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**THE MEN WHO BUILT AMERICA**

**Episode 1: "A New War Begins" - Vanderbilt**

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

**After watching:**

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



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**THE MEN WHO BUILT AMERICA**

**Episode 2: "Oil Strike" - John D. Rockefeller**

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



**After Watching:**

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

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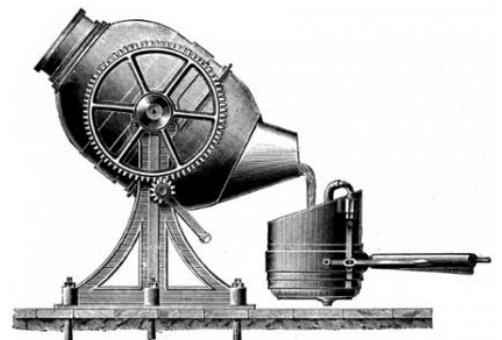
**THE MEN WHO BUILT AMERICA**      **Episode 3: "A Rivalry is Born" - Andrew Carnegie**

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

***After watching:***

14. How was Carnegie different than Vanderbilt or Rockefeller?
15. How do you think Carnegie will react to the South Fork dam disaster?



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**THE MEN WHO BUILT AMERICA** Episode 4: "Blood is Spilled" - Andrew Carnegie & Homestead

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



**After Viewing:**

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

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**THE MEN WHO BUILT AMERICA**      **Episode 5: "A New Rival Emerges" - J.P. Morgan**

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



**After Viewing**

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

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**THE MEN WHO BUILT AMERICA**      **Episode 6: "Owning it All" - J.P. Morgan vs. Westinghouse**

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



**After watching:**

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

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**THE MEN WHO BUILT AMERICA** Episode 7: "Taking the White House" - McKinley & U.S. Steel

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

**After watching:**

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



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**THE MEN WHO BUILT AMERICA** Episode 8: "The New Machine" - Henry Ford & End of Trusts

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



**After Viewing:**

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