

Questions 28-30

Choose the appropriate letters **A-D** and write them in boxes 28-30 on your answer sheet.

- 28 The experiment was designed to
- A establish whether increased productivity should be sought at any cost.
 - B show that four divisions could use the same technology.
 - C perfect a system for processing accounts.
 - D exploit the human organisation of a company in order to increase profits.
- 29 The four divisions
- A each employed a staff of 500 clerks.
 - B each had equal levels of productivity.
 - C had identical patterns of organisation.
 - D were randomly chosen for the experiment.
- 30 Before the experiment
- A the four divisions were carefully selected to suit a specific programme.
 - B each division was told to reduce its level of productivity.
 - C the staff involved spent a number of months preparing for the study.
 - D the employees were questioned about their feelings towards the study.

Questions 31-36

Complete the summary below. Choose **ONE** word from Reading Passage 3 for each answer.

Write your answers in boxes 31-36 on your answer sheet.

This experiment involved an organisation comprising four divisions, which were divided into two programmes: the hierarchically controlled programme and the participative programme. For a period of one year a different method of ... **31** ... was used in each programme. Throughout this time ... **32** ... was calculated on a weekly basis. During the course of the experiment the following changes were made in an attempt to improve performance.

In the participative programme:

- supervision of all workers was ... **33** ...
- supervisory staff were given training in ... **34** ...

In the hierarchically controlled programme:

- supervision of all workers was increased.
- work groups were found to be ... **35** ... by 30%.
- the work force was ... **36** ... by 25%.

Test 4

Questions 37-40

Look at Figures 1, 2, 3 and 4 in Reading Passage 3.

Choose the most appropriate label, A—I, for each Figure from the box below.

Write your answers in boxes 37-40 on your answer sheet.

- | | |
|----------|---|
| A | Employees' interest in the company |
| B | Cost increases for the company |
| C | Changes in productivity |
| D | Employees' feelings of responsibility towards completion of work |
| E | Changes in productivity when supervisor was absent |
| F | Employees' opinion as to extent of personal support from management |
| G | Employees feel closer to their supervisors |
| H | Employees' feelings towards increased supervision |
| I | Supervisors' opinion as to closeness of work group |

37 Fig 1.....

38 Fig2.....

39 Fig 3.....

40 Fig 4.....