

answered. In 1849 the Dadians were reported by an English newspaper to have been removed from office and their properties confiscated.⁸⁸ Except for this one journalistic account, however, no Armenian or Western source mentions such a major mishap to the family. Foreigners also accused the Dadians of practicing “Jobbery,” a term implying collusion between this Armenian family and Ottoman officials to whom they were accountable. Apparently there was sufficient ground for the accusation.⁸⁹ However, such blames were not devoid of bias and self-serving interest.

Other Armenian industrialists emerged eventually, but the industrial activities of Armenians *per se* is not part of the subject of this study, only that of *amiras*. Nor is the industrialization effort of the Ottoman state a focal point. It should be emphasized, however, that if the industrial program of the government did not achieve the anticipated results, it was due to the over-ambitious goals it had set, ignoring such essential prerequisites as proper economic infrastructure and social environment. A whole series of accidental mishaps, natural and man-made, coincided to give a heavy blow to the program.⁹⁰ The Ottoman industrial program of the 1840s did not accomplish its major goals. “Not even Ottoman military self-sufficiency was remotely approached.”⁹¹ Many factories were closed and equipment rusted. Hovhannes *Amira* could not “carry through [the] widespread revolutionary changes” that the program would inevitably usher in.⁹² But in a country where one of the major factors responsible for the stagnant condition of the economy “was the lack of managers and technicians”⁹³ the Dadians were certainly a new breed, embodying in their persons both qualifications. They

⁸⁸ *The Times* (London), 23 January 1850, p. 6, reported in **Clark**, *Industrial Revolution*, p. 73.

⁸⁹ **Clark**, *Industrial Revolution*, p. 74; **Cyrus Hamlin**, *Among the Turks* (London, 1878), pp. 57-60.

⁹⁰ *Ibid.*, pp. 73-74. To cite a few of the accident in 1848 the küçük Çekmece powder works blew up; in 1855 an earthquake destroyed the silk mill at Bursa; due to lack of access roads and mining equipment the exploitation of coal and iron-ore deposits lagged, which in turn affected delivery of iron plows to the model farm, etc.

⁹¹ *Ibid.*, p. 73.

⁹² *Ibid.*, p. 75.

⁹³ **Charles Issawi**, ed., *The Economic History of the Middle East, 1800-1914* (Chicago, 1966), p. 47.