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<tr>
<th>Sub-Topic</th>
<th>Fortune, Enterprise, or Roundtable Report</th>
<th>Inc., Nation's Business, or Voice of Small Business</th>
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<td>Business-Community Involvement in Politics</td>
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<td>Business Lobbying Organizations</td>
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<td>Congressional Candidate Positions on Small Business Issues</td>
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<td>Corporate Political Action</td>
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<td>Democratic Party</td>
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<td>1980 Election Campaigns</td>
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<td>Election of Ronald Reagan</td>
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<td>The New Right</td>
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<td>Presidential Candidate Policies for Small Business</td>
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<td>Public Financing of Congressional Elections</td>
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**Summary:** 26 Sub-topics
- 9 Issues in Both Publications
- 9 Issues in Only Big Business Publications
- 8 Issues in Only Small Business Publications
### 12. SMALL BUSINESS

**Sub-Topic**

- Commercial Credit Reporting Act
- Federal Agencies' Help
- Omnibus Small Business Act
- Report of White House Commission on Small Business
- Senate Task Force on White House Conference of Small Business Recommendations
- Small Business Administration (SBA)
- SBA Assistance to Women's Business Enterprise
- SBA Data Base for Small Business
- SBA Disaster Loan Program
- SBA Loans
- SBA Procurement Automated Source System (PASS)
- Small Business Bill of Rights
- Small Business Investment Incentive Act
- Small Business Task Forces
- Small Business "Movement"
- State Small Business Initiatives
- White House Commission on Small Business
- White House Conference on Small Business
- White House Conference on Small Business Recommendations

**Summary:**
- 19 Sub-topics
- 5 Issues in Both Publications
- 3 Issues in Only Big Business Publications
- 11 Issues in Only Small Business Publications
The thesis submitted by Carol Spielman has been read and approved by the following committee:

Dr. Raymond Tatalovich, Director
Associate Professor, Political Science, Loyola

Dr. Barbara A. Bardes
Associate Professor, Political Science, Loyola

The final copies have been examined by the director of the thesis and the signature which appears below verifies the fact that any necessary changes have been incorporated and that the thesis is now given final approval by the committee with reference to content and form.

The thesis is therefore accepted in partial fulfillment of the requirements for the degree of Master of Arts.

December 5, 1983
Date

Director's Signature