ATKearney

Mock Recruitment Test

Sample test Instructions

This sample test is designed to verify your analytical, quantitative, verbal and structuring skills that you would need when working as a consultant for our Firm. The test is divided into six sections:

- Section 1.1 – Quantitative: Logical counting questions
- Section 1.2 – Quantitative: Statements
- Section 2.1 – Verbal: Understanding of logical text
- Section 2.2 – Verbal: Reading a passage
- Section 3.1 – Case studies: Reading a table of numbers
- Section 3.2 – Case studies: Reading a graph

Each section has a pre-defined number of questions. Number of questions, points for correct answers and points subtracted for incorrect answers are as follows:

Types of questions	# of questions in each test	Points for correct answer	Points for incorrect answer
1. Quantitative			
1.1 Logical counting	4	5	-1
1.2 Statements	4	5	-1
2. Verbal			
2.1 Logical text understanding	3	5	-1
2.2 Reading passage & Logic	2	5	-1
3. Case Studies			
3.1 Reading table of numbers	2	5	-1
3.2 Reading graph	2	5	-1

There is only one correct answer for each question. Please read the questions carefully before answering them and mark your correct answers with a clear circle directly into this document.

For the full test you will have **60 minutes**. Since this sample test is shorter, you should be able to answer all questions in circa **25-30 minutes**.

Section 1.1 Quantitative: Logical counting questions

1.1.1 If 3/8 of x is 7 more than 1/5 of x, what is 3/8 of x?

A. 12 B. 15 C. 18 D. 20 E. 24

1.1.2 At a school fair, Ana sells cookies prepared by her mother. Ana buys the cookies for 115% of the costs her mother pays to make them. Ana’s profit margin is 30%. What share of her mother’s cost is Ana’s profit?

A 20% B 33% C 38% D 50% E 75%

1.1.3 The difference between a two digits’ number and its reverse is 72. How many numbers of this type exist?

A. 0 B. 1 C. 2 D. 3 E. 4

1.1.4 If a, b and c are positive integers so that $a<b<c$ and $a+b+c=6$, then what is the value of c?

A. 1 B. 2 C. 3 D. 4 E. 5

Section 1.2 Quantitative: Statements

In this section you are required to find out:

a) Which of the statements (1) or (2) are true or false based on the Leading statement
   or
b) Whether based on statements (1) and (2) you are able to answer the Leading question (either positively or negatively).

1.2.1 If John saved $800 of his earnings last month, how much did John earn last month?

1. Last month, John spent half of his earnings for living
2. Last month, John paid twice as much for clothing as the amount he saved

A. Statement (1) ALONE is sufficient, but statement (2) ALONE is not sufficient
B. Statement (2) ALONE is sufficient, but statement (1) ALONE is not sufficient
C. BOTH statements TOGETHER are sufficient, but NEITHER statement ALONE is sufficient
D. EACH statement ALONE is sufficient
E. Statements (1) and (2) TOGETHER are NOT sufficient

1.2.2 In what year was Maria born?

1. Maria's mom was born in 1950, 33 years before Maria
2. Maria's birthday and her mom's birthday are exactly eight months apart

A. Statement (1) ALONE is sufficient, but statement (2) ALONE is not sufficient
B. Statement (2) ALONE is sufficient, but statement (1) ALONE is not sufficient
C. BOTH statements TOGETHER are sufficient, but NEITHER statement ALONE is sufficient
D. EACH statement ALONE is sufficient
E. Statements (1) and (2) TOGETHER are NOT sufficient

1.2.3 What is x?

1. $|x| = 7$
2. $x < 0$

A. Statement (1) ALONE is sufficient, but statement (2) ALONE is not sufficient
B. Statement (2) ALONE is sufficient, but statement (1) ALONE is not sufficient
C. BOTH statements TOGETHER are sufficient, but NEITHER statement ALONE is sufficient
D. EACH statement ALONE is sufficient
E. Statements (1) and (2) TOGETHER are NOT sufficient

1.2.4 In some of the menus you will find smoothies and cookies.

1. There are some menus that have cookies.
2. All menus have two types of products.

A. Statement (1) ALONE is true, but statement (2) ALONE is false
B. Statement (2) ALONE is true, but statement (1) ALONE is false
C. BOTH statements are true
D. BOTH statements are false

Section 2.1 Verbal: Understanding of logical text

2.1.1 When experts predict a decrease in interest rates, more small and medium companies tend to declare investments in new assets. Therefore the perceived drop in cost of capital increases the companies' willingness to review their strategies and plan more ambitious growth.

Argument above implies that:

A. There is an overall growth in companies' asset base after a decrease in interest rates is forecast
B. The growth in companies' investments in previous years is a result of a low cost of capital
C. Companies prefer to invest more when interest rates are lower
D. Companies which didn't invest in assets in recent years are among those which are going to make new investments when interest rates are lowered

2.1.2 In the latest Federal Government Health Dpt. study, 74% of respondents claimed they would definitely consider selecting NukeCola as their drink of choice in fast food restaurants. Analysts estimate NukeCola's market share in the US soft drinks market reaching 31%.

The information above most strongly supports which of the following?

A. Majority of people visit fast foods and consider buying some drink
B. NukeCola is the most popular drink in fast foods
C. There is not enough choice of soft drinks in fast food chains
D. Provided information does not give us sufficient evidence about preferences of Nuke Cola

2.1.3 European Structural Fund should reallocate the voting shares of its members in order to more effectively shape the continent's economic policy. For example, Germany comprises about 15 percent of the EU gross domestic product but has only a 6 percent voting share, whereas Belgium, with less than 3 percent of the European economy, has a 4 percent share.

Which of the following assumptions leads to the suggestion of a way to more effective shaping of the economic policy?

A. Germany as the recently best performing European economy, should have a larger voting share
B. The specific allocation of voting shares factors into the European Structural Fund's effectiveness in shaping European economic policy
C. Only voting shares that are precisely proportional to each country's contribution to the EU economy are appropriate for the European Structural Fund
D. Smaller European countries have overrepresented voting shares in the European Structural Fund

Section 2.2 Verbal: Reading a passage

The financial world set a record in 2015 for mergers and acquisitions. The value of such deals eclipsed the previous record, set in 2007, which had surpassed an earlier peak in 1999. This is perhaps not auspicious: It seems (pace the late Prince) that we are partying as if it were 1999—and 2007 to boot. The headiness of those years didn't bode well for either 2000–2002 or 2008–2009.

It's far too early to know how the newer deals will work out, but the seemingly ageless pattern of giant failures continues apace. In 2015 Microsoft wrote off 96% of the value of the handset business it had acquired from Nokia for $7.9 billion the previous year. Meanwhile, Google has unloaded for $2.9 billion the handset business it bought from Motorola for $12.5 billion in 2012; HP has written down $8.8 billion of its $11.1 billion Autonomy acquisition; and in 2011 News Corporation sold MySpace for a mere $35 million after acquiring it for $580 million just six years earlier.

To be sure, we've seen successes. The purchase of NeXT in 1997 for what now looks like a trivial $404 million saved Apple and set the stage for the greatest accumulation of shareholder value in corporate history. The purchase of Android for $50 million in 2005 gave Google the biggest presence in smartphone operating systems, one of the world's most important product markets. And Warren Buffett's rolling acquisition of GEICO from 1951 to 1996 created Berkshire Hathaway's cornerstone asset. But these are the exceptions that prove the rule confirmed by nearly all studies: M&A is a mug's game, in which typically 70%–90% of acquisitions are abysmal failures.

Why is that so? The answer is surprisingly simple: Companies that focus on what they are going to get from an acquisition are less likely to succeed than those that focus on what they have to give it. (This insight echoes one from Adam Grant, who notes in his book *Give and Take* that people who focus more on giving than on taking in the interpersonal realm do better, in the end, than those who focus on maximizing their own position.)

For example, when a company uses an acquisition to enter an attractive market, it's generally in "take" mode. That was the case in all the disasters just cited. Microsoft and Google wanted to get into smartphone hardware, HP wanted to get into enterprise search and data analytics, News Corp. wanted to get into social networking. When a buyer is in take mode, the seller can elevate its price to extract all the cumulative future value from the transaction—especially if another potential buyer is in the equation.

Microsoft, Google, HP, and News Corp. paid top dollar for their acquisitions, which in itself would have made it hard to earn a return on capital. But in addition, none of them understood their new markets, which contributed to the ultimate failure of those deals. Other take-based market entry acquisitions, such as Microsoft's $1.2 billion purchase of the social networker Yammer, at 40 times revenue, and Yahoo's $1.1 billion, 85-times-revenue purchase of Tumblr, haven't yet played out—but it's hard to imagine that either will earn a favorable return over the long term.

If you have something that will render an acquired company more competitive, however, the picture changes. As long as the acquisition can't make that enhancement on its own or—ideally—with any other acquirer, you, rather than the[seller, will earn the rewards that flow from the enhancement. An acquirer can improve its target's competitiveness in four ways: by being a smarter provider of growth capital; by providing better managerial oversight; by transferring valuable skills; and by sharing valuable capabilities.

Extract from: Martin, Roger L. "M&A: The one thing you need to get right." Harvard Business Review 94.6 (2016): 12

Based only on the information presented in the article, please answer the following questions:

2.2.1 The author refers to the work of Adam Grant in order to:

A. Illustrate the limitations of mergers and acquisitions
B. Suggest the applicability of the same concepts that rule interpersonal relations to business environment
C. Debate the need to combine interpersonal relations and business situations
D. Demonstrate that the same types of behavior are applicable for both interpersonal relations and business environment

2.2.2 For which of the following reasons is the author skeptical about the future of Microsoft's and Yahoo's recent mergers?

A. The buyers still do not make enough effort to understand the markets where the acquired companies operate
B. The price paid for the acquired companies is too high to earn a favorable return over time
C. The buyers still focus too much on their expected benefits rather than the contribution that they could make for the deal to be successful
D. The buyers do not bring enough managerial competences into the deal

Section 3.1 Case studies: Reading a table of numbers

Company ABC operates in two regions: Asia and North America and in five product segments: Oil, Copper, Coal, Uranium and Silver. Table below includes selected information about ABC and top 10 players worldwide per product segment.

Natural resources market annual statistics

Products	# of employees in ABC ('000)	Revenues of top 10 players worldwide (EUR '000,000)	Revenues of company ABC (EUR '000,000)	
			Asia	North America
Oil	2,572	7,568	487	1,574
Copper	1,235	3,587	831	928
Coal	957	3,456	728	1,375
Uranium	1,542	6,875	427	3,208
Silver	1,012	3,500	700	1,789

3.1.1 On average, how much revenue in Asia would a Uranium employee create per week in company ABC (52 weeks a year)?

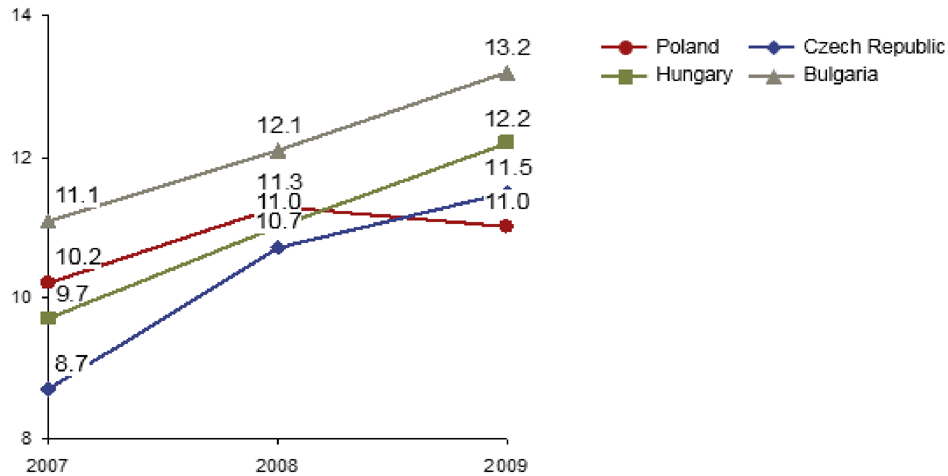
A. EUR 5.3
B. EUR 5.5
C. EUR 5.7
D. EUR 5.9
E. Cannot say

3.1.2 What cumulated market share does the company ABC have in its top 3 product segments (both Asia and North America)?

A. 46%
B. 53%
C. 55%
D. 60%
E. Cannot say

Section 3.2 Case studies: Reading a graph

Unemployment Rate in European Countries (%)



3.2.1 In 2007, there were 667,284 unemployed in Bulgaria, whose population was 13.1% of Poland for that year. Assuming a fixed annual population increase of 0.639%, approximately how many unemployed were there in Poland in 2009?

A. 4,399,600
B. 4,890,200
C. 5,109,300
D. 5,112,500
E. 5,612,000

3.2.2 In 2009 which country had the highest increase in the unemployment rate relative to 2007?

A. Poland
B. Czech Republic
C. Hungary
D. Bulgaria
E. Cannot answer

Answer Key

Section 1.1 Quantitative: Logical counting questions

1.1.1 B
1.1.2 D
1.1.3 B
1.1.4 C

Section 1.2 Quantitative: Statements

1.2.1 E
1.2.2 A
1.2.3 C
1.2.4 A

Section 2.1 Verbal: Understanding of logical text

2.1.1 C
2.1.2 D
2.1.3 C

Section 2.2 Verbal: Reading a passage

2.2.1 B
2.2.2 C

Section 3.1 Case studies: Reading a table of numbers

3.1.1 A
3.1.2 E

Section 3.2 Case studies: Reading a graph

3.2.1 D
3.2.2 B