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Alfred Marshall's critical analysis of scientific management*

Katja Caldari

The value of a machine to a business can be calculated on the basis of its efficiency for its immediate work. But the value of an employee must be estimated (...) with a view to the probable development of his capacities and the difficulty of this task is increased by the conditions of modern business.

(Marshall 1919: 350)

The dependence of industrial leadership on individuality and creative faculty has not been greatly affected by the predominance of routine in single manufacture.

(Marshall Library Archive, Red Box 1)

1. Introduction

In 1911, in America, F.W. Taylor published his famous book, *Principles of Scientific Management*, in which new principles of industrial organization are suggested and the advantages of an extreme division of labour and mechanization are stressed.

Taylor's theory of scientific management played a very important role in shaping the early twentieth century factory system, both in America and in

Address for correspondence: University of Padua, Italy; e-mail: katja.caldari@unipd.it

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