

# Economic Transformation and Regulation in the Gilded Age - The Case of the Nickel Plate Railroad of Ohio

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## Key Words:

Strategic Management, Entrepreneurship, Railroad Accounting, Nickel Plate, Anti-Trust Laws, Sherman Act, Federal Trade Commission, Clayton Act.

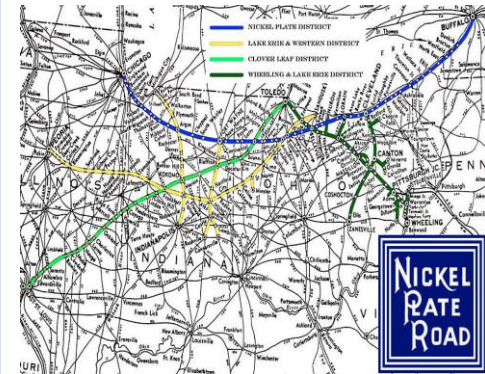
## Methodology:

This is a discovery paper that examines archival evidence including the first scholarly use of a complete set of accounting records and financial reports of the NKP.

## Results:

Evidence through accounting data reveals that monopolistic practices in the late 1800s were so rampant that speculative investors built the NKP Railroad with the purpose of selling it to ensure anti-competitive control over prices.

Additional findings include: structure and culture, not management, drove performance, laissez-faire business policy was a failure, the railroad industry miscarried its self-governance, the importance of social utility, and that it took over a half-century for government officials to effectively address the railroad problem.



## Purpose:

To examine the role of the accounting and strategic management practices of the NKP and its impact on business economics, societal beliefs, and public policy.



	NKP Dividend %	Industry Average%
Year		
1890	3.50	4.82
1891	3.50	5.05
1892	3.00	5.17
1893	4.00	5.05
1894	0.00	4.75
1895	5.00	4.64
1896	0.00	4.66
Average	2.71	4.88