

SAMPLE TESTS

BUSINESS ADMISSIONS TEST



**business
test methods**

Sample Tests

The Business Admissions Test is administered under strictly invigilated conditions. The two full length tests are to help you practice under real test conditions. The most useful strategy would be to take the test while simulating the test conditions in order to gauge how your actual test might go.

It would be ideal to:

- Time the test sections as advised at the beginning of each section.
- Avoid referring to notes or help sheets during the test.
- Take the test without interruptions and in one sitting.
- Take only the 2-3 minute breaks that are allowed between sections.

The answer script is attached at the end of each test section and may be used to mark the answers as in a real test.

Sample Test 1

Sample Test 1

SECTION I - COMMUNICATION ANALYSIS

Duration: 30 minutes

Business Admissions Test™ Official Guide

i Directions: *Each of the following three passages will be accompanied by five relevant questions. After reading a passage, answer the five corresponding questions based ONLY on information given or implied in the text.*

i Notice: *Questions 1-5 are based on the following passage:*

The rise of the Massive Online Open Course, or MOOC, has generated heated debate over the future direction of higher education. Some skeptics maintain that a MOOC is at best an extension of established models of online learning and at worst nothing but an overhyped fad that can never offer an acceptable substitute for the kind of face-to-face education offered by a traditional university. On the other hand, some of America's top universities—including Harvard, MIT, and Stanford—are actively promoting MOOCs, and a number of investors are sold on the proposition that MOOCs will permanently transform the landscape of higher education. "I think this could be big the way Google was," says John Doerr, one of Silicon Valley's most successful venture capitalists and a major investor in Coursera, a for-profit MOOC provider with close ties to Stanford University.

So just what is a MOOC? Unlike a typical online course in which a university charges tuition, limits enrolment to assure some degree of student-faculty interaction, and gives credit to students who complete the course, a MOOC is tuition-free, open to anyone with an internet connection, and does not offer university credit. The 'M' in MOOC is indisputable: an Artificial Intelligence (AI) MOOC offered by Stanford in 2011 attracted more than 160,000 students. Critics, however, point out that these massive enrollments have been accompanied by massive attrition rates—nearly 80% of the enrollees failed to complete the 2011 Stanford AI course.

Sample Test 1

1. The passage implies that:

- A)** For-profit MOOC providers are already converging on a single business strategy.
- B)** MOOCs offered by non-profit providers generally have larger enrolments than MOOCs offered by for-profit providers.
- C)** MOOCs offered by for-profit providers generally have higher attrition rates than MOOCs offered by non-profit providers.
- D)** Most students enrolling in MOOCs already have a university degree.
- E)** Students in a MOOC may not have the opportunity to interact with the course instructors.

2. The skeptics described in the first paragraph would most likely agree:

- A)** With the assertion that traditional universities have greatly underestimated the extent to which MOOCs will transform higher education.
- B)** That the critics of MOOCs have exaggerated the amount of attrition that occurs in these courses.
- C)** That the emergence of MOOCs signifies a radical change from earlier approaches to online education.
- D)** That the emergence of MOOCs will not lead to drastic changes in ways of teaching and learning at traditional universities.
- E)** With the expectations of those venture capitalists who are investing in Coursera.

3. According to the passage, Coursera may attempt to generate revenue through all of the following EXCEPT:

- A)** Providing personalized assessments to students who want to demonstrate certain competencies.
- B)** Collecting tuition from students who desire university credit.
- C)** Acting as a selection agent on behalf of employers or universities.
- D)** Allowing employers access to a database of students with relevant qualifications.
- E)** Allowing other companies to advertise on Coursera's course platform.

4. The passage quotes a prediction made by venture capitalist John Doerr. This prediction depends on which of the following assumptions?

- A)** In the future MOOC providers will begin to limit course enrolments.
- B)** Stanford University was the first academic institution to offer a MOOC.
- C)** Coursera is currently the only for-profit MOOC provider.
- D)** Coursera's contract with the University of Michigan is not typical of its agreements with other universities.
- E)** Attrition rates in future MOOCs will not make it impossible for a MOOC provider to earn a profit.

5. The author's attitude toward MOOCs is best described as:

- A)** Theoretical opposition.
- B)** Cautious appraisal.
- C)** Resigned acceptance.
- D)** Dismissive skepticism.
- E)** Definite optimism.

i Notice: Questions 6-10 are based on the following passage:

As technological change continues at an unprecedented rate, we frequently find ourselves adrift amidst resultant discontinuous change. There is often no time to plan for change. Rather, as Stephen Hawking states, “change is”. As a result, twenty-first-century management cannot be guided by a set of concrete principles but must instead embrace new ways of being and thinking in order to keep pace with changing conditions and thrive amidst the unknown.

However, as we start to move away from old ways of thinking, some familiar ideas seem difficult to give up. One such concept is the rational view of causality in which the future is understood to be predetermined. Rationalism frames the organization as progressing toward goals preselected by the organization. (The rise and popularity of strategic planning in the twentieth century is a classic expression of rationalist thinking.)

From a transformative point of view, on the other hand, the future is under perpetual construction. In other words, human interaction in the here and now, or the living present, perpetually modifies and shapes the future. Rather than thinking of causality in a traditional, rational way (moving toward a mature state or pre-selected goal), focusing on the living present allows us to conceptualize causality in a transformative way. In this alternative view, our movement toward the future is movement toward an unfinished whole rather than a finished state.

Another outmoded organizational lens is systems thinking. Whether systems are viewed as machines or living systems, systems thinking shows an undesirable objectifying bias because the observer of the system necessarily views herself as external to that system. Although the role of ‘detached observer’ is easy and comfortable for those accustomed to organizational leadership tools developed in the twentieth century, detached views of organizational life fail to address the crux of leadership today, as twenty-first-century organizational life is highly complex and relational.

Sample Test 1

6. The primary purpose of the passage is to:

- A)** Demonstrate that “change is”.
- B)** Defend a particular definition of change.
- C)** Advocate a new way of viewing change.
- D)** Identify a set of concrete principles for managing change.
- E)** Explain a technique for reducing uncertainty in a rapidly changing environment.

7. The author would likely agree with all of the following assertions EXCEPT:

- A)** It is appropriate to think of the future as something that is continuously being re-shaped by decisions made here and now.
- B)** The rationalist account of the concept of causality is fundamentally flawed.
- C)** Successful leadership today depends largely on creating a realistic plan to achieve a set of predetermined goals.
- D)** People today often experience change as a sudden disruption of familiar ways of thinking and behaving.
- E)** Managers should view the unknown not as something to be eliminated but as an opportunity to thrive through continual adaptation.

8. According to the passage, a detached observer of a twenty-first-century organization:

- A)** Is not aware of the importance of organizational change.
- B)** Is in the best position to offer unbiased advice to leaders of the organization.
- C)** Is not likely to achieve an adequate understanding of organizational leadership.
- D)** Is more likely to view the organization as a machine rather than as a living system.
- E)** Is more likely to view the organization as a living system rather than a machine.

9. The passage mentions strategic planning in order to

- A)** Discuss a new understanding of this concept.
- B)** Give an example of a certain view of causation.
- C)** Show that transformative thinking is impossible without effective long-range planning.
- D)** Correct a deficiency in systems thinking.
- E)** Refute the claim that “there is often no time to plan for change”.

10. Which of the following management practices best exemplifies the new ways of thinking and being mentioned in the passage?

- A)** Adopting a consistent, objective approach to performance management.
- B)** Having a clear vision of what the team needs to achieve.
- C)** Keeping the team focused on progressing toward fixed goals.
- D)** Encouraging two-way communication with team members even in times of turmoil.
- E)** Acquiring relevant technical skills to be able to advise team members who encounter problems.

i Notice: Questions 11-15 are based on the following passage:

The ability to communicate effectively on the phone with English-speaking customers in the USA, UK, or Australia is a much valued commodity in off-shored and outsourced (O & O) call centers in post-colonial Asian countries. Off-shored call centers are “captives”: service centers owned by multinationals that have decided to move their back office functions overseas. Outsourced call centers, on the other hand, are large third party providers and typically serve a range of different industry clients. Attracted by lower labor costs and the belief that the standard of customer care would be equal to, or better than, that offered by on-shore centers, USA multinationals accounted for about 95% of O & O investment in Asian destinations as of 2003. Over the last decade the O & O industry has developed rapidly with a recent prediction that the broader business processing outsourcing (BPO) sector will triple in size from USD 500 billion to USD 1.5 trillion by 2020. Formerly colonized countries such as India and the Philippines are preferred destinations because they continue to use English as a language of government and business, and their elite schools and universities are expected to graduate students with a good command of spoken and written English. But is “good” English good enough in the context of a call center? Spoken English language communication is, after all, a core competency for successful call handling and customer care in call centers. The quality of this core competency, whilst uncontested on-shore where call center customer services representatives (CSRs) are first language speakers, is frequently criticized off-shore where CSRs are non-native speakers. The O & O industry therefore has been keen to develop the ability to source, assess, and cultivate the requisite language skills.

Sample Test 1

11. The author mentions the “post-colonial” status of certain Asian countries primarily in order to:
- A) Help clarify the reasons for the widespread use of English in these countries.
 - B) Prove that the O & O industry can hire large numbers of qualified call center staff who will not require additional language training.
 - C) Suggest that these countries have lower labor costs than do other Asian countries that were never colonized.
 - D) Explain the resistance to the establishment of call centers in these countries.
 - E) Explore the interaction between economic policy and political history in these countries.
12. The author implies that:
- A) Graduates of certain Asian universities may be unable to act as effective call center CSRs because they lack adequate proficiency in spoken English.
 - B) Most call centers in Asia are owned by foreign multinational companies.
 - C) O & O call centers currently offer better customer service than on-shore call centers do.
 - D) Irrate customers in the USA, UK, and Australia often have unreasonable expectations when dealing with a CSR on the phone.
 - E) Off-shored call centers have, on average, fewer employees than do outsourced call centers.
13. Which of the following best describes the structure of the passage as a whole?
- A) A business trend is mentioned; considerations supporting this trend are noted; an obstacle to further extension of this trend is identified.
 - B) A business model is criticized; the reasons underlying this model are explained; the inadequacy of these reasons is re-affirmed.
 - C) A new industry is mentioned; two parts of this industry are distinguished; an argument is given that one of these two parts is likely to flourish while the other is likely to decline.
 - D) A crucial job skill is highlighted; an example showing the relevance of this skill is introduced; a detailed plan to assist workers to sharpen this skill is outlined.
 - E) A common stereotype is described; the historical basis for this stereotype is presented; the implications of this stereotype are rejected.
14. According to the passage, the call center industry:
- A) Diverts scarce human capital away from more productive forms of employment.
 - B) Places too much emphasis on oral communication skills at the expense of other core competencies.
 - C) Has been repeatedly criticized for hiring only graduates of elite schools and universities.
 - D) Should consider destinations other than India and the Philippines.
 - E) Sees the need for in-house language training programs.
15. According to the passage, all of the following are true of off-shored call centers EXCEPT:
- A) They are part of the BPO sector.
 - B) They are owned by foreign-based companies.
 - C) They are known as “captives”.
 - D) They serve more than one client.
 - E) They are part of the O & O sector.



This is the end of this section. If you finish before the time is up, you may check your work on this section ONLY. Do not move to the next section without official guidance.

SECTION II - CRITICAL THINKING

Duration: 30 minutes

i Directions: For each of the following 15 questions, analyze the argument or situation and pick the best possible answer choice.

1. Virtually all eligible voters who took part in a recent survey of political attitudes in Artesiana stated that because political candidates from the major parties are incompetent or corrupt (or both), it is a complete waste of time to vote in Artesianan elections. Yet nearly 80% of eligible voters chose to vote in the most recent Artesianan election.

Which of the following, if true, most helps to explain the seeming paradox?

- A) Eligible voters who chose to vote in the most recent election were compelled to vote for at least one candidate they knew to be incompetent or corrupt (or both).
- B) Only eligible voters who did not choose to vote in the most recent election were included in the recent survey.
- C) All eligible voters who took part in the recent survey gave truthful answers that accurately reflect their views concerning politics.
- D) Candidates from some major political parties are competent but corrupt, whereas candidates from other parties are incompetent but honest.
- E) Those voters who took part in the recent survey acted in accordance with their beliefs by refusing to waste time voting in the recent elections.

2. Some scholars believe that L'Anse aux Meadows in Newfoundland was a ship repair base for the 11th-century Viking explorers of the land that the Vikings called Vinland. Artefacts discovered at L'Anse aux Meadows include carved pieces of wood similar to wooden ship repair pieces excavated from a 9th-century Viking settlement in Ireland.

Which of the following, if true, would most help to strengthen the claim that L'Anse aux Meadows was used as a ship repair base by 11th-century Viking explorers?

- A) Ship repair facilities have existed in Newfoundland since the late 1700s, when the first permanent European settlements were established.
- B) The main written sources of information concerning Vinland are two Icelandic sagas that disagree about the type of sailing vessel used to explore Vinland.
- C) Any Vikings who explored Vinland must have been based in Greenland, but during the eleventh century the Viking settlements in Greenland had neither the population nor the wealth to send ships to explore Vinland.
- D) The carved pieces of wood found at L'Anse aux Meadows are almost identical to carvings made by Native Americans who lived near L'Anse aux Meadows in the eleventh century.
- E) A number of clothes-fastening pins of an 11th-century Viking design were among the artefacts unearthed at L'Anse aux Meadows.

Sample Test 1

3. The *T. urticae* mite is an agricultural pest that feeds on many crop plants, including tomatoes. Some tomato farmers manage this threat by introducing the *G. occidentalis* mite, a predator of *T. urticae*. Other tomato farmers spray their crops with miticide, killing all mites within the area that is sprayed.

If the statements above are true, which of the following must be true?

- A) Only if *G. occidentalis* has first been introduced into a tomato field will spraying with miticide eliminate all *T. urticae* from the field.
- B) The introduction of *G. occidentalis* and spraying with miticide are the only two known methods for controlling an outbreak of *T. urticae* on a tomato farm.
- C) If live *N. californicus* mites are found in a field that has been sprayed with miticide, these mites entered the field sometime after the field was sprayed.
- D) *T. urticae* causes more economic damage to tomato farmers than it does to growers of any other major crop plant.
- E) Some tomato farmers have tried both introduction of *G. occidentalis* and spraying with miticide as ways of managing the threat posed by *T. urticae*.

4. The small but affluent nation of New Malusidia (NM) faces a serious shortage of manpower in the private sector. As a result, about 30% of the workforce in NM is comprised of foreign workers holding work permits. Some of the foreign workers are skilled; others are unskilled. To alleviate the labor shortage, the government of NM plans to offer permanent residence status to any skilled work permit holder who has resided in the country for longer than two years.

To determine whether the plan is likely to achieve its goal, it would be most useful to know which of the following?

- A) Whether the non-working dependents of unskilled work permit holders are permitted to reside in NM during the work permit holder's term of employment.
- B) Whether NM requires that permanent residents who intend to apply for citizenship in NM renounce allegiance to any other country in which they hold citizenship.
- C) Whether permanent residents of NM are disqualified from applying for certain jobs in the public sector.
- D) Whether the government of NM plans to introduce a new migration scheme allowing skilled foreigners who have never worked in NM to apply for permanent residence.
- E) Whether the average duration of gainful employment in NM is greater among foreigners who are permanent residents than it is among foreigners who hold skilled work permits.

5. A parole program offers prisoners a chance to be released from prison early subject to various conditions. A violence risk assessment conducted by a qualified psychologist is an essential step in an effective parole screening process because such an assessment will prevent prisoners who are unsuitable for early release from being considered for parole.

The conclusion above depends upon which of the following assumptions?

- A)** The parole board is not legally obligated to accept the recommendations of the violence risk assessment report prepared by a qualified psychologist.
- B)** A parole screening process will surely be effective if it includes a violence risk assessment conducted by a qualified psychologist.
- C)** A prisoner who is not assessed to pose a high risk of re-offending should be released from prison without conditions.
- D)** Psychologists conducting violence risk assessments are able to identify those prisoners who are unsuitable for early release.
- E)** Prisoners applying for parole need not undergo a violence risk assessment if they were imprisoned for a non-violent offence.

6. Twelve months ago the Deedsville City Council launched an anti-littering campaign calling for all residents to do their part to help beautify the city. Since that time the amount of litter collected in Deedsville has fallen by more than 40%. Clearly, the campaign has persuaded many people to refrain from littering.

Which of the following, if true, would most weaken the conclusion above?

- A)** As a result of budget constraints during the last twelve months, the City Council retrenched a number of cleaners who had been assigned to litter collection duty.
- B)** The amount of trash collected from public rubbish bins around Deedsville has significantly increased during the last twelve months.
- C)** In an effort to establish a reputation for good corporate citizenship, a number of private businesses in Deedsville underwrote the cost of the City Council's anti-littering campaign.
- D)** Polls indicate that some residents in Deedsville believe that a tree-planting campaign is a more promising way to beautify the city than is an anti-littering campaign.
- E)** The population of the most litter-prone neighborhoods in Deedsville has risen by about 3% during the last twelve months.

Sample Test 1

7. People who regularly use sunscreen are more likely to be diagnosed with melanoma skin cancer than are people who do not use sunscreen. Therefore, the use of sunscreen is a cause of melanoma.

The questionable pattern of reasoning above is most similar to which of the following?

- A) Some non-smokers suffer from emphysema. Therefore, smoking is not a cause of emphysema.
- B) Water-resistant sunscreen is more likely to be used by athletes playing outdoor sports in hot weather conditions than by members of the general public. Consequently, most buyers of water-resistant sunscreen are athletes.
- C) Because some individuals are genetically inclined to obesity and obesity can result in type 2 diabetes, any individual who is genetically inclined to obesity will inevitably suffer from type 2 diabetes.
- D) Reliance on blood pressure medication increases the risk of a heart attack, because those who take such medication are more likely to suffer a heart attack than are those who do not.
- E) Melanoma skin cancer can be caused by Ultraviolet A radiation. Therefore, melanoma skin cancer cannot be caused by Ultraviolet B radiation.

8. Which of the following most logically completes the argument?

Once a major source of loans for overseas development projects, the Republic of Lyttonia endured a period of deflation and sluggish growth after a speculative bubble in the domestic property market burst twenty years ago. Few overseas development loans were initiated during this period of economic stagnation. More recently, the Lyttonian economy has improved significantly, and the country now has a significant supply of funds earmarked for investment. However, it is a mistake to assume that this increase in investment capital will result in a renewed commitment to loans for overseas development projects, because:

- A) Lyttonia's overhang of bad debt resulting from the property market collapse has now been cleared.
- B) A number of worthwhile overseas development projects were postponed during the last twenty years and are still awaiting funding.
- C) The average savings rate in Lyttonia's private sector is higher now than it was twenty years ago.
- D) Lyttonia urgently needs to invest in upgrading its domestic infrastructure, which deteriorated during the long period of economic stagnation.
- E) Loans for overseas development projects require some level of trust and cooperation between the government of Lyttonia and the government of the nation that receives the aid.

9. Diet food companies claim that their low-calorie foods help consumers to lose weight. Such claims are not simply groundless but turn the truth upside down. It is well-known that most consumers of low-calorie foods have a body mass index (BMI) greater than 25 and so are classified as overweight. Far from offering a weight-loss solution, diet foods are actually a cause of weight gain.

Which of the following, if true, most strengthens the argument above?

- A) In some cases, those who are severely overweight can reduce their BMI to a level within the normal range after continuing with a steady diet of low-calorie foods over a period of not less than six months.
- B) Some world-class athletes have a BMI greater than 25; these athletes are not overweight but have exceptional muscle mass.
- C) Eating diet foods is normally a consequence rather than a cause of weight gain.
- D) Diet foods provide better nutritional value and contain fewer calories than the average fast food meal purchased by an individual whose BMI exceeds 25.
- E) Overweight people who switch from regular foods to low-calorie foods sometimes eat additional portions of the low-calorie foods, thereby increasing caloric intake.

10. Despite the fact that credit card transactions enhance consumer liquidity, they are properly excluded from a conventional definition of money supply, because credit card use creates a liability that must be repaid.

Which of the following must be assumed in order to draw the conclusion above?

- A) Whenever a credit card creates a liability that must be repaid, repayment must be made with some kind of conventional money.
- B) Any transaction that creates an obligation to repay a debt should not be included in a conventional definition of money supply.
- C) Methods of payment that enhance consumer liquidity benefit consumers and merchants even if such methods are excluded from a conventional definition of money supply.
- D) Easy availability of credit cards allows some consumers to incur a higher level of indebtedness than they otherwise would.
- E) Because credit card use creates a liability, it creates an offsetting asset that should also be excluded from a conventional definition of money supply.

Notice: For questions 11-12, refer to the following facts:

Dr. Abdullah will see exactly six patients on Tuesday morning: Ling, Musa, Nurul, Pau, Quincy, and Rohan. These patients will be seen in an order consistent with the following conditions:

- Musa is seen immediately after Quincy.
- Rohan is seen immediately before Nurul.
- Quincy is the third patient seen.
- Pau is seen immediately after Ling.

11. Given the above conditions, which one of the following could be true?

- A) Musa is the fifth patient seen.
- B) Rohan is the second patient seen.
- C) Rohan is the fourth patient seen.
- D) Nurul is the second patient seen.
- E) Pau is the first patient seen.

12. Given the above conditions, which one of the following CANNOT be true?

- A) Rohan is the first patient seen.
- B) Pau is the second patient seen.
- C) Pau is the sixth patient seen.
- D) Pau is the fifth patient seen.
- E) Nurul is the sixth patient seen.

Sample Test 1

i Notice: For questions 13-15, the answer choices are as follows:

- A)** The information in STATEMENT 1 ALONE is enough to answer the question, but the information in Statement 2 alone is not enough to answer the question.
- B)** The information in STATEMENT 2 ALONE is enough to answer the question, but the information in Statement 1 alone is not enough to answer the question.
- C)** NEITHER the information in Statement 1 alone nor the information in Statement 2 alone is enough to answer the question, BUT the information in Statements 1 and 2 taken TOGETHER is enough to answer the question.
- D)** The information presented in Statement 1 alone is enough to answer the question AND the information in Statement 2 alone is also enough to answer the question.
- E)** NEITHER information presented in Statements 1 and 2 is enough to answer the question.

13. Is it possible for an artist to be imitative and profoundly creative?

- (1) A few imitative artists are profoundly creative.
- (2) All profoundly creative artists are imitative.

14. Do some cosmetic surgeons in the town of Eyrie Rock charge unreasonable fees?

- (1) Some doctors in the town of Eyrie Rock charge unreasonable fees.
- (2) Some doctors in the town of Eyrie Rock are cosmetic surgeons.

15. Does the busy Bevilacqua Hospital offer Emergency Room services?

- (1) Bevilacqua Hospital is located in the city of San Patricio, where no hospital is allowed to operate unless it offers Emergency Room services.
- (2) Bevilacqua Hospital is located in the state of Indigo, where some hospitals are granted an exemption from a state law requiring hospitals to offer Emergency Room services.



This is the end of this section. If you finish before the time is up, you may check your work on this section ONLY. Do not move to the next section without official guidance.

SECTION III - DATA INTERPRETATION

Duration: 30 minutes

i Directions: For the following 15 questions, solve each question and indicate the appropriate answer. For some questions, you will need to refer to accompanying graphs and charts.

i Notice: For questions 1-4 refer to the table below.

The table below shows the number of deaths (in thousands) due to car accidents and the total number of deaths due to all causes (in thousands) in Country Y over a period of 6 years.

Year	Total deaths	Deaths due to car accidents
2000	20	0.9
2001	22	1.12
2002	24.2	1.55
2003	26.62	2.02
2004	29.28	1.91
2005	32.21	2.42

1. If the given trend in total deaths in Country Y has continued since 1990, approximately how many people died in Country Y in the year 1998?

- A) 19800
- B) 19605
- C) 18180
- D) 16530
- E) 16200

2. Over which two consecutive years did Country Y experience the greatest percentage change in the ratio of number of deaths due to car accidents to total number of deaths?

- A) 2000 – 2001
- B) 2001 – 2002
- C) 2002 – 2003
- D) 2003 – 2004
- E) 2004 – 2005

3. In Country Y, if the percentage of deaths due to natural disasters in 2000 is the same as the percentage of deaths due to car accidents in 2001, approximately how many people died in 2000 due to natural disasters?

- A) 495
- B) 990
- C) 1020
- D) 1230
- E) 1410

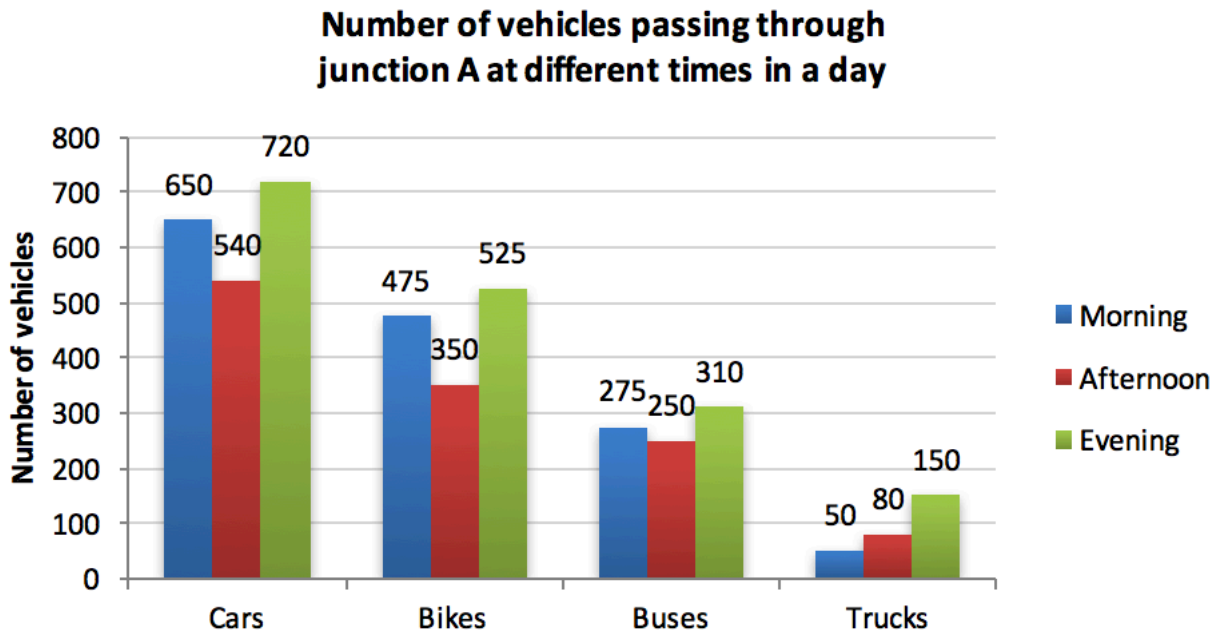
4. The number of deaths due to heart disease doubles every year from 2001 to 2004. If the number of deaths due to heart disease in 2000 was 10,000, how many people died in 2004 due to heart disease?

- A) 625
- B) 2,000
- C) 40,000
- D) 160,000
- E) It cannot be determined from the information given

Sample Test 1

Notice: For questions 5-8 refer to the bar graph and the table below.

The Land Transport Authority of Country X conducted a survey on the average number of vehicles passing through junction A at different times in a day in 2012.



Given below is the projected percent increase in number of vehicles passing through junction A in 2013.

Vehicle	Morning	Afternoon	Evening
Cars	10%	5%	15%
Bikes	5%	6%	8%
Buses	5%	5%	10%

5. In 2012, which vehicle had the highest percentage increase in number of vehicles passing through junction A from afternoon to evening?

A) Cars

B) Bikes

C) Buses

D) Trucks

E) It cannot be determined from the information given
6. For which vehicle did morning contribute the highest percentage of vehicles passing through junction A in a day in 2012?

A) Cars

B) Bikes

C) Buses

D) Trucks

E) It cannot be determined from the information given
7. Calculate the projected number of cars passing through junction A in a day in 2013.

A) 567

B) 715

C) 728

D) 2101

E) 2110
8. Calculate the approximate projected percentage increase in the number of buses passing through junction A in a day in 2013.

A) 6.4

B) 6.6

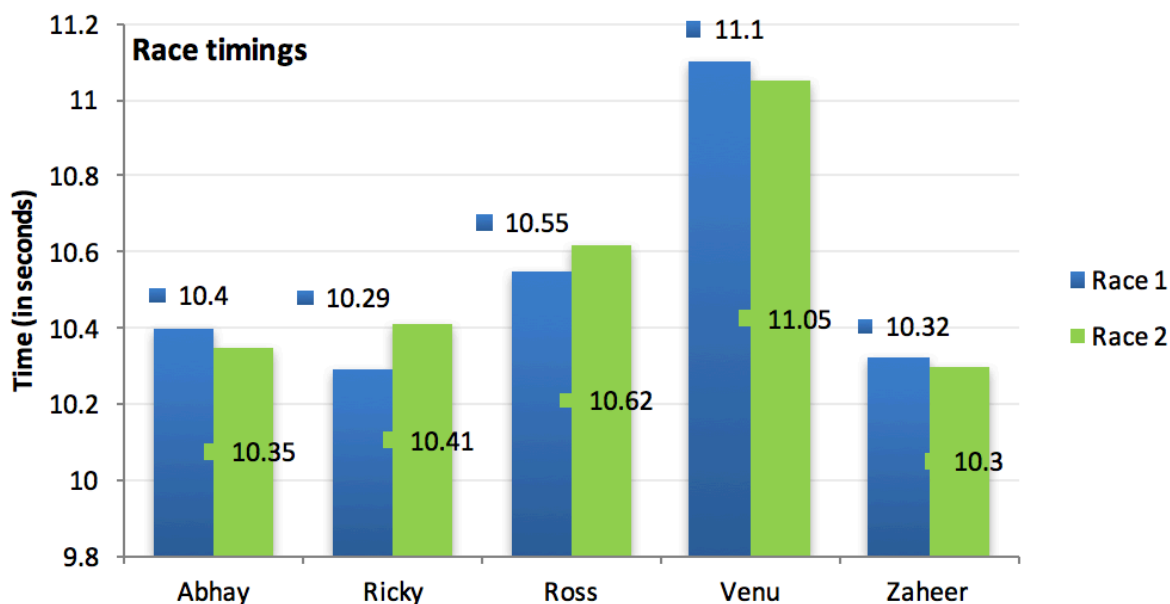
C) 6.8

D) 15

E) 20

Notice: For questions 9-12 refer to the bar graph below.

Given below are the times of 5 racers (in seconds) in two 100m races.



9. The winner was decided by taking the average of the times in the two races. Who was the overall winner?

- A) Abhay
- B) Ricky
- C) Ross
- D) Venu
- E) Zaheer

10. Whose times witnessed the highest percentage decrease from race 1 to race 2?

- A) Abhay
- B) Ricky
- C) Ross
- D) Venu
- E) Zaheer

11. In race 1, Ross completed 50m in 5 seconds. If he had increased his actual speed over the remaining 50m by 20 percent, what would have been his time for race 1?

- A) 10.66 seconds
- B) 10.55 seconds
- C) 10.44 seconds
- D) 9.63 seconds
- E) 8.8 seconds

12. If Abhay and Zaheer race for a third time, and their respective times decrease by the same amount as the decrease from race 1 to race 2, who will win the third race and by how many seconds?

- A) Abhay wins by 2 seconds
- B) Abhay wins by 0.02 seconds
- C) Abhay wins by 0.2 seconds
- D) Zaheer wins by 2 seconds
- E) Zaheer wins by 0.02 seconds

Sample Test 1

For questions 13-15 the answer choices are as follows:

- A)** The information in STATEMENT 1 ALONE is enough to answer the question, but the information in Statement 2 alone is not enough to answer the question.
- B)** The information in STATEMENT 2 ALONE is enough to answer the question, but the information in Statement 1 alone is not enough to answer the question.
- C)** NEITHER the information in Statement 1 alone nor the information in Statement 2 alone is enough to answer the question, BUT the information in Statements 1 and 2 taken TOGETHER is enough to answer the question.
- D)** The information presented in Statement 1 alone is enough to answer the question AND the information in Statement 2 alone is also enough to answer the question.
- E)** NEITHER information presented in Statements 1 and 2 is enough to answer the question.

13. In a group of cats and their owners, how many cats are there?

- (1) There are 84 legs in total in the group.
- (2) The difference between the number of cats and their owners is 6.

14. What is the average of A, B, and C?

- (1) $3A + B + 2C = 17$
- (2) $0.5A + B + 0.75C = 7$

15. During a sale, store ABC was selling apparel at a discount of X percent. What is the value of X?

- (1) Rachel purchased a dress at a discounted price which is \$50 less than the original price.
- (2) If all dresses are priced equally, the amount required to buy 27 dresses at discounted price is equal to the amount required to buy 17 dresses at original price.



This is the end of this section. If you finish before the time is up, you may check your work on this section ONLY. Do not move to the next section without official guidance.

SECTION IV - DATA ANALYSIS

Duration: 30 minutes

i Directions: For the following 15 questions, solve each question and indicate the appropriate answer.

1. While discussing their ages, Anthony tells Keira, 'My age is 6 times what your age was when I was your age'. The sum of their current ages is 57. Find Keira's current age.

- A) It cannot be determined from the information given
- B) 19
- C) 20
- D) 21
- E) 22

2. To settle mutual debts, two gamblers agree that phones are worth \$300 each and that watches are worth \$210 each. When one gambler owes money to the other, he settles the debt in phones and/or watches, with "balance" received in the form of phones or watches as well (For example, a \$480 debt could be paid with three phones, with two watches received in balance). What is the smallest amount of debt that can be settled in this way?

- A) 10
- B) 30
- C) 50
- D) 70
- E) 90

3. Tables at a certain store normally cost \$50 per unit. During a sale, the store offers one free table with the purchase of every 4 tables. Janice wants to purchase 7 tables and Katelyn wants to purchase 8 tables. During the sale, how much money will Janice save if she purchased the tables with Katelyn instead of purchasing them alone?

- A) 20
- B) 30
- C) 50
- D) 60
- E) 70

4. Jamie drives for X kilometers at a uniform speed of 50 km/hour, then increases his speed to 75 km/hour and travels for $2X$ kilometers, and finally travels at 40 km/hour for the remainder of the journey. If the total distance traveled is 100 km, find his approximate average speed for the journey.

- A) 55 km/hour
- B) 50 km/hour
- C) 45 km/hour
- D) 40 km/hour
- E) It cannot be determined from the information given

5. Mike, Mark, and Matt can individually build a house in 12, 16, and 24 days respectively. If Mark starts building the house and receives help from Mike and Matt every second day, in how many days will they finish building the house?

- A) 2
- B) 4
- C) 6
- D) 8
- E) 10

6. In a certain school, there are 950 students: 500 boys and 450 girls. If 30 percent of the girls and 55 percent of the boys are taller than 1.7 meters and no student is of height 1.7 meters, approximately what percentage of the students in the school are shorter than 1.7 meters?

- A) 33%
- B) 43%
- C) 57%
- D) 67%
- E) 85%

7. Amber needs to correctly answer 60 percent of the questions to pass a certain test; the test consists of 40 Physics, 30 Chemistry, and 25 Biology questions. If she correctly answered 22 Physics and 15 Chemistry questions, what is the least number of Biology questions that she needs to answer correctly to pass the test?

- A) 15
- B) 16
- C) 18
- D) 20
- E) 25

Sample Test 1

8. A certain book consists of 200 pages, numbered from 1 through 200. If Judith opened the book and the product of the two page numbers was 2,550, what was the sum of the two page numbers?

- A) 99
- B) 100
- C) 101
- D) 102
- E) It cannot be determined from the information given

9. Timothy participated in 5 aptitude tests. The maximum score in each test is 100. He scored 92 in the first test and 94 in the second test. If his overall average in the 5 tests is not more than 90, find the maximum possible average of his scores in the third, fourth, and fifth tests.

- A) 90
- B) 89
- C) 88
- D) 87
- E) 86

10. Working at a certain uniform rate, 10 workers take 12 hours to build a solid block 5 meters tall, 6 meters wide, and 12 meters long. How much time will 12 workers take to build a solid block 1 meter taller, 2 meters wider, and 3 meters longer if they work at the same rate?

- A) 5 minutes
- B) 10 minutes
- C) 20 minutes
- D) 20 hours
- E) 60 hours

11. At a certain organization, 10 percent of the male employees are managers and 40 percent of the female employees are not managers. If 30 percent of all the employees are managers, what percentage of the managers is male?

- A) 20%
- B) 33%
- C) 50%
- D) 60%
- E) It cannot be determined from the information given

12. The cost of a certain international phone call was \$0.40 for the first 3 minutes and \$0.05 for each additional minute after the first 3 minutes. If the cost of the phone call was \$1.00, how long, in minutes, did the phone call last?

- A) 12
- B) 15
- C) 18
- D) 20
- E) 21

13. An investment of \$1,500 was made in a certain bank account and it earned interest that was compounded annually; the annual interest rate was fixed for the entire duration of the investment. If after 12 years the \$1,500 increased to \$24,000 by earning interest, in how many years after the initial investment was made would the \$1,500 have increased to \$96,000 by earning interest at the same rate?

- A) 15
- B) 18
- C) 20
- D) 21
- E) It cannot be determined from the information given

14. The table above shows the number of employees in three clubs at a certain organization. If there are 90 different employees in the three clubs and 10 employees are in all three clubs, how many employees are in exactly two of these three clubs?

Club	Number of employees
Cricket	60
Tennis	45
Football	25

- A) 10
- B) 15
- C) 20
- D) 25
- E) 30

15. Steve is older than Mark by 6 years. If the ratio of their current ages is 7:9, what will be the corresponding new ratio of their ages when Mark is twice as old as he is now?

- A) 3:4
- B) 7:8
- C) 4:3
- D) 8:7
- E) 6:7



This is the end of this section. If you finish before the time is up, you may check your work on this section ONLY. Do not move to the next section without official guidance.

SECTION V - CASE STUDY

Duration: 30 minutes

Bluey McCool's Surf Shop

Background

Gavin “Bluey” McCool is a surf shop entrepreneur based in the Cape Peninsula near Cape Town, South Africa. Surfing is one of South Africa's fastest growing sports, and the Cape Peninsula region is home to a number of popular surf spots including Muizenberg, Llandudno, Glen Beach, Crayfish Factory, and internationally renowned Dungeons.

Bluey took up surfing at a young age, winning various amateur competitions while still in school. As a young man, he also studied the art of surfboard “shaping”. Working out of his parents’ garage, Bluey began by designing boards for his own use, but as word of his innovative designs spread, he gained respect as a shaper in the Cape Town surfing community. Friends (and friends of friends) began to place orders for boards, so what began as a hobby gradually evolved into a full-time occupation.

When the orders became too numerous for one person to fill, Bluey opened the first Bluey McCool's Surf Shop in the coastal suburb of Muizenberg in 2005. With a workshop in the rear, this 200 sq. m. store sells customized surfboards along with accessories such as fins, leashes, and wax. Purchasing from a Chinese clothing supplier, the store began offering a small collection of board shorts and t-shirts under the Bluey McCool's label in 2007. Although the mark-up on Bluey McCool's apparel is about three times greater than that on customized surfboards, board sales remain the mainstay of the Muizenberg shop, accounting for about three quarters of total revenue. The shop also rents boards to tourists and casual surfers.

After five years at the original location, Bluey felt the time was right to target a wider demographic beyond the hard-core surfing fraternity. With the help of a loan from Wally de Bakker (a well-connected sports promoter and a friend of the McCool family), Bluey McCool's Superstore opened in City Bowl, a prime shopping district about 2 km from the coast in the heart of Cape Town. At 500 sq. m. the Superstore has more than twice as much retail floor space as does the shop in Muizenberg. The extra space is used to carry a wide range of surf wear from well-known brands such as Ripsilver and to stock boards from Quark Foam and other major board manufacturers. Many customers at the Superstore are casual surfers and the majority of sales to date have been on branded merchandise, where margins are lower than they are for Bluey McCool's customized boards or Bluey McCool's apparel.

Unfortunately, the Superstore has not reached the breakeven point after two years in business and Bluey is having second thoughts about this expansion strategy. If it is not possible to improve the execution of the Superstore concept, his plan is to close the City Bowl location, pay off Wally, and fall back on the business model successfully

employed in Muizenberg. In this case an alternative would be to open a second shop about the same size as the original Bluey McCool's on the opposite side of the Cape Peninsula in Camps Bay near several popular surf spots.

Company Profile

Staff

Bluey McCool's in Muizenberg employs two full-time board makers who execute Bluey's designs and two full-time sales assistants. Bluey manages the Muizenberg shop. The Superstore in City Bowl has nine full-time sales staff and one full-time manager. To free himself to focus on the creative design side of the business, Bluey hired his cousin Dennis ‘Ziggy’ McCool to manage the Superstore. Ziggy regularly offers freebies and informal discounts on Superstore merchandise to his many friends within Cape Town's surfing community, explaining to Bluey that such discounts are an investment that will generate long term goodwill for the Bluey McCool's brand.

Sales and Marketing

The original Bluey McCool's relied on Bluey's reputation as a gifted shaper and did no advertising. With the opening of the Superstore, Bluey McCool's has launched a website but has not yet ventured into e-commerce by accepting orders online. Bluey McCool's also sponsors Muizenberg's surf lifesaver club. Many new customers of the Muizenberg shop are referred by lifeguards from the club.

Seasonal Demand

The weather is conducive to surfing in Cape Town for most of the year with a bit of a downturn during the southern hemisphere winter from June to August. As Muizenberg is a popular beach for novice surfers, Bluey McCool's sponsors surfing lessons for beginners on the many fine winter days.

Sample Test 1

Financials

ALL FIGURES BELOW IN SOUTH AFRICAN RAND (ZAR) (NOTE: 1 USD IS EQUAL TO ABOUT 9 ZAR.)

MUIZENBERG SHOP P&L 2011

Staff costs	950,000	Sales	3,150,000
Premises rental	240,000		
Restocking costs	1,550,000		
Utilities	6000		
Insurance	2000		

Profit	402,000
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SUPERSTORE P&L 2011

Staff costs	2,250,000	Sales	7,500,000
Premises rental	1,200,000		
Restocking costs	4,350,000		
Utilities	15,000		
Insurance	5,000		

Loss	320,000
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BLUEY McCOOL'S ASSETS AND LIABILITIES (BOTH STORES) AS OF 31/12/2011

Bank Cash Balance	750,000
Inventory	4,000,000
Tools and Board Making Equipment	60,000
Outstanding Loan Balance (owed to Wally de Bakker)	1,000,000

Main Competitors

Bluey McCool's is one of about 20 surf shops around the Cape Peninsula. Most of these are heavily invested in major brand clothing and surfboards; some also carry designs from a local shaper. A handful of shops rely mainly on board sales, carrying a limited amount of apparel under a generic label or using their own name brands. (The second model is viable only if the shop is closely affiliated with a well-regarded local shaper.)

Roaring Forties is the largest surf shop chain in Cape Town, with four locations around the Peninsula. This chain offers the lowest prices in the metropolitan area for branded merchandise; its main supplier is Ripsilver, a major manufacturer of surfing equipment, accessories and apparel.

Presentation

(NOTE: IN THE ACTUAL EXAM YOU WILL BE GIVEN 3 QUESTIONS TO ANSWER IN 30 MINS. FIND BELOW 6 SAMPLE QUESTIONS TO TEST YOURSELF)

1. Would you invest in this firm? Why?
2. How would you view the firm's strategy? What is its market positioning?
3. What are the firm's competitive advantages and disadvantages?
4. How would you characterise the firm's financial health? Back your comments up with numbers from the case.
5. If you had a choice of replacing one employee within the firm, who would it be and why?
6. Suggest a short term improvement that would help the firm grow over the next 6 months.



This is the end of this section. If you finish before the time is up, you may check your work on this section ONLY. Do not move to the next section without official guidance.

Sample Test 2

SECTION I - COMMUNICATION ANALYSIS

Duration: 30 minutes

i Directions: *Each of the following three passages will be accompanied by five relevant questions. After reading a passage, answer the five corresponding questions based ONLY on information given or implied in the text.*

i Notice: *Questions 1-5 are based on the following passage:*

A mark-to-market (or fair value) accounting regime requires that the marketable assets held by a company be accounted for at market value. The rationale for adopting such a rule is to enhance market transparency, thereby facilitating better investment decision-making and more efficient capital allocation. But while mark-to-market improves the information available to market participants, it also has undesirable systemic implications in times of financial turbulence.

Mark-to-market can amplify the effects of financial distress in a couple of important ways. First, when liquidity shortages and/or capital requirements force companies to sell illiquid assets, the market value of these assets diminishes. Under a mark-to-market regime, this loss of value impacts the balance sheets of all other owners of these assets as well. These mark-to-market losses can generate further contagion insofar as they lead to further forced sales and further reductions of the market value of illiquid assets.

Second, mark-to-market can result in direct balance-sheet transmission of losses. In networks of financially interconnected agents, where someone's assets are someone else's liabilities, mark-to-market can trigger a domino effect of debt deflation even in the absence of defaults. When a financial operator suffers a loss of value of some of its assets, this loss diminishes the market value of its outstanding debt. Then the holders of such debt, insofar as they mark it to market, suffer a loss that worsens their own balance sheets and shrinks the market value of their own outstanding debt. In this scenario, the transmission of losses from debt-issuers to debt-holders does not require the occurrence of defaults, as mark-to-market turns expected losses (embedded in market prices) into accounted losses.

Conversely, under a historical cost accounting regime, the transmission of losses from an agent towards his creditors occurs only in case of default. Because of this simple difference, the flow of losses that crosses a financial network, induced by an exogenous negative shock, is larger with mark-to-market accounting, exposing the financial network to elevated systemic risk.

Sample Test 2

1. According to the passage, a mark-to-market (or fair value) accounting regime requires that the marketable assets held by a company be accounted for at market value, and mark-to-market improves the information available to market participants. Which of the following best describes the relationship between the two highlighted statements?

- A) The first describes a principle; the second explains the rationale underlying this principle.
- B) The first makes a generalization; the second is a counterexample to this generalization.
- C) The first contains an assertion that the writer accepts; the second disputes the accuracy of this assertion.
- D) The first introduces a policy; the second questions the effectiveness of this policy.
- E) The first contains an assertion that the writer rejects; the second is a faulty inference drawn from this assertion.

2. Each option contains a pair of answers separated by a semicolon. Which pair of answers best completes the following sentence?

In the second paragraph, the author focuses on loss transmission involving _____, while in the third paragraph the writer focuses on loss transmission involving _____.

- A) Sales of liquid assets / sales of illiquid assets
- B) Forced sales of jointly owned assets / ownership of debt issued by another company
- C) A historical accounting regime / a mark-to-market accounting regime
- D) Systemic risks / non-systemic risks
- E) Assets not included on a company's balance sheet / losses that are expected based on current market prices but not yet accounted for

3. Which of the following best describes the purpose of the fourth paragraph?

- A) To demonstrate that mark-to-market accounting is a superior alternative for a financial system that is strong enough to withstand elevated systemic risk.
- B) To discuss various methods for minimizing systemic risk under mark-to-market accounting.
- C) To provide a benchmark for evaluating the effects of mark-to-marking accounting.
- D) To acknowledge that any accounting regime has certain pros and cons.
- E) To explain why financial regulators in some countries discontinued the use of historical cost accounting standards.

4. The passage mentions all of the following as possible advantages of mark-to-market accounting EXCEPT:

- A) Assisting investment decision-making.
- B) Encouraging more productive allocation of capital.
- C) Providing better information to market participants.
- D) Stabilizing markets for illiquid assets.
- E) Improving market transparency.

5. The passage implies that

- A) Exogenous shocks are more likely to occur in jurisdictions that use historical cost accounting.
- B) Exogenous shocks are more likely to occur in jurisdictions that use mark-to-market accounting.
- C) Systemic risk is greater under a historical cost accounting regime than under a mark-to-market accounting regime.
- D) Under a historical cost accounting regime, when a debtor is in serious financial distress but has not yet defaulted, the debtor's losses are sometimes transmitted to creditors.
- E) Historical cost accounting does not treat expected losses as accounted losses.

i Notice: Questions 6-10 are based on the following passage:

It is obvious that language shapes thought through the information that it conveys. A more interesting question is whether the form of a language can also influence thinking-for-speaking. In other words, do speakers organize their thinking to meet the demands of their language during speech? To understand what is meant by thinking-for-speaking, consider the following example. The Spanish word for a male friend is *amigo*, and the Spanish word for a female friend is *amiga*. On the other hand, the English word *friend* carries no information concerning the friend's gender. So, when referring to a friend, Spanish speakers must take into account the friend's gender, whereas for English speakers, such awareness is optional. To the extent that this kind of contrast leads speakers of the two languages to think differently while conversing, thinking-for-speaking is manifest.

Scholars differ on the significance of thinking-for-speaking. Some argue that the impact of thinking-for-speaking is minimal, with no consequences beyond speech time. Yet thinking-for-speaking has pervasive effects on attention, memory, and cognition generally. It is well established that attention plays a critical role in encoding information into one's memory. Accordingly, the fact that different languages require speakers to attend to different aspects of the world may have profound consequences for what is experienced and remembered.

For instance, most languages rely on relative spatial terms to describe the location of an object (e.g., the book is left/right of the pen), but speakers of the Native American language Tzeltal, who reside in a mountainous area, use absolute reference terms to describe location (e.g., the book is uphill/downhill of the pen). Thus, a speaker of English may not remember whether a friend approached from the direction of a geographical landmark such as a mountain, as this information is not ordinarily required in conversation. On the other hand, a speaker of Tzeltal, if asked to describe an earlier encounter with a friend, would more likely be able to recall information about the direction from which the other person approached.

Sample Test 2

6. The primary purpose of the passage is to
- A) Point out a number of similarities between the structures of English grammar and those of other languages.
 - B) Develop a purely theoretical definition of a term.
 - C) Explore the meaning and implications of a concept.
 - D) Offer a detailed rebuttal to an argument.
 - E) Call for renewed attention to a formerly popular theory that has recently fallen into disuse.
7. It can be inferred that the author
- A) Agrees that thinking-for-speaking may have profound consequences in terms of what a speaker notices and remembers.
 - B) Rejects the hypothesis that the form of a language can have a significant effect on thinking-for-speaking.
 - C) Believes that thinking-for-speaking has no discernible consequences beyond speech time.
 - D) Is skeptical of the claim that speakers organize their thinking to conform to the requirements of their language during speech.
 - E) Considers the English way of describing the location of an object to be more objective and precise than the Tzeltal way of doing so.
8. From the point of view of an English speaker, which of the following would be most analogous to the usage of the terms *amigo* and *amiga* in Spanish?
- A) A language that uses two similar words with slightly different endings to refer to a papaya and to a mango.
 - B) A language that uses two similar words with slightly different endings to refer to a freshwater lake and to an ocean.
 - C) A language that uses two similar words with slightly different endings to refer to a casual acquaintance of the speaker and to an immediate family member of the speaker.
 - D) A language that uses two similar words with slightly different endings to refer to a sibling who is older than the speaker and to a sibling who is younger than the speaker.
 - E) A language that uses two similar words with slightly different endings to refer to a speaker's friend and to a speaker's place of abode.
9. According to the passage, speakers of Tzeltal do not
- A) Live near the mountains.
 - B) Use absolute geographical references when describing the location of an object.
 - C) Routinely recall the direction from which a friend approached.
 - D) Speak a Native American language.
 - E) Rely on relative spatial terms to describe the location of an object.
10. It can be inferred from the passage that speakers of English
- A) Describe the location of an object using relative spatial terms.
 - B) Are immune from the effects of thinking-for-speaking.
 - C) Think, when speaking, of exactly the same features of reality as Spanish speakers do.
 - D) Are more forgetful in general than speakers of Tzeltal.
 - E) Are less forgetful in general than speakers of Tzeltal.

i Notice: Questions 11-15 are based on the following passage:

Scattered across the Pacific, Polynesians are a group of peoples speaking a family of related languages. A combination of linguistic and genetic evidence suggests that the ancestors of the Polynesians originated in Taiwan and Southeast Asia. Over several millennia these proto-Polynesian seafarers embarked on a gradual “island-hopping” migration, eventually reaching a number of faraway island chains in the central and south Pacific. This vast expanse of ocean, sometimes called the Polynesian Triangle, extends as far north as Hawaii (a state of the USA), as far southeast as Easter Island (a territory of the South American nation Chile), and as far southwest as New Zealand.

New Zealand—or Aotearoa (commonly translated as “the land of long white cloud”)—was first discovered by the Polynesian people known as the Māori sometime after the year 1000 A.D. The Māori were formidable warriors; their tribes, or iwi, fought frequent battles over land, wealth, and social status. With the arrival of increasing numbers of European settlers in the years after the exploratory voyage of British Captain James Cook in 1769-70, tension grew between the Māori and the new arrivals. Motivated by a desire to protect European commercial interests and to prevent the French from taking over the territory, the British government signed an agreement with a group of Māori chiefs on 6 February 1840.

This accord, known as the Treaty of Waitangi, is New Zealand’s founding document. Yet controversy over the meaning of the Treaty continues to this day. Efforts to resolve these disputes are greatly complicated by the fact that the Treaty was written in two versions—English and Māori. The English version of the Treaty, for example, recognizes British sovereignty over New Zealand. Because the Māori language had no direct equivalent for the word “sovereignty”, the Māori version translated “sovereignty” as “kawanatanga” (governance). The translation of this crucial term in the Treaty raises the question whether the Māori intended to give up sovereignty or simply to surrender government of their lands while reserving the right to continue to manage their own affairs.

Sample Test 2

11. The author is primarily concerned with describing
- A) The social institutions of the New Zealand Māori.
 - B) The geographical origins of the proto-Polynesians.
 - C) The social diversity that exists within the Polynesian Triangle.
 - D) The background and significance of a certain agreement.
 - E) The concerns that motivated the Māori to sign the Treaty of Waitangi.
12. It can be inferred from the passage that
- A) The Māori conquered the original inhabitants of New Zealand.
 - B) The Māori word Aotearoa can be translated in more than one way.
 - C) The ancestors of the Māori sailed directly from Southeast Asia to New Zealand.
 - D) Māori society was ruled by one supreme chief to whom all lesser chiefs were accountable.
 - E) The Māori did not trade with other Polynesians after settling in New Zealand.
13. According to the passage, all of the following are true EXCEPT:
- A) The Treaty of Waitangi exists in two languages.
 - B) The founding of New Zealand is traced to the Treaty of Waitangi.
 - C) The translators of the Treaty of Waitangi intentionally mistranslated the word “sovereignty”.
 - D) The exact meaning of certain provisions in the Treaty of Waitangi remains in dispute.
 - E) The English version of the Treaty of Waitangi affirms British sovereignty over New Zealand.
14. The passage contains information in support of which of the following assertions?
- A) Polynesians in Hawaii speak the same language as Polynesians in Easter Island.
 - B) Captain Cook signed the Treaty of Waitangi on behalf of the British government.
 - C) The Polynesians settled in New Zealand before they reached Hawaii.
 - D) Prior to the arrival of Europeans, the Māori had no concept of land ownership.
 - E) Not all of the islands within the Polynesian Triangle belong to same country.
15. It can be inferred from the passage that
- A) France once considered colonizing New Zealand.
 - B) The Treaty of Waitangi is no longer in effect.
 - C) The Māori and the Europeans coexisted peacefully in the decades prior to the signing of the Treaty of Waitangi.
 - D) The Māori iwi fought against Europeans but never amongst themselves.
 - E) The Māori measured wealth primarily in terms of gold, silver, and other precious metals.



This is the end of this section. If you finish before the time is up, you may check your work on this section ONLY. Do not move to the next section without official guidance.

SECTION II - CRITICAL THINKING

Duration: 30 minutes

Directions: For each of the following 15 questions, analyze the argument or situation and pick the best possible answer choice.

1. A survey of retailers at a suburban shopping mall indicates that a majority of mall customers are middle-aged parents. Customers in this category also spend more per capita than any other group of customers. Hence, the common assumption that most visitors to this mall are youths is clearly mistaken.

The conclusion of the argument is questionable primarily because

- A) The extent to which middle-aged parents outnumber other customers is not stated.
- B) It is unclear how much more is spent at the mall by middle-aged parents.
- C) No information is given about other suburban shopping malls.
- D) It is uncertain whether most visitors to the mall live nearby.
- E) It is possible to visit a shopping mall without making any purchases.

2. To save money over the next three years, Zhu Ming plans to buy a new, more energy-efficient washing machine. Last year Zhu Ming washed 200 full loads of laundry. If Zhu Ming uses the new machine to wash 200 loads of laundry per year for the next three years, the savings on utility bills will more than offset the purchase price of the new machine. The expected cost of maintaining the new machine is no greater than that of the current machine. Moreover, the cost of installing the new machine is not significant.

Which of the following would be most useful to know in deciding whether buying a new washing machine is likely to help Zhu Ming save money over the next three years?

- A) Whether the warranty on the new washing machine can be extended beyond the usual term of three years.
- B) Whether the load capacity of the new washing machine is smaller than that of Zhu Ming's current machine.
- C) Whether Zhu Ming plans to purchase other energy-efficient durable goods during the next three years.
- D) Whether the new washing machine uses laundry detergent that reduces wastewater pollution.
- E) Whether the new washing machine is of the same brand as Zhu Ming's current machine.

3. Which of the following most logically completes the argument?

After a recent football game between rival clubs Hawks and Pumas, a number of onlookers accused Hawks player Biff Turabian of taunting an injured opponent during a timeout called by the referee. A review of all video evidence from the game showed no evidence that Turabian verbally abused anyone. However, we cannot conclude that Turabian was falsely accused because

- A) The onlookers who accused Turabian are dedicated supporters of the Pumas football club.
- B) Players other than Turabian were also accused of abusing opponents during the game.
- C) Video cameras record what occurs during each play of a football game but not what happens during timeouts.
- D) The intense rivalry between these two football clubs began in the 1940s.
- E) Turabian has no record of taunting or other on-field misconduct during a ten-year career as a professional footballer.

4. Although Pluto was once regarded as a planet, this classification was mistaken, because Pluto does not dominate the neighborhood around its orbit. All the true planets are far larger than their moons, but Pluto's largest moon Charon is about half the size of Pluto itself.

The conclusion above depends upon which of the following assumptions?

- A) Pluto has several other moons that are almost as large as Charon.
- B) Once an object is classified as a planet, this categorization is permanent and cannot be changed.
- C) If Charon were one of the moons of Jupiter, Jupiter would still be classified as true planet because Jupiter is far larger than Pluto.
- D) Any object that does not dominate the neighborhood around its orbit should not be classified as a planet.
- E) Charon is larger than any moon belonging to one of the true planets.

Sample Test 2

5. All luxury goods stores in Prospero City operate in the exclusive Ostentatia shopping district. As a result, rent is the single largest operating cost for such stores. Yet Panache, a luxury goods store in Prospero City, earned record profits this year despite a sharp increase in rent.

Which of the following, if true, would most help to explain why Panache earned record profits this year despite higher operating costs?

- A) Due to a labor shortage in Prospero City, Panache found it difficult to hire enough staff to cover peak business hours on evenings and weekends.
- B) To make it easier for shoppers to visit the Ostentatia district, Prospero City is in the process of building a new subway line that will be operational in the near future.
- C) Panache has earned at least a small amount of profit every year for the past ten years.
- D) Rents increased sharply throughout the Ostentatia district this year, forcing luxury goods store Proforma, the main competitor of Panache, out of business.
- E) Metrolux, a discount store in Prospero City that does not operate in Ostentatia, earned record profits this year by cutting operating costs.

6. Because peanut butter contains saturated fat and sodium, many people mistakenly believe that peanut butter is unhealthy. Therefore, the Public Health Board should support an education campaign to correct this widespread misconception.

All of the following, if true, help to support the argument above EXCEPT:

- A) Many healthy foods such as olive oil contain an amount of saturated fat comparable to that of peanut butter.
- B) Peanut butter has a high potassium-to-sodium ratio, which counters the harmful health effects of the sodium contained in peanut butter.
- C) An education campaign sponsored by the Public Health Board is regarded by the public as a reliable source of health-related information.
- D) Levels of peanut butter consumption are not affected by what people believe about the health consequences of eating peanut butter.
- E) Numerous studies have shown that regular consumption of peanut butter reduces the risk of heart disease and type 2 diabetes.

7. A buildup of a dangerous gas such as methane can easily produce an explosion in a poorly ventilated mine. Gas detectors with a built-in alarm play an essential role in an effective mine safety program because miners who hear an alarm will know that it is time to evacuate the area.

The conclusion above depends on which of the following assumptions?

- A) Gas detectors play a more important role in an effective mine safety program than does the use of personal protective equipment by miners.
- B) A mine safety program will be effective if it ensures that a mine is equipped with reliable and well-maintained gas detectors.
- C) Miners who hear an alarm will have enough time to evacuate the affected part of the mine before an explosion occurs.
- D) Gas detectors cannot detect dangerous gases other than methane.
- E) Methane is the only kind of gas that can produce an explosion in a poorly ventilated mine.

8. Total attendance this year at the Alachua Horse Race Track was significantly below normal. Heavy rainfall led to the cancellation of some horse races, but bad weather was not the primary cause of the Race Track's decline in attendance. Instead, the opening of the Alachua Lucky Horseshoe Casino a few months ago was primarily responsible for drawing patrons away from the Race Track.

Which of the following, if true, would most support the explanation above?

- A) Many former patrons of the Race Track are now regular visitors to the Casino.
- B) Some employees of the Casino formerly worked at the Race Track.
- C) As a result of a torrential downpour, the Race Track was forced to cancel this year's Clearendown Cup, an event that normally draws the largest crowd of the horse racing season.
- D) The spectator stands at the Race Track do not provide adequate shelter from heavy rainfall.
- E) Most Casino patrons are drawn from a socio-economic group that has little interest in horse racing.

9. In the past, landline phone customers in the city and in rural areas paid the same price for access to the phone network. This price, which was set at a level that enabled landline providers to earn a profit from city customers, did not fully cover the cost of providing phone service to rural areas. With the rise of mobile phone technology, more and more city customers are opting out of landline phone service altogether. As a result, landline service providers now earn just enough to recover their costs.

The information above, if true, best supports which of the following inferences?

- A)** As more city customers continue to opt out of landline telephone service, service providers will probably incur losses unless they find new sources of revenue or reduce landline service to rural areas.
- B)** Although mobile phone technology is better-adapted to suit the needs of busy urban residents, landline phone service is the only kind of phone service available to many customers in rural areas.
- C)** Landline service providers offering phone service to rural customers invariably receive significant subsidies from the government, because landline phone service is considered a public utility that should be readily available to all.
- D)** The city residents who now use mobile phones exclusively were motivated to opt out of landline phone service primarily because mobile phone service is more affordable than landline phone service.
- E)** Despite the fact that some city residents have opted out of landline service, landline service providers still have a larger customer base than do mobile service providers.

10. Work-life harmony occurs when the potential for tension between work responsibilities and personal commitments is minimized. A study found that married workers who have children score higher on an index of work-life harmony than do married workers without children. Therefore, having children will enable married workers to achieve an acceptable level of work-life harmony.

Which of the following, if true, most seriously undermines the conclusion above?

- A)** Single workers score higher on an index of work-life harmony than do married workers.
- B)** The study found that working parents with high work-life harmony scores want to have three or more children, while those with low scores want only one or two children.
- C)** In most cases married workers make a decision to have children only if they have already achieved an acceptable level of work-life harmony.
- D)** Workers who score high on an index of work-life harmony are more engaged and productive in the workplace.
- E)** Working parents who eat regular meals with their families experience improved work-life harmony.

Sample Test 2

i Notice: For questions 11-12, refer to the following facts:

The Flames handball team will play exactly five matches over four consecutive days. The Flames' opponent in each of these five matches will be one of four handball teams: the Giants, the Harriers, the Jaguars, or the Kings.

The matches will be played in an order consistent with the following conditions:

- At least one match will be played on each of the four days.
- The Flames will play the Giants exactly once.
- The Flames will play the Jaguars exactly once.
- The Flames will play the Kings exactly once.
- The Flames will not play the Giants on day 1.
- The Flames will play the Kings sometime before they play the Jaguars.
- The Flames will play the same team twice on day 3.

11. Given the above conditions, which one of the following could be the order of the opponents that the Flames will play on each of the four days from first to last?

- A) Kings, Harriers, Jaguars, Giants
- B) Giants, Kings, Harriers, Jaguars
- C) Jaguars, Kings, Giants, Harriers
- D) Kings, Jaguars, Giants, Harriers
- E) Kings, Jaguars, Harriers, Giants

12. Given the above conditions, if the Flames play the Giants on day 2, which one of the following must be true?

- A) The Flames play the Harriers on day 1.
- B) The Flames play the Kings on day 3.
- C) The Flames play the Jaguars on day 4.
- D) The Flames do not play the Kings on day 1.
- E) The Flames play the Jaguars on day 3.

i Notice: For questions 13-15, the answer choices are as follows:

- A) The information in STATEMENT 1 ALONE is enough to answer the question, but the information in Statement 2 alone is not enough to answer the question.
- B) The information in STATEMENT 2 ALONE is enough to answer the question, but the information in Statement 1 alone is not enough to answer the question.
- C) NEITHER the information in Statement 1 alone nor the information in Statement 2 alone is enough to answer the question, BUT the information in Statements 1 and 2 taken TOGETHER is enough to answer the question.
- D) The information presented in Statement 1 alone is enough to answer the question AND the information in Statement 2 alone is also enough to answer the question.
- E) NEITHER information presented in Statements 1 and 2 is enough to answer the question.

13. Are all travelers who show symptoms of Kasparian-Yamanaka Syndrome quarantined upon arrival at La Panetteria Airport?

- (1) Some travelers who are affected by Kasparian-Yamanaka Syndrome do not show symptoms of the Syndrome upon arrival at La Panetteria Airport.
- (2) Only travelers who have high fever are quarantined upon arrival at La Panetteria Airport, and those who suffer from Kasparian-Yamanaka Syndrome do not have high fever.

14. Is it possible for a judge to exercise discretion in a particular case while following the exact requirements of the law in that case?

- (1) Some judges who exercise discretion in a particular case also follow the exact requirements of the law in that case.
- (2) Some judges who follow the exact requirements of the law in a particular case also exercise discretion in that case.

15. Does Appaloosa Apple Tree Ranch Inc. export apples to Indonesia?

- (1) All members of the Okefenokee Produce Association export apples to Indonesia.
- (2) Appaloosa Apple Tree Ranch Inc. is not a member of the Okefenokee Produce Association.



This is the end of this section. If you finish before the time is up, you may check your work on this section ONLY. Do not move to the next section without official guidance.

SECTION III - DATA INTERPRETATION

Duration: 30 minutes

Business Admissions Test™ Official Guide

i Directions: For the following 15 questions, solve each question and indicate the appropriate answer. For some questions, you will need to refer to accompanying graphs and charts.

i Notice: For questions 1-4 refer to the table below.

A certain football league releases a report on its top 5 goal scorers for the 2011-2012 season, including total goals scored and goals scored through penalties, headers and free kicks, as shown below.

Player	Total Goals Scored	Penalties	Headers	Free Kicks
A	37	8	6	12
B	33	7	8	11
C	25	4	1	5
D	23	6	7	2
E	18	3	6	2

1. What is the ratio of the fraction of goals scored by Player B through headers and the fraction of goals scored by Player E through penalties?

- A) $8/3$
- B) $3/8$
- C) $16/11$
- D) $11/16$
- E) It cannot be determined from the information given

2. In the 2011-2012 season, approximately what percent of the goals were scored through free kicks?

- A) 23%
- B) 24%
- C) 31%
- D) 32%
- E) It cannot be determined from the information given

3. Among the top 5 goal scorers for the 2011-2012 season, who scored the highest percentage of goals through headers?

- A) Player A
- B) Player B
- C) Player C
- D) Player D
- E) Player E

4. Among the top 5 goal scorers for the 2011-2012 season, who had the lowest ratio of goals scored through penalties?

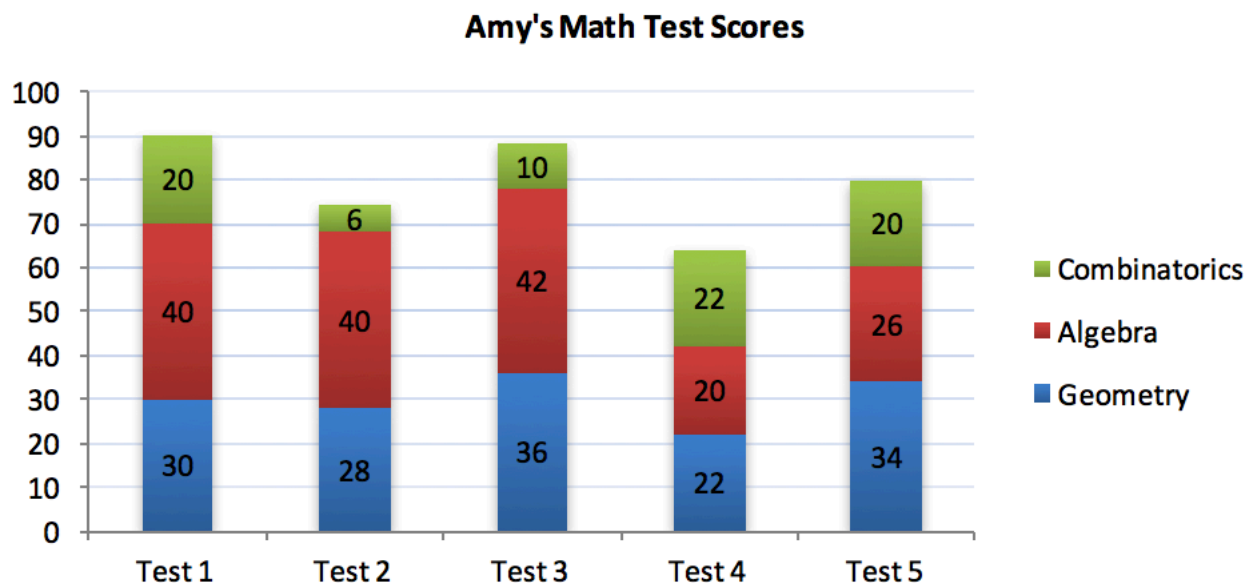
- A) Player A
- B) Player B
- C) Player C
- D) Player D
- E) Player E

Sample Test 2

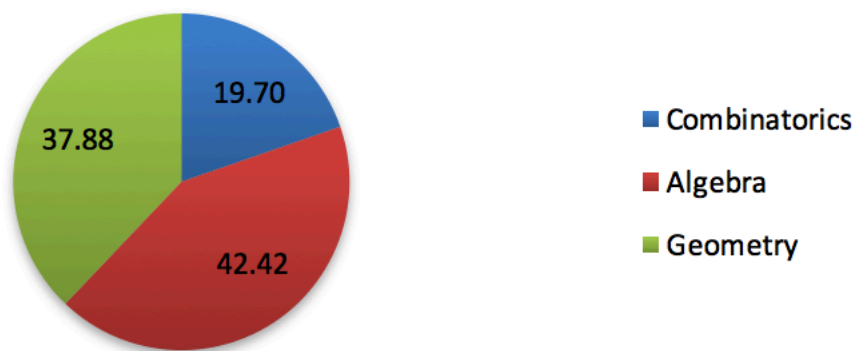
Notice: For questions 5-8 refer to the bar graph and the pie chart below.

Amy attempts 5 math tests, each test consisting of 50 multiple choice questions worth 2 points each. Questions are based on the following topics: Geometry, Algebra and Combinatorics. No question is based on more than one topic. She notices that the total number of points per topic is the same across the 5 tests. She scores the maximum possible points for each topic in at least one of the tests. Given below are her test scores based on each topic across the 5 tests.

The percentage composition of total points scored across the 5 tests based on each topic is given below.



Marks Scored In Each Topic As A Percentage of Total Points Scored



5. As a percentage of the total points scored across the 5 tests, approximately how many percent points more did Amy lose in Algebra than in Geometry?

- A) 2.0%
- B) 2.4%
- C) 3.0%
- D) 8.0%
- E) 12.0%

6. Across which 2 consecutive tests did Amy experience maximum percent change in points lost in Combinatorics?

- A) Test 1 and Test 2
- B) Test 2 and Test 3
- C) Test 3 and Test 4
- D) Test 4 and Test 5
- E) It cannot be determined from the information given

Business Admissions Test™ Official Guide

i Notice: *In conjunction with the information given above, use the additional information given below to answer questions 7 and 8.*

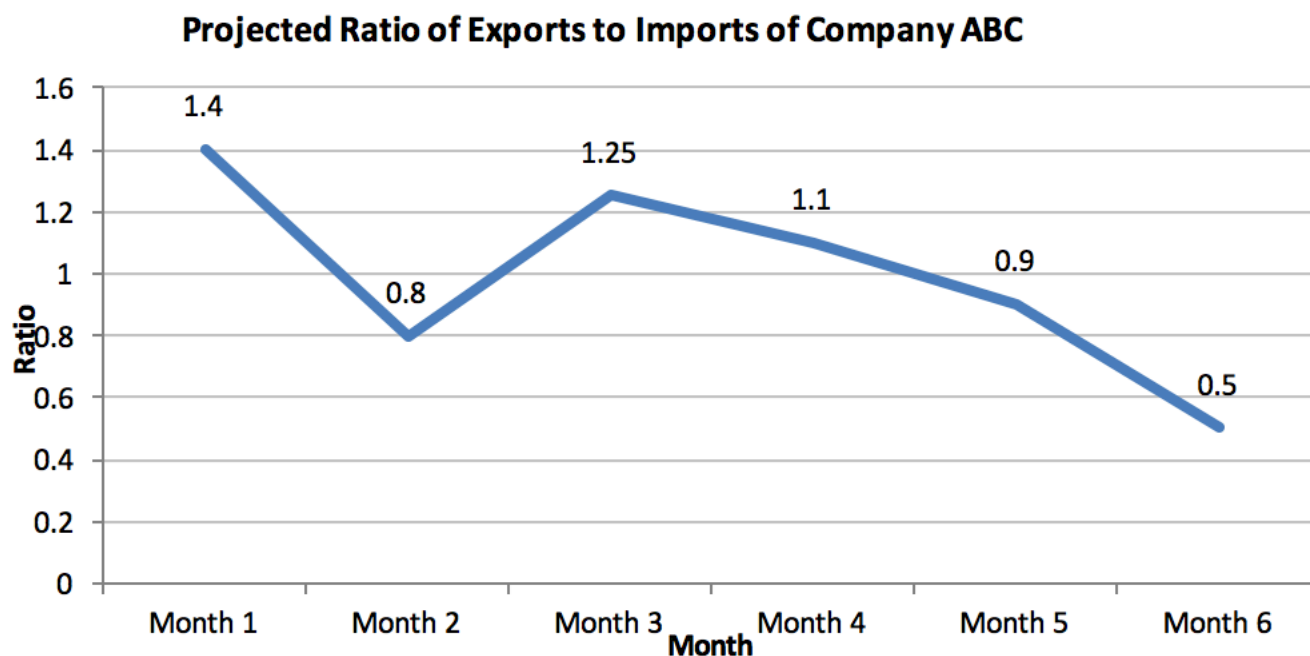
At a later date, it was revealed that out of the 250 questions in the 5 tests, a total of 2 questions were printed incorrectly, not necessarily from the same test. It was announced that 2 points each would be awarded for these questions, unless already done so.

7. For any given test, find the approximate difference between the greatest possible percentage increase in score and the least possible percentage increase in score.
- A) 1.80%
 - B) 3.13%
 - C) 4.44%
 - D) 5.00%
 - E) 6.25%
8. Which test has the least cumulative deviation from the average scores in each topic? (In this question, deviation is defined as the numerical value of the difference between the score obtained and the average score, irrespective of whether the difference is greater than or less than zero.)
- A) Test 1
 - B) Test 2
 - C) Test 3
 - D) Test 4
 - E) Test 5

Sample Test 2

Notice: For questions 9-12 refer to the graph below.

The graph below shows the projected ratio of amount of exports to amount of imports of Company ABC over the next 6 months.



9. Among the given 6 months, in which month was the projected ratio of imports to exports of Company ABC the least?

- A) Month 1
- B) Month 2
- C) Month 3
- D) Month 4
- E) It cannot be determined from the information given

10. Over which two consecutive months did Company ABC experience the greatest percentage increase in exports?

- A) Month 1 and month 2
- B) Month 2 and month 3
- C) Month 3 and month 4
- D) Month 4 and month 5
- E) It cannot be determined from the information given

11. If the estimated exports for Month 1 are USD 90,000 and exports are projected to consistently increase by 5% every month over the next 6 months, what is the approximate value of projected imports for month 6?

- A) USD 82,000
- B) USD 115,000
- C) USD 165,000
- D) USD 230,000
- E) It cannot be determined from the information given

12. Over which two consecutive months did Company ABC experience the greatest percentage decrease in the projected ratio of imports to exports?

- A) Month 1 and month 2
- B) Month 2 and month 3
- C) Month 3 and month 4
- D) Month 4 and month 5
- E) Month 5 and month 6

i Notice: For questions 13-15 the answer choices are as follows:

- A)** The information in STATEMENT 1 ALONE is enough to answer the question, but the information in Statement 2 alone is not enough to answer the question.
- B)** The information in STATEMENT 2 ALONE is enough to answer the question, but the information in Statement 1 alone is not enough to answer the question.
- C)** NEITHER the information in Statement 1 alone nor the information in Statement 2 alone is enough to answer the question, BUT the information in Statements 1 and 2 taken TOGETHER is enough to answer the question.
- D)** The information presented in Statement 1 alone is enough to answer the question AND the information in Statement 2 alone is also enough to answer the question.
- E)** NEITHER information presented in Statements 1 and 2 is enough to answer the question.

13. There are 100 employees in a company. They either do or do not drive to work. How many male employees do not drive to work?

- (1) There are 45 female employees in the company.
- (2) Among male employees, there are 21 more employees who drive to work than those who do not drive to work.

14. There are 30 students in total. How many students are in both dance and math club?

- (1) There are 18 students in dance club.
- (2) There are 15 students in math club.

15. What is the average of x and y ?

- (1) $2x + 3y = 12$
- (2) x and y are positive integers.



This is the end of this section. If you finish before the time is up, you may check your work on this section ONLY. Do not move to the next section without official guidance.

SECTION IV - DATA ANALYSIS

Duration: 30 minutes

i Directions: For the following 15 questions, solve each question and indicate the appropriate answer.

1. The weight of 10 identical spheres is the same as the weight of 15 identical cubes. If 18 of the same spheres are put in the left pan of a balance scale, how many of the same cubes are needed to balance the scale?

- A) 15
- B) 18
- C) 21
- D) 24
- E) 27

2. Andrew purchased a house and sold it a year later at a price 25% higher than the price at which he bought the house. If he made a \$120,000 profit from the purchase and sale of the house, at what price did he sell the house?

- A) \$480,000
- B) \$500,000
- C) \$600,000
- D) \$680,000
- E) \$720,000

3. A pump takes 4 hours to fill an empty pool. If the pump increased the water level of the pool to 80 percent of its total capacity after pumping water for 1 hour and 30 minutes, what percent of the pool was empty before the pump started working?

- A) 37.5%
- B) 42.5%
- C) 57.5%
- D) 62.5%
- E) 70.0%

4. In a river, the water flows down at a constant speed of 2 meters per second. If a boat is going upstream and the speed of the boat in still water is 7 meters per second, how many minutes would it take the boat to travel 6 kilometers?

- A) 15
- B) 18
- C) 20
- D) 40
- E) 60

5. A class of 56 students studies Physics, Chemistry, and Biology. 5 students study only Physics, 6 study only Chemistry, and 9 study only Biology. The number of students studying both Physics and Chemistry is half the number of students studying both Physics and Biology, and a third of the number of students studying Biology and Chemistry. If no student studies all 3 subjects, how many students in total in the class study Biology?

- A) 9
- B) 12
- C) 18
- D) 30
- E) 39

6. Alice deposited \$10,000 in her savings account in 2013 at $2X\%$ annual interest, compounded semi-annually. Which of the following represents the total amount of money, including interest, Alice would have in her account after 10 years?

- A) $10,000 \times (2X\%)^{10}$
- B) $10,000 \times (1 + X\%)^{10}$
- C) $10,000 \times (1 + 2X\%)^{10}$
- D) $10,000 \times (1 + X\%)^{20}$
- E) $10,000 \times (1 + 2X\%)^{20}$

7. In a class of 30 students, 25 play soccer and 20 play basketball. What is the difference between the greatest and the least possible number of students who play neither soccer nor basketball?

- A) 3
- B) 4
- C) 5
- D) 6
- E) 10

8. A certain book only contains pages numbered 100 through 999, inclusive. In total, how many page numbers in the book contain the number 0?

- A) 171
- B) 162
- C) 135
- D) 90
- E) 81

Sample Test 2

9. There are 42 students in a class. If there are 40% as many girls as boys, how many boys are there in the class?

- A) 12
- B) 17
- C) 20
- D) 25
- E) 30

10. The total distance between Matt's and John's houses was 3 kilometers. Matt left his house at 10 a.m. to go towards John's house and met John on the way. The walking speed of John was 1.5 meters per second, and the walking speed of Matt was 1 meter per second. If John left his house at 10:10 a.m. to walk towards Matt's house, at approximately what time would they meet?

- A) 10:14 a.m.
- B) 10:18 a.m.
- C) 10:22 a.m.
- D) 10:26 a.m.
- E) 10:30 a.m.

11. Steve's monthly salary consists of a fixed base salary and commission on sales. The base salary is \$42,000 per annum, and the commission is 20% of his total sales. If his salary in June was \$5,200, what were his total sales for the month?

- A) \$8,500
- B) \$17,000
- C) \$47,200
- D) \$52,000

12. \$94,000 Sarah is traveling from City A to City B. The distance between these two cities is 185 miles, and she planned to arrive at City B in 2 hours and 30 minutes. Her average speed for the first 1 hour and 40 minutes was 75 miles per hour, but then she realized that she should slow down to drive more safely. If she still wanted to arrive at her destination on time, at what speed should she drive?

- A) 60.0 miles per hour
- B) 64.0 miles per hour
- C) 68.0 miles per hour
- D) 70.5 miles per hour
- E) 72.0 miles per hour

13. Company ABC consists of managers, analysts, and trainees. The ratio of managers to analysts is 4:7, and the ratio of analysts to trainees is 1:2. If managers, analysts, and trainees are the only employees in Company ABC, and the total number of employees in Company ABC is more than 500, which of the following could be the number of employees in Company ABC?

- I) 840
- II) 975
- III) 1120

- A) I only
- B) II only
- C) III only
- D) I and III only
- E) I, II, and III

14. A salt water solution initially contains 20% salt and 80% water. Water evaporates at a constant rate, changing the solution to 40% salt after one hour. What was the approximate percentage decrease in water per minute?

- A) 1.01 %
- B) 1.02 %
- C) 1.03 %
- D) 1.04 %
- E) 1.05 %

15. On January 1st, the selling price of a car was \$A. The price initially increased by X% on February 1st, and then decreased by X% on March 1st, which resulted in an overall decrease in the price of the car by \$1,400. What would have been the overall decrease in price had the increase on February 1st and decrease on March 1st been by 2X%??

- A) \$1,400
- B) \$2,800
- C) \$4,200
- D) \$5,600
- E) \$11,200



This is the end of this section. If you finish before the time is up, you may check your work on this section ONLY. Do not move to the next section without official guidance.

SECTION V - CASE STUDY

Duration: 30 minutes

Bridgebuilders Educational Consulting

Background

As a high school student, A.C. Martelli excelled in math and science and dreamed of someday becoming an engineer at NASA's Marshall Space Flight Center in her hometown of Huntsville, Alabama. Through a teaching internship undertaken as a physics undergraduate at the University of Alabama, A.C. discovered that she loved working with kids and had a knack for explaining difficult concepts in a clear and understandable manner, so she decided to pursue a different vocational path in science education.

Graduation from university was followed first by a decade working in America schools and later by a series of appointments in international schools in South Korea, China, and Malaysia, as A.C. worked her way up to become a department head and eventually a school director. These 15 years in Asia left her firmly convinced that cross-cultural exposure plays an invaluable role in preparing students to live and work in a world increasingly shaped by the forces of globalization.

In 2008 A.C. returned to her hometown of Huntsville, hoping to put this wealth of educational and cross-cultural experience to work through the establishment of Bridgebuilders Educational Consulting, a company with a dual mission: to facilitate educational exchanges for Asian students wishing to study for a semester or longer in an American high school and to help American colleges recruit well-qualified international students.

Drawing on A.C.'s academic and personal network in Asia, Bridgebuilders helps international exchange students find an American high school in which to study and an American host family with whom to live for the duration of their stay in the US. Placements are made in various schools in Alabama using school contacts A.C. developed during the first decade of her teaching career.

The standard exchange program fee includes school application assistance, homestay room and board, advice on how to improve English language competency and to prepare for language testing, an orientation on American culture, and regular checkups on the student's academic progress and adjustment to the host family household.

Bridgebuilders also works on a commission basis with a group of about 10 small, private colleges in Alabama to identify and pre-screen well-qualified international applicants, a venture that accounts for about half of Bridgebuilders' revenue. Although American colleges have traditionally bypassed third-party recruiting agents through consortia supporting joint recruiting offices abroad, they were not immune from the impact of the financial crisis of 2008: family incomes are down, government aid to higher education has been reduced, and students are showing

greater caution about relying on student loans to finance their education.

Under such circumstances recruitment of international students who pay full tuition rates has become a priority for many colleges and universities around the country. Bridgebuilders intermediates between its Alabama partner colleges, which are generally not well known overseas, and Asian students who are interested in a more "personalized" educational experience with strong community life, small class sizes, and more frequent interaction with professors.

Company Profile

Staff

In Huntsville Bridgebuilders employs two part-time staff who follow up with prospective clients and organize the application files of existing clients. To provide a local point of contact for inquirers, the company has a representative in each of the following cities: Seoul, Beijing, Shanghai, and Kuala Lumpur. These representatives are former school colleagues of A.C. who work part-time from home. Bridgebuilders pays an annual stipend of USD 5000 to its Asian representatives; they also receive a 10% commission for any prospect who enrolls with Bridgebuilders.

Sales and Marketing

Most of Bridgebuilders' clients are referred through A.C.'s professional network in Asia. A.C. makes 3-4 working trips each year to Korea, China, and Southeast Asia to keep in touch with her school contacts and also to meet with prospective clients. Bridgebuilders advertises its services through a search engine optimized website. Its Asian representatives also attend educational fairs promoting overseas study opportunities; they distribute flyers describing Bridgebuilders' program and take down the contact details of inquirers.

Seasonal Demand

The high school exchange program is active throughout the year, as most high schools in the program are somewhat flexible about the timing of applications and allow students to commence studies in either term 1 (August) or term 2 (January).

The busiest months for college recruiting are during the months from September to January for students commencing studies at the beginning of the academic year in August. Bridgebuilders' partner colleges allow international students to enroll in the middle of the academic year in January, so there is some activity even during the slowest recruiting months of February and March.

Sample Test 2

Financials (ALL FIGURES BELOW ARE IN USD)

BRIDGEBUILDERS EDUCATIONAL CONSULTING : P&L 2009			
Search Engine Marketing	5,000	Sales	50,000
Staff costs	20,000		
Founders Fees	0		
Office rental	15,000		
Utilities	1,200		
Travel Expenses	15,000		
Loss		6,200	

ASSETS AS OF 31/12/2009

BANK CASH BALANCE: 75,000

OFFICE FURNISHINGS AND EQUIPMENT: 10,000

BRIDGEBUILDERS EDUCATIONAL CONSULTING : P&L 2012			
Search Engine Marketing	20,000	Sales	200,000
Staff costs	60,000		
Founders Fees	50,000		
Office rental	15,000		
Utilities	1,500		
Travel Expenses	30,000		
Profit		23,500	

ASSETS AS OF 31/12/2012

BANK CASH BALANCE: 120,000

OFFICE FURNISHINGS AND EQUIPMENT: 15,000

Main Competitors

A number of American companies help to organize exchange studies in US high schools, though very few of these programs focus on schools in Alabama or nearby states. South Korea, China, and Malaysia have a number of established firms specializing in recruitment of students on behalf of overseas colleges. The American client institutions represented by these agents tend to be either large public universities or larger private colleges just below the "Ivy League" level of prestige.

Opportunities and Trends

Helios Horizon Group is a successful international student recruitment agency founded by Dr. T.L. Huang, who held senior administrative positions in several large U.S.

research universities before starting his own company. With headquarters in Atlanta, Georgia and offices in China, South Korea, Japan and other East Asian countries, Helios Horizon is looking for growth opportunities. Dr. Huang and A.C. met by chance at an educators' conference in Shanghai in October 2012. Impressed by her background as well as the business potential of Bridgebuilders, Dr. Huang offered to buy 80% of the company for \$400,000. A.C. would retain the remaining 20% of Bridgebuilders, with an opportunity to buy back another 20% of the company if certain targets are met. The deal includes an offer for A.C. to oversee the operations of Bridgebuilders at an annual salary of \$75,000. A.C. has not yet decided whether to accept this offer or continue to grow her business independently.

PRESENTATION

(NOTE: IN THE ACTUAL EXAM YOU WILL BE GIVEN 3 QUESTIONS TO ANSWER IN 30 MINS. FIND BELOW 6 SAMPLE QUESTIONS TO TEST YOURSELF)

1. What is Bridgebuilders' current position in the market?
2. Can Bridgebuilders continue to grow organically or should it accept the offer from Helios Horizon?
3. Should Bridgebuilders continue its dual mission or focus primarily on high school exchanges?
4. Should Bridgebuilders hire a counsellor to assist with placements?
5. Is Bridgebuilders' current marketing strategy effective? How can it be improved?
6. What are Bridgebuilders' strengths, and how can it capitalise on them?



This is the end of this section. If you finish before the time is up, you may check your work on this section ONLY. Do not move to the next section without official guidance.

Answer Key for Sample Tests

Sample Test 1

SECTION I

Communication Analysis

- 1. E
- 2. D
- 3. B
- 4. E
- 5. B
- 6. C
- 7. C
- 8. C
- 9. B
- 10. D
- 11. A
- 12. A
- 13. A
- 14. E
- 15. D

SECTION III

Data Interpretation

- 1. D
- 2. B
- 3. C
- 4. E
- 5. D
- 6. B
- 7. E
- 8. C
- 9. E
- 10. A
- 11. D
- 12. E
- 13. C
- 14. C
- 15. B

SECTION II

Critical Thinking

- 1. B
- 2. E
- 3. C
- 4. E
- 5. D
- 6. A
- 7. D
- 8. D
- 9. E
- 10. B
- 11. D
- 12. D
- 13. D
- 14. E
- 15. A

SECTION IV

Data Analysis

- 1. D
- 2. B
- 3. A
- 4. E
- 5. D
- 6. C
- 7. D
- 8. C
- 9. C
- 10. D
- 11. A
- 12. B
- 13. B
- 14. C
- 15. B

Sample Test 2

SECTION I

Communication Analysis

- 1. A
- 2. B
- 3. C
- 4. D
- 5. E
- 6. C
- 7. A
- 8. D
- 9. E
- 10. A
- 11. D
- 12. B
- 13. C
- 14. E
- 15. A

SECTION III

Data Interpretation

- 1. C
- 2. E
- 3. E
- 4. C
- 5. C
- 6. A
- 7. E
- 8. A
- 9. A
- 10. E
- 11. D
- 12. B
- 13. C
- 14. E
- 15. C

SECTION II

Critical Thinking

- 1. E
- 2. B
- 3. C
- 4. D
- 5. D
- 6. D
- 7. C
- 8. A
- 9. A
- 10. C
- 11. E
- 12. C
- 13. B
- 14. D
- 15. E

SECTION IV

Data Analysis

- 1. E
- 2. C
- 3. C
- 4. C
- 5. E
- 6. D
- 7. C
- 8. A
- 9. E
- 10. D
- 11. A
- 12. E
- 13. B
- 14. D
- 15. D