
INSEAD Executive MBA Admissions Test

Practice Drills

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INTRODUCTION – Test Format and Overview

Test Format

Four MCQ Sections testing verbal, logical and numerical fluency

1. Data Analysis (DA)	15 questions	30 minutes
2. Data Interpretation (DI)	15 questions	30 minutes
3. Communication Analysis (CA)	15 questions	30 minutes
4. Critical Thinking (CT)	15 questions	30 minutes
5. Case Study Presentation	30 minutes preparation + 5 minutes presentation followed by Q&A	

Overview

The INSEAD Executive MBA Test contains math problems that test your fluency with numbers, and ability to perform business mathematics as part of your job, and verbal problems that test your availability to zero in on the relevant content in logical and opinion pieces.

The test does NOT require you to spend time on extensive preparation for rule-based mathematics and English grammar correction that would not be used in a business context. We only require you to familiarize yourself with the format of the test and refresh your verbal and quantitative skills by practicing the drill questions contained within this document.

The case study will be your opportunity to showcase your well-rounded business and communication skills that you bring to the INSEAD EMBA. Your unique approach to analyse the case will serve to illustrate your contribution to a diverse class using your unique points of view, there is no expected right or wrong answer.

The most important part of your application remains your track record as a business person and your plan for maximizing the EMBA opportunity to develop your career.

SECTION I – Communication Analysis (CA)

The Communication Analysis (CA) section of the INSEAD EMBA Admissions Test tests the EMBA candidate's ability to comprehend a passage and answer questions. The passages will be between 300-400 words, accompanied by 5 questions. Candidates do not need (and should not consider) any information from outside the passage when answering the questions.

Sample Passage and questions

In 2010 Shanghai eclipsed Singapore as the world's busiest container port, ending Singapore's five-year reign at the top of the container shipping tables. Several other Chinese ports, e.g. Guangzhou, are expected to surpass Singapore's container volume in the not-too-distant future. Singapore will also face stiff competition in years to come from Malaysia's Tanjung Pelepas port and from new mega-port projects under development in India, Myanmar and Sri Lanka.

Yet the Port of Singapore Authority (PSA) remains undaunted by these challenges. According to PSA, the port's core business has been and will continue to be focused on *transshipment*—the movement of inbound cargo containers to a different vessel for an onward journey beyond Singapore. Chinese ports, by contrast, are primarily *destination* ports to which raw materials are sent from abroad and from which the finished goods made from these raw materials are later exported.

Singapore's location astride major East-West sea lanes offers the kind of worldwide connectivity desired by shipping companies, and as a result, Singapore still handles a far greater volume of transshipment containers than any other port in the world. But complacency is not an option if PSA is to maintain its comparative advantage in transshipment. So Singapore continues to invest heavily in the port's supporting hardware (ship-repair and refueling facilities) and software (maritime legal, financial and shipbuilding services).

1. The primary purpose of the passage is to
 - (A) describe the process by which Shanghai displaced Singapore as the world's largest container port.
 - (B) discuss a port's strategic response to the challenges of intensifying competition.
 - (C) suggest a pessimistic appraisal of Singapore's capacity to remain a transshipment hub in Asia.
 - (D) summarize disturbing global trends affecting the maritime industry in Asia.
 - (E) recommend that PSA adopt a new core business model to maximize the potential of Singapore's port.
2. It can be inferred from the passage that
 - (A) Guangzhou handles greater container volume than Shanghai.
 - (B) Shanghai offers better ship refueling facilities than Singapore.
 - (C) Tanjung Pelepas handles more transshipment containers than Singapore.
 - (D) Singapore is not primarily a destination port.
 - (E) Singapore is the only transshipment port in Southeast Asia.

3. The passage contains information in support of which of the following assertions?
- (A) Port software is the single most important determinant of a transshipment port's capacity to increase container volumes.
 - (B) PSA's core business strategy aims to re-establish Singapore as the world's busiest container port, a position currently occupied by Shanghai.
 - (C) New ports in Malaysia, India, Myanmar and Sri Lanka have already reduced the number of containers handled by the port of Singapore.
 - (D) The natural advantages conferred by geography are insufficient to ensure that Singapore's port retains its competitive advantage in transshipment.
 - (E) Chinese ports are the principal current threat to Singapore's dominant position among transshipment ports in Asia.
4. The last sentence of the third paragraph ("So Singapore continues to invest...") implies that Singapore
- (A) sees no reason to invest further in port infrastructure.
 - (B) plans to emphasize maritime services because the future of the port is bleak.
 - (C) is aware of the risks of complacency.
 - (D) has excellent hardware but only mediocre software.
 - (E) will remain the world's busiest container port.
5. The passage makes a distinction between "destination" and "transshipment" ports in order to
- (A) demonstrate that destination ports such as Shanghai have significantly greater profit potential than transshipment ports such as Singapore.
 - (B) show that China's rise as an economic superpower depends on the ability of its ports to excel in both of these categories.
 - (C) clarify the basis on which the port of Singapore's business strategy is predicated.
 - (D) affirm that the distinction is illusory, given the double counting that occurs when one container enters and exits a destination port.
 - (E) question whether PSA's core business remains viable as currently defined.
6. Which one of the following is most analogous to PSA's response to increased competition?
- (A) The government of country X invests in a state-of-the-art seaport for the sole purpose of facilitating iron ore exports from a major mining project near the coast.
 - (B) An interstate trucking company seeks to reduce fuel costs to fund the acquisition of a major competitor.
 - (C) As a result of operating losses, the post office in country Y has delegated mail delivery services to private contractors rather than full-time employees.
 - (D) A messenger service that specializes in delivery of legal documents diversifies its client base to include accounting firms and architects.
 - (E) The airport of a small but centrally-located city underwrites the expansion of the airport's cargo terminal to prevent a national air courier firm from relocating its operational hub to another city.

7. If this passage were an extract of a longer text, the paragraph that would follow paragraph three would most likely describe which of the following?
- (A) the establishment of a maritime arbitration panel sponsored by PSA and the Singapore government
 - (B) the reason that several Chinese ports are expected to surpass Singapore's container volume in the not too distant future
 - (C) a plan to reduce customs duties at Malaysia's Tanjung Pelepas port
 - (D) a scenario in which Singapore again becomes the world's business container port within the next five years
 - (E) a strategy for encouraging imports of raw materials for use by factories in Singapore

Solution Key

- 1. B
- 2. D
- 3. D
- 4. C
- 5. C
- 6. E
- 7. A

SECTION II – Critical Thinking (CT)

Preparing for the CT Section

The Critical Thinking (CT) section of the INSEAD EMBA Admissions Test evaluates the candidate's ability to engage in practical reasoning to the standard required by the EMBA curriculum. Special training in formal logic (or any other subject matter) is NOT needed to answer the questions in this section.

1. The two leading hotels in Metronome are the Hotel Adagio and the Hotel Andante. The Adagio owners have applied to the Fraternity for Energy Efficient Solutions (FEES) for Diamond Certification, a rigorous process that requires a team of independent engineering consultants to determine whether a commercial building complies with current best practices in energy conservation. Diamond Certification is granted only after compliance with these standards has been verified by FEES. As the Andante owners have not even contacted FEES to ask how to apply for Diamond Certification, it is safe to conclude that the Adagio has better energy conservation practices than the Andante.

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

- (A) In most cases commercial building owners apply for Diamond Certification only if a preliminary assessment by FEES indicates that the application is likely to be approved.
- (B) The reason that the Andante owners have not contacted FEES to ask how to apply for Diamond Certification is that the owners know how to apply and are in the process of submitting the relevant application forms.
- (C) Because FEES upholds strict standards of energy conservation, most Diamond Certification applications are unsuccessful.
- (D) The Andante is more energy efficient than the Hotel Lento, which has already been granted Diamond Certification.
- (E) By offering Diamond Certification, FEES seeks to promote greater awareness among commercial building owners of energy conservation issues.

2. All MBA students at Greenleaf Business School scored above 700 on GMAT. Therefore, MBA graduates of Greenleaf Business School will have successful careers in business.

Which of the following, if true, provides most support for the conclusion above?

- (A) Some individuals who score above 700 on GMAT choose to become school teachers.
- (B) Some of the most highly successful business executives never took the GMAT.
- (C) A 700+ GMAT score is positively correlated with business career success.
- (D) Some PhD students at Greenleaf Business School took the GRE instead of the GMAT.
- (E) An MBA graduate's GMAT score is a relatively poor predictor of success in business.

3. Some affluent retirees want to enjoy the outdoor life in a quiet, less crowded location. Those who fit this demographic profile will be happier in the State of Poyais than in the State of Becquerel. Although both states offer plenty of scenic beauty and a pleasant climate throughout the year, Poyais has a much lower population density than Becquerel—in Poyais there are only 16 residents per square kilometer, while Becquerel has 88 residents per square kilometer.

Which of the following, if true, most seriously weakens the argument above?

- (A) Becquerel has a lower population density than all other states in the region except for Poyais.
- (B) Many affluent retirees do not want to enjoy the outdoor life in a quiet, less crowded location.
- (C) Those who retire in Yocona, the capital city of Becquerel, have the opportunity to attend concerts by the acclaimed Becquerel Philharmonic Orchestra.
- (D) In Poyais all housing for retirees is located in Bellerive, a large city in which the population density exceeds 88 residents per square kilometer.
- (E) Pursuant to its economic development plan, the State of Poyais offers relocation assistance and certain tax concessions to high-net-worth retirees who spend at least six months of the year in Poyais.

4. Baseball hitters can be classified as “aggressive” or “patient”. Aggressive hitters tend to swing at the first pitch thrown because they know that baseball pitchers always attempt to ensure that the first pitch is within the strike zone. Patient hitters, on the other hand, wait for a pitch in a preferred location within the strike zone and therefore tend not to swing at the first pitch. Hitters who tend to swing at the first pitch have a higher batting average than other hitters, while hitters who tend not to swing at the first pitch draw a walk more often than other hitters.

Which of the following must be true if the statements above are true?

- (A) Aggressive hitters do not have a preferred location within the strike zone.
- (B) Pitchers are more likely to throw a first pitch strike when facing an aggressive hitter.
- (C) Pitchers never miss the strike zone with their first pitch.
- (D) Hitters who wait for a pitch in a preferred location draw a walk less often than aggressive hitters.
- (E) Patient hitters do not have a higher batting average than aggressive hitters.

5. Do some supporters of the Berserker Football Club also enjoy reading the novels of Albert Camus?
- (1) Some residents of Hardscrabble are supporters of the Berserker Football Club.
(2) Some residents of Hardscrabble enjoy reading the novels of Albert Camus.
- (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 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) The information in statements 1 and 2 taken together is NOT enough to answer the question.
6. As crime rates have fallen significantly over the last decade in the city of Steinbeck, there is no need to build a new city jail.

Which of the following, if true, most seriously weakens the argument above?

- (A) On an average day, about 30% of the rooms in the Steinbeck city jail are occupied.
(B) Built in 1897, Steinbeck's existing city jail does not conform to legally-mandated fire and safety standards.
(C) The only offenders housed in the Steinbeck city jail are those who have committed crimes in the city of Steinbeck.
(D) As a result of a strong economy and a robust job market, crime rates have fallen not only in Steinbeck but in other nearby municipalities as well.
(E) Currently, most crimes in the city of Steinbeck involve minor property offenses for which offenders are normally fined rather than imprisoned.

7. Iguana Air advertisement: Iguana Air, the new discount airliner in town, is not just an alternative to similar airlines. Iguana Air offers spectacular service, exquisite dining options and breathtaking leg-space and comfort. Thus, flying Iguana Air will make you think twice before ever flying with our competitors again.

Iguana Air passenger review (responding to the above advertisement): While Iguana Air claims to have tremendous service, comfort etc., the company is merely another discount airline that offers adequate comfort and charges premium prices for average food options. That being said, Iguana Air offers such cheap prices and convenient routes that, when possible in the future, I will be unlikely to opt for any airline other than Iguana Air.

The Iguana Air passenger review responds to the advertisement by _____.

- (A) agreeing with the advertisement's conclusion for reasons outside the scope of the advertisement.
- (B) asserting disagreement with advertisement's conclusion.
- (C) insisting that the airline misrepresented factual claims in its advertisement.
- (D) implying that the advertisement fails to convince consumers to fly with Iguana Air.
- (E) underscoring the importance of accuracy and honesty in text-based advertising.

Solution Key

- 1. A
- 2. C
- 3. D
- 4. E
- 5. E
- 6. B
- 7. A

SECTION III – Data Interpretation (DI)

The Data Interpretation (DI) section of the INSEAD EMBA Admissions Test has two types of questions:

1. Tables and Graphs
2. Information Completeness

The section has a total of 15 questions and you will be given 30 minutes to answer these 15 questions.

Tables and Graphs format:

A set of questions follow one or more tables and graphs. As a general rule, quickly glance at all the tables or graphs and try to get a high-level understanding about what each table or graph is all about; then solve the questions that follow.

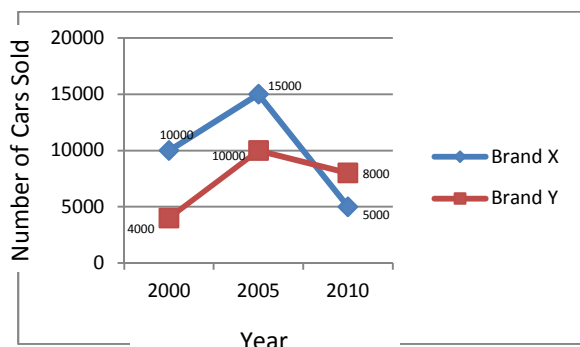
You must be comfortable reading data from various representations such as table, line graph, bar graph, and pie chart etc.

Sample Tables / Graphs

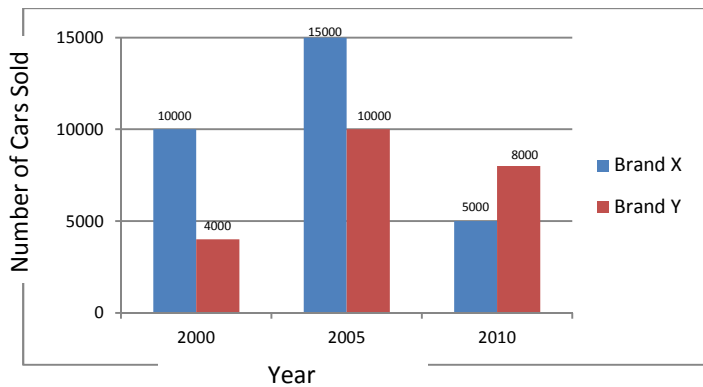
Table: the following table gives the information about the number of cars sold of Brand X and Brand Y in the years 2000, 2005, and 2010.

	Number of Cars sold	
Year	Brand X	Brand Y
2000	10000	4000
2005	15000	10000
2010	5000	8000

Line Graph: the information given in the table above can be represented by a line graph as shown below

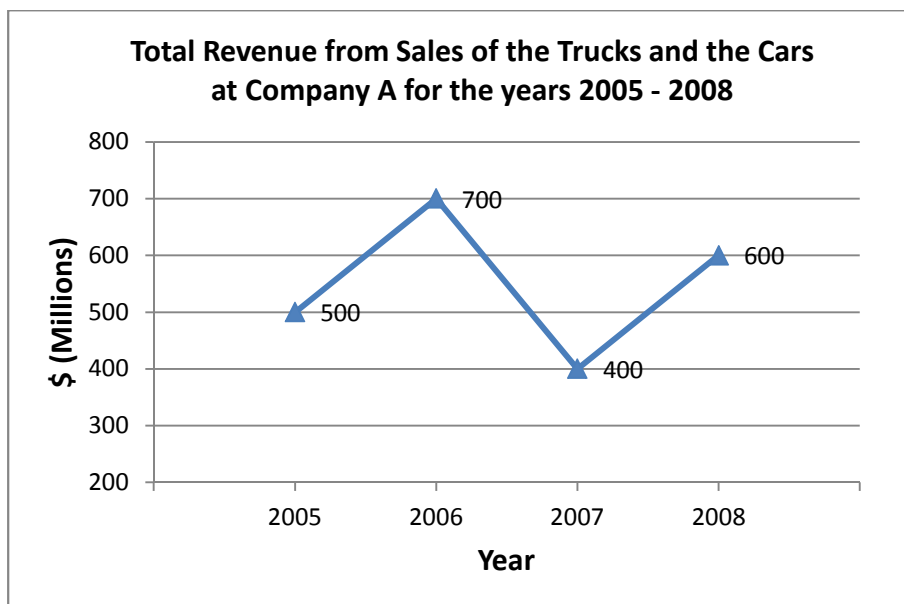
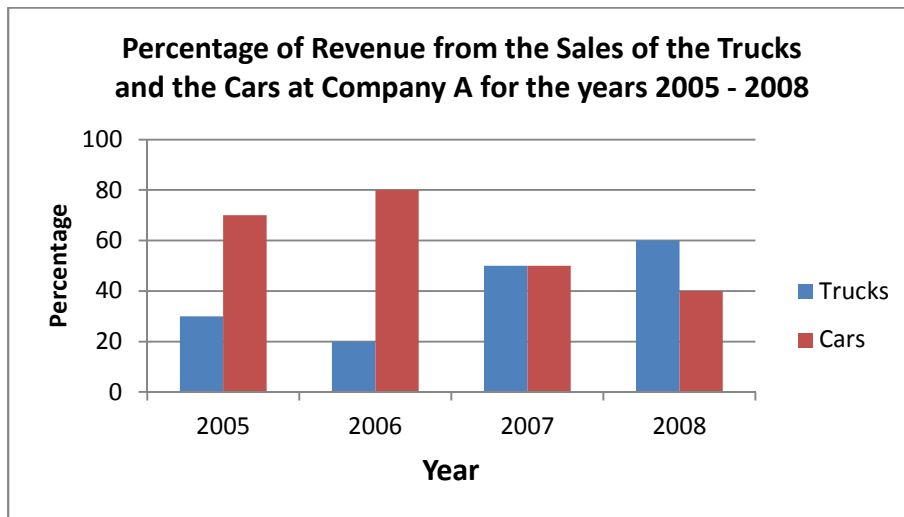


Bar Graph: the information given in the above table can be represented by a bar graph as shown below



Practice Exercise:

For Questions 1-6, refer to the following two graphs:



1. What is value of the revenue, in \$ (millions), from the sales of trucks in 2008?
 - (A) 200
 - (B) 240
 - (C) 300
 - (D) 360
 - (E) 400

2. What is value of the revenue, in \$ (millions), from the sales of cars in 2006?
 - (A) 560
 - (B) 540
 - (C) 520
 - (D) 500
 - (E) 480

3. What is ratio of the revenue from the sales of trucks in 2006 to the revenue from the sales of trucks in 2008?
 - (A) 3:10
 - (B) 1:3
 - (C) 7:18
 - (D) 9:23
 - (E) 11:23

4. What is the difference between the revenue from the sales of cars in 2006 and the revenue from the sales of trucks in 2007?
 - (A) \$240
 - (B) \$360
 - (C) \$240 million
 - (D) \$360 million
 - (E) \$480 million

5. From 2005-2008, inclusive, what is the total revenue, in \$ (millions), from the sales of cars?
 - (A) 700
 - (B) 750
 - (C) 850
 - (D) 1350
 - (E) 1450

6. From 2005-2008, inclusive, what is the revenue, in \$ (millions), from the sales of trucks?
 - (A) 700
 - (B) 750
 - (C) 850
 - (D) 1350
 - (E) 1450

Solution Key

1. D
2. A
3. C
4. D 5. D 6. C

Information Completeness

In order to see *whether* we can solve a problem, we have to first check whether there is enough data.

An Information Completeness question has three parts:

- (i) Question
- (ii) Fact Statements
- (iii) Answer Choices

Sample Questions

1. What is the value of $x + y$?

- (1) $x = 20$
- (2) $y = 30$

- (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 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) The information in statements 1 and 2 taken together is NOT enough to answer the question.

Answer: C

Let's see how we worked that out:

A) Statement (1) gives the value of x but we still don't know the value of y

B) Statement (2) gives the value of y but we still don't know the value of x

C) Statements (1) and (2) together give us both the values of x and y , hence 'C' is the correct answer

Let's look at one more question:

2. What is the average (arithmetic mean) of the three numbers x , y , and z ?

(1) $x + y + z = 300$

(2) $x = 80$ and $y = 90$

- (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 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) The information in statements 1 and 2 taken together is NOT enough to answer the question.

Answer: A

Let's see how we worked that out:

The average (or arithmetic mean) of the three numbers is $(x+y+z)/3$

Statement (1) gives the value of $x+y+z (=300)$, if we divide this value by 3 we can get the average

Statement (2) gives the values of $x (=80)$ and $y (=90)$ but we still don't know the value of z

Hence the answer for this question is (A) Statement (1) alone is sufficient but statement (2) alone is not sufficient.

SECTION IV - Data Analysis (DA)

A Data Analysis question asks you to determine a certain value. You will have all the information within the question to determine the value. Sometimes, you may have to frame some equations using basic algebra to solve certain questions.

Practice Exercise

1. The price of a certain article is decreased from \$80 to \$60. What is the percentage decrease in the price of the article?

- A) 45
- B) 33.33
- C) 25
- D) 20
- E) 16.67

2. In a basket of fruits, the ratio of number of apples, bananas, and oranges is 3:4:8. If the number of apples is 9, how many bananas does the basket have?

- (A) 4
- (B) 8
- (C) 10
- (D) 12
- (E) 16

3. A certain company has 20 male employees and 30 female. If the average (arithmetic mean) salary of male employees is \$6000 and the average (arithmetic mean) salary of female employees is \$8000, what is the average (arithmetic mean) salary of all the employees of the company?

- (A) \$ 7000
- (B) \$ 7200
- (C) \$ 7300
- (D) \$ 7500
- (E) \$ 7800

4. What is the time required to travel a distance of 100 miles at a constant speed of 40 miles/hour?

- (A) 2 hours and 30 minutes
- (B) 2 hours and 45 minutes
- (C) 2 hours and 50 minutes
- (D) 3 hours and 30 minutes
- (E) 3 hours and 50 minutes

5. John, working alone, can finish a certain job in 10 days; and Peter, working alone, can finish the same job in 15 days. If John and Peter are working together how many days do they need to finish the job?

- (A) 25 days
- (B) 12.5 days
- (C) 9 days
- (D) 8 days
- (E) 6 days

6. What is the difference between the median and the mean of the following set of numbers?

15, 20, 25, 30, 35, 40

- (A) 0
- (B) 2.5
- (C) 3
- (D) 5
- (E) 10

7. Each and every employee of a certain company belongs to one and only one of the three departments: *A*, *B*, and *C*. The ratio of the number of employees in the department *A* to the number of employees in the department *B* is 3 : 5; and the ratio of the number of employees in the department *B* to the number of employees in the department *C* is 3 : 8. If the number of employees in department *A* is 90, how many employees does the department *C* have?

- (A) 200
- (B) 240
- (C) 300
- (D) 400
- (E) 480

8. In a certain group of 100 people, 40 people drink coffee and 80 people drink tea. If 10 people drink neither coffee nor tea, how many people drink both coffee and tea?

- (A) 5
- (B) 10
- (C) 20
- (D) 25
- (E) 30

9. A certain dealer made a profit of 20 per cent by selling a laptop for \$ 1320. What is the cost price of the laptop?

- (A) \$1,000
- (B) \$1,056
- (C) \$1,100
- (D) \$1,200
- (E) \$1,240

10. The selling price of a chair is \$30 more than twice the selling price of a table. If the total selling price of two chairs and one table is \$160, what is the selling price of the table?

- (A) \$10
- (B) \$15
- (C) \$20
- (D) \$25
- (E) \$33

11. The price of a certain camera is discounted by 20 percent and the reduced price is then discounted by 25 percent. If the original price before discounts is \$300, what is the final price after the two successive discounts?

- (A) \$160
- (B) \$165
- (C) \$180
- (D) \$200
- (E) \$205

12. A class of students can be divided into 14 groups with an equal number of players on each group or into 10 groups with an equal number of players on each group. What is the lowest possible number of students in the class?

- (A) 14
- (B) 24
- (C) 40
- (D) 70
- (E) 140

13. In a certain company, 40 employees belong to chess club, 50 employees belong to cricket club, and 60 employees belong to tennis club; 20 employees belong to both chess and cricket clubs; 10 employees belong to both cricket and tennis clubs; 10 employees belong to both chess and tennis clubs. If each employee of the company belongs to at least one of these three clubs and no employee belongs to all the three clubs, how many different employees are in the company?
- (A) 60
 (B) 90
 (C) 100
 (D) 110
 (E) 150
14. A car traveled from city X to city Y at a uniform speed of 120 miles per hour and then from city Y to city Z at a uniform speed of 100 miles per hour. If the distance that the car traveled from city X to city Y was twice the distance that the car traveled from city Y to city Z, what was the average speed, in miles per hour, at which the car traveled from city X to city Z?
- (A) 112.5
 (B) 113
 (C) 115
 (D) 115.5
 (E) 117.5
15. Mixture **A** is 30 percent **P** and 70 percent **Q** by weight; mixture **B** is 50 percent **P** and 50 percent **R** by weight. If a mixture of **A** and **B** contains 45 percent **P**, what percent of the weight of the mixture is **B**?
- (A) 80 percent
 (B) 75 percent
 (C) 66.67 percent
 (D) 50 percent
 (E) 33.33 percent

Answers

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

Try to do the following calculations using a Calculator:

1. $173 + 195 + 643 - 221$ (Answer: 790)
2. 12 % of 850 (Answer: 102)
3. $100 + 50/2 - 30 + 75$ (Answer: 170)
4. 8000 is increased by 40 % (Answer: New Value is 11200)
5. 8000 is decreased by 40 % (Answer: New value is 4800)

Note: There will NOT be similar simple calculation questions in the test, the purpose of these drills is to help you re-familiarize yourself with calculator use as you will be allowed to use a calculator during the test.

SECTION V - Case Study (CS)

Case study guidelines

The case consists of a scenario surrounding a firm whose management finds itself in a position of needing to make a significant decision about its strategy.

You will read the background to the scenario, review the supporting information and construct a view of the business as it stands. You will identify challenges and opportunities that the firm faces, and make recommendations on a course of action you would follow if you were in the position of the firm's management.

Motivation

The case study is an opportunity for you to demonstrate original viewpoints, and your unique take on issues in business. As the presentation will be made in person, it is also an opportunity for you to illustrate your ability to think on your feet and add value to a discussion.

Getting it right

There are no right or wrong analyses of the case, the purpose of the case presentation is to determine your ability to identify and describe issues in business, and present cogent views around them.

The case analysis presentation will also allow you to illustrate your creativity through imagining new ways to approach the current business scenario. If figures are presented in the case materials, you can refer to their significance, and how they impact the current business scenario and form a basis for any recommendations you propose.

A presentation will typically involve making three slides to answer three short questions posed. The content for the slides is entirely up to you. It should refer to information provided in the case where relevant. You are free to make assumptions, as long as those assumptions are stated clearly and backed up by a rationale.

How to prepare

No preparation whatsoever is required. Online case studies found elsewhere will not look like INSEAD EMBA Admissions Test Case studies, this presentation is not comparable to a consulting firm interview. You are not asked to "crack" a case.

Your interest in business and personal experiences will be sufficient to guide you. We look forward to seeing your unique point of view, and to engaging with you in discussion.