

## READING PASSAGE 2

You should spend about 20 minutes on **Questions 14-26**, which are based on Reading Passage 2 below.

### Early Approaches to Organisational Design

*A review of the classical and neoclassical theories of organisational structures*

Determining the 'best' type of organisational structure for a particular situation has long been an important task for managers in all types of organisations. All structures have advantages and disadvantages and managers face the challenge of developing the most appropriate design for changing circumstances.

#### The Classical Approach

Early management writers attempted to approach organisational design using a set of principles that would make an organisational structure perform efficiently in most situations, independent of external conditions and internal objectives. The sociologist Max Weber and management writers Frederick Taylor and Henri Fayol were major contributors to this so-called classical approach. They believed that the most efficient organisations had a legalised, formal and hierarchical structure called a 'bureaucracy'. Members of the organisation were guided by a sense of duty to the organisation and by a set of rational rules and regulations. According to Weber, such organisations were characterised by the specialisation of tasks, appointment by merit, and an impersonal climate.

Today the word 'bureaucracy' sometimes has negative connotations. Early management writers, however, commended bureaucracy as an organisational design for its rationality, rules for decision-making, clear chain of command, and promotion of people based on ability and experience, rather than favouritism or whim. Weber also believed that clearly specified authority and responsibility made performance easier to evaluate and reward.

#### Criticism of the Classical Approach

Weber, Taylor and Fayol developed their theories when organisations that resembled this bureaucratic model were modern and efficient. It became evident, however, that some of the major advantages of the bureaucratic structure could become disadvantages if the theory were applied dogmatically. For example, the safeguards against favouritism could be rigidly imposed by adhering excessively to rules, resulting in both managers and subordinates becoming depersonalised.

The classical approach has been criticised from two major perspectives. First, the theory may not have a basis in reality. Have organisations like those described by Weber and the others ever existed? Second, it claims that organisations designed and managed according to bureaucratic principles will enjoy the predicted benefits. But critics argue that the world no longer fits the assumptions in Weber's model (if it ever did), and so a bureaucracy might not yield beneficial results.

Early human relations researchers and behavioural scientists attempted to deal with the major inadequacy of the classical bureaucratic model: neglect of the human element. They argued that an industrial organisation has two objectives: economic effectiveness and employee satisfaction. They also wrote that the bureaucratic structure could be improved by permitting more subordinate participation in decision-making. Because these researchers tried to improve, and not reject, the classical model, they are sometimes called neoclassical theorists and include Douglas McGregor, Chris Argyris and Rensis Likert.

### **The Neoclassical Approach**

McGregor believed that the vertical division of labour that characterised bureaucratic organisations was derived from negative and false assumptions about workers which he called Theory X. Managers assume lower-level employees lack ambition and need orders to work effectively. The rigid formal hierarchy is designed to maintain managers' power over subordinates. Decision-making takes place at upper levels of management while the decisions are carried out by people at lower levels. McGregor argued that organisations based instead on Theory Y assumptions use their members' potential. Theory Y assumes that most people find work satisfying, commit themselves willingly to organisational goals and seek responsibility. Members have more independence than in bureaucratic organisations and lower-level participation in decision-making is encouraged.

Argyris was concerned that managers in bureaucratic organisations had near-total responsibility for controlling their subordinates' work. He argued that managerial domination makes subordinates passive and dependent, and decreases their sense of responsibility and self-control. Argyris argued for an alternative organisational design that acknowledged human needs and feelings, and increased workers' satisfaction. Like McGregor, he favoured giving subordinates more independence and decision-making power to create a more informal organisational culture.

Likert shared the perspectives of McGregor and Argyris. In his research, he found that managers who encouraged their subordinates could motivate them more than traditional authoritarian managers. Likert based his model of four possible systems on these findings. In System 1, power and authority are distributed strictly according to the classical management subordinate relationship: a manager gives orders to lower-level members. In System 4 organisations, by contrast, there is extensive participation in decision-making and problem-solving groups. Some individuals in each group also belong to other work groups to ensure communication between them. System 4 represents Likert's view of an ideal organisation.

### **Criticisms of the Neoclassical Approach**

The neoclassical approach to organisational design compensates for limitations in the traditional classical model, but it has also been criticised. First, the neoclassicists share the classical assumption that there is one best way to design an organisation. They overlook environmental, technological, and other variables that might affect an organisation's design, and overemphasise psychological and behavioural variables. Second, Theories X and Y oversimplify human motivation and neglect individual differences. Not everyone is motivated by the non-monetary aspects of work, nor is all work satisfying. Finally, the coordination of work groups to achieve organisational goals may be more difficult than the neoclassicists suggest, particularly when the objectives of lower-level employees are not consistent with those of upper-level managers.

*Questions 14 and 15*

Choose **TWO** letters, **A–E**.

*Write the correct letters in boxes 14 and 15 on your answer sheet.*

According to the writer, which **TWO** of the following are characteristics of the classical approach to organisational design?

- A** a marked ranking order for employees
- B** giving importance to everyone's work
- C** the advancement of older workers
- D** a neutral working environment
- E** increased benefits for workers

*Questions 16 and 17*

Choose **TWO** letters, **A–E**.

*Write the correct letters in boxes 16 and 17 on your answer sheet.*

According to the writer, which **TWO** of the following are criticisms of the classical approach to organisational design?

- A** Too many guidelines are proposed
- B** Certain practices become negative if they are implemented too strictly
- C** Managers and workers are unable to co-operate with each other
- D** The administrative standards are unsuited to some work environments
- E** Positive outcomes which were expected in the past would be unlikely today

*Questions 18 and 19*

Choose **TWO** letters, **A–E**.

*Write the correct letters in boxes 18 and 19 on your answer sheet.*

According to the writer, which **TWO** of the following are aims of the neoclassical approach to organisational design?

- A** to ensure workers are treated as individual people
- B** to create a formal atmosphere in the workplace
- C** to change the methods of production
- D** to allow workers a greater say in what happens at the workplace
- E** to standardise the procedures for promotion of workers

*Questions 20 and 21*

Choose **TWO** letters, **A–E**.

*Write the correct letters in boxes 20 and 21 on your answer sheet.*

According to the writer, which **TWO** of the following are criticisms of the neoclassical approach to organisational design?

- A** It suggests that workers are involved in too many decisions
- B** The effects of some psychological factors are given low importance
- C** The effects of the workplace surroundings are ignored
- D** It exaggerates the success of the organisations that use this approach
- E** It assumes that all people work for enjoyment rather than financial gain

Questions 22–26

Look at the following beliefs (Questions 22–26) and the list of people below.

Match each belief with the correct person, **A–D**.

Write the correct letter, **A–D**, in boxes 22–26 on your answer sheet.

**NB** You may use any letter more than once.

- 22** The classical approach relied upon managers having incorrect views about workers.
- 23** In the best organisational model, there is shared decision-making and interaction between teams at work.
- 24** In an efficient organisation, workers develop expertise in particular areas.
- 25** An organisation must take into account the emotional demands of people.
- 26** The classical approach allowed workers' skills to be assessed in a straightforward way.

**List of people**

- A** Max Weber
- B** Douglas McGregor
- C** Chris Argyris
- D** Rensis Likert

Q14–15 Classical approach 的特征 (选两项)

题号	答案	关键定位句 (第 X 段)	解析与同义改写 (含错误项排除)
14	A	第 2 段: “...a legalised, formal and hierarchical structure called a ‘bureaucracy’.”; 同段又说 “clear chain of command”	<b>hierarchical / clear chain of command</b> → 有明显的等级序列 ( <b>marked ranking order</b> )。排除 B “重视每个人工作” 文中从未出现; C “年长者晋升” 与原文 “promotion...based on ability and experience (按能力经验)” 不等同; E “更多福利” 未提。
15	D	第 2 段末句: “...characterised by... an impersonal climate.”	<b>impersonal climate</b> → 中性/非个人化的工作环境 ( <b>neutral working environment</b> )。排除见上。

Q16–17 对 classical approach 的批评 (选两项)

题号	答案	关键定位句 (第 X 段)	解析与同义改写 (含错误项排除)
16	B	第 4 段: “...advantages... could become disadvantages if the theory were applied dogmatically... adhering excessively to rules...”	<b>applied dogmatically / excessively</b> → 实施过于僵化严格会变负面 对应 B。排除 A “制定太多指南” 未提; C “经理与员工无法合作” 未提; D 虽貌似接近, 但文中更强调 “僵化执行” 的问题与 “世界变了”, 最贴合 B、E。
17	E	第 5 段: “...the world no longer fits the assumptions in Weber’s model... so a bureaucracy might not yield beneficial results.”	过去假定能产生正面效果, 但如今未必 → 预期的积极结果在今天不太可能 对应 E。

Q18–19 neoclassical approach 的目标 (选两项)

题号	答案	关键定位句 (第 X 段)	解析与同义改写 (含错误项排除)
18	A	第 6 段 (承上古典缺陷): “...neglect of the human element... two objectives: economic effectiveness and employee satisfaction.”; 第 8 段: Argyris “...acknowledged human needs and feelings...”	把员工当 “人”、关注个体需要/感受 → A。
19	D	第 6 段末: “...improved by permitting more subordinate participation in decision-making.”; 第 7 段 (McGregor, Theory Y): “...lower-level participation in decision-making is encouraged.”	让下层更多参与决策 / 让员工对工作有更大发言权 → D。排除 B “营造正式氛围” 与文中 “更非正式文化” 相反; C “改变生产方法” 未提; E “晋升程序标准化” 是古典对 “规则/任人唯贤” 的偏好, 非新古典目标。

Q20–21 对 neoclassical approach 的批评 (选两项)

题号	答案	关键定位句 (第 X 段)	解析与同义改写 (含错误项排除)
20	C	第 11 段首句: “They overlook environmental, technological, and other variables... and overemphasise psychological...”	忽视环境/技术等情境因素 → 忽视工作环境影响 → C。B 与原文 “过度强调心理行为变量” 相反。
21	E	第 11 段中段: “Theories X and Y oversimplify human motivation... Not everyone is motivated by the non-monetary aspects of work, nor is all work satisfying.”	把人都当成为了兴趣 (非金钱) 而工作 → 假定人人享受工作而非为经济收益 → E。排除 A “员工参与太多决策” 未直接指出; D “夸大成效” 未提。

Q22–26 人物配对

题号	答案	关键定位句 (第 X 段)	解析
22	B (Douglas McGregor)	第 7 段: "...vertical division... derived from <b>negative and false assumptions about workers</b> which he called Theory X."	认为古典建立在管理者对员工的 <b>错误假设</b> 之上。
23	D (Rensis Likert)	第 10 段: System 4 " <b>extensive participation in decision-making and problem-solving groups</b> ... some individuals... belong to other work groups to <b>ensure communication</b> between them."	描述 <b>共享决策 + 团队间互动</b> 的理想组织模型。
24	A (Max Weber)	第 2 段: "...characterised by the <b>specialisation of tasks</b> ..."	认为高效组织强调 <b>专业化/分工</b> (在特定领域发展专长)。
25	C (Chris Argyris)	第 8 段: "...acknowledged <b>human needs and feelings</b> , and increased workers' satisfaction."	主张组织要考虑人的 <b>情感/需要</b> 。
26	A (Max Weber)	第 3 段: "... <b>clearly specified authority and responsibility made performance easier to evaluate and reward</b> ."	古典的 <b>清晰权责/规则</b> 使对员工能力与绩效的评估更直接。