

INSEAD

The Business School
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INSEAD Executive MBA Admissions Test Instructions and Practice Questions

Overview

The INSEAD Executive MBA Admissions Test includes four sections testing verbal, logical and numerical fluency. The assessment also includes a case study presentation followed by an interview by panel members. This document provides an introduction to the four sections of the test along with online practice questions.

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

The case study will be your opportunity to showcase your well-rounded business and communication skills that you will bring to the INSEAD EMBA. Your unique approach to the case analysis will help to illustrate your contribution to a diverse class; there is no expected right or wrong answer.

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

Next steps

When you are ready to take the test, please take a look at the [upcoming test dates](#) on our three campuses, and make sure to submit your completed online application to the GEMBA programme at least two weeks in advance of your targeted test date.

Should you have any questions about the Admissions test or the admissions process, please [contact us](#).

Written Test	<p>I Communication analysis</p> <p>The Communication Analysis section tests your ability to understand a passage and answer questions. The passages will be between 300-400 words, accompanied by 5 questions. You do not need (and should not consider) any information from outside the passage when answering the questions.</p>	<p>30 minutes</p> <p>Practice Questions</p>
	<p>II Critical Thinking</p> <p>The Critical Thinking section of the INSEAD EMBA Admissions Test evaluates your 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.</p>	<p>30 minutes</p> <p>Practice Questions</p>
	<p>III Data Interpretation</p> <p>The Data Interpretation section of the INSEAD EMBA Admissions Test has two types of questions:</p> <ol style="list-style-type: none"> 1. Interpreting Graphic Data 2. Data Sufficiency 	<p>30 minutes</p> <p>Read more</p> <p>Practice Questions</p>
	<p>IV Data Analysis</p> <p>Data Analysis questions ask 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.</p>	<p>30 minutes</p> <p>Read more</p> <p>Practice Questions</p>
Presentation and Interview	<p>Case study preparation</p> <p>Case study presentation</p> <p>Case study Q&A</p> <p>Interview by panel members</p>	<p>30 minutes</p> <p>5 – 10 minutes</p> <p>10 minutes</p> <p>20 minutes</p> <p>Read more</p>

Section III - Data Interpretation

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

1. Interpreting Graphic Data
2. Data Sufficiency

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

Interpreting Graphic Data

Questions will include reading data tables, line graphs, bar graphs and circle graphs and using the information obtained to answer questions. You will find some helpful information concerning the graphic presentation of data below.

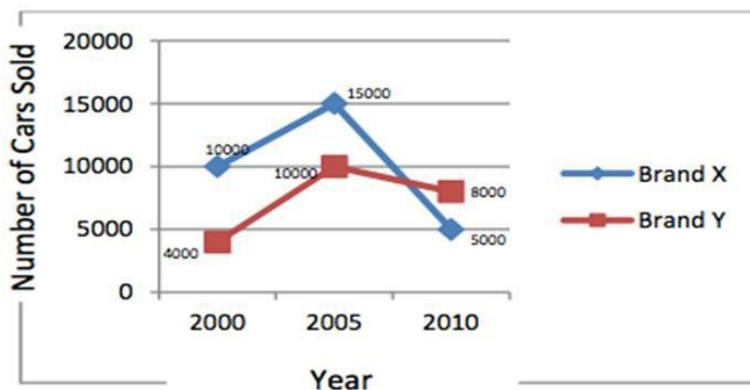
Tables

Tables are used to organize exact amounts of data and to display numerical information. Tables do not show visual comparisons. 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

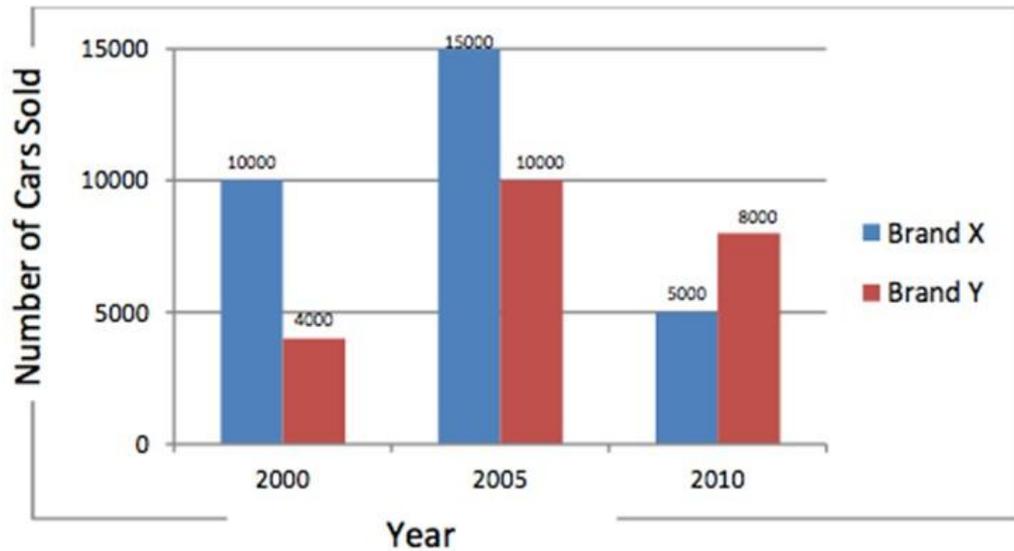
Line graphs

Line graphs are used to display data or information that changes continuously over time. Line graphs allow us to see overall trends such as an increase or decrease in data over time.



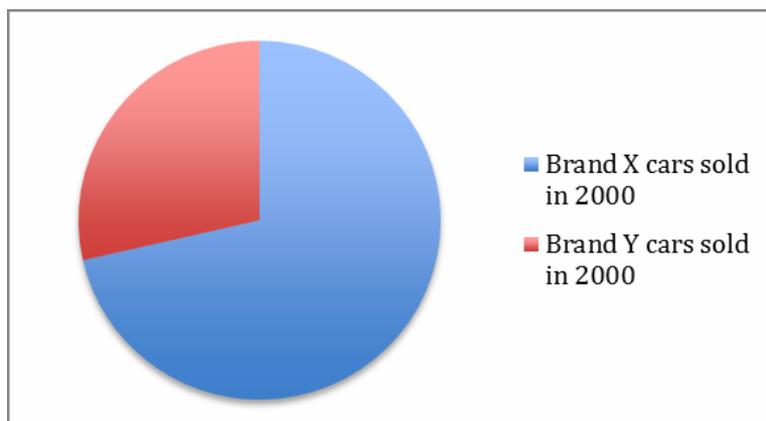
Bar graphs

Bar graphs are used to compare facts. The bars provide a visual display for comparing quantities in different categories or groups. Bar graphs help us to see relationships quickly. However, bar graphs can be difficult to read accurately. A change in the scale in a bar graph may alter one's visual perception of the data.



Circle Graphs

Circle graphs are used to compare the parts of a whole. Circle graphs represent data visually in the same proportion as the numerical data in a table: The area of each sector in a circle graph is in the same proportion to the whole circle as each item is to the total value in the table. Circle graphs are often used for displaying data when there are no more than five or six sectors, and when the values of each sector are different.



Question Format

A set of questions follows 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.

Data Sufficiency

There are three important components to any DS question:

- The question itself
- The statements – statements (1) and (2) give us information that may or may not allow us to answer the question
- The answer choices - the potential answers never change and are given below

The Process for answering a Data Sufficiency Question

- Evaluate each statement on its own. If there is information given in the question, keep that in mind as well. First, look at (1). Using (1) alone, do you have enough information to answer the question?
- Next, look at (2) *alone*, ignoring the information learned from considering the information in (1). Again, you should also consider information given, if any, in the question.
- Putting the Statements Together. If both statements are insufficient on their own, you should then consider both of them together.

The Choices

Once you have considered the information in statement (1) and (2), both alone and combined, select the appropriate answer:

- (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.

Sample Questions

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

Explanation:

Statement (1) gives the value of x but we still don't know the value of y . Statement (2) gives the value of y but we still don't know the value of x .

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

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

Explanation:

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 (or arithmetic mean).

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

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.

Below is a summary of the basic concepts tested in the Data Analysis section of the test.

Arithmetic:

- Properties of Integers
- Fractions
- Decimals
- Real numbers
- Ratios
- Exponents
- Percentages
- Descriptive statistics: average (arithmetic mean), median and range

Algebra:

- Variables and solving for an unknown
- Factoring algebraic expressions
- Solving linear equations with one or two unknowns

Solving word problems:

Rate x time = distance

The distance an object travels is equal to the product of the average speed at which it travels and the amount of time it takes to travel that distance.

Work

The rates at which certain persons or machines work alone are usually given, and it is necessary to compute the rate at which they work together (or vice versa).

Mixture

Substances with different characteristics (such as price or weight) are combined and it is necessary to determine the characteristics (average price or average weight) of the resulting mixture.

Interest

Computing interest with either a simple annual interest rate or compounded, where the interest is computed on the principal as well as on the interest already earned.

Discount

If a price is discounted by n percent, the price becomes $(100-n)$ percent of the original price.

Profit

Gross profit is equal to revenues minus expenses, or selling price minus cost.

Section V - Case Study

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.

Presentation

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.