Why do we use tests?

- Increasingly employers are incorporating tests in assessment procedures – both for selection and for development and counselling purposes.
- There is good evidence that tests which are professionally used and evaluated can provide employers with more objective, reliable and relevant information concerning an applicant's likelihood of success in the job.
- This leaflet is designed to introduce you to the sort of tests used, and to help you prepare for them.

How can tests help you?

- They will enable you to demonstrate your strengths.
- They have been chosen to measure skills relevant to the job.
- The tests are carefully designed and fully researched so that they are fair to all applicants.
- Taking tests will assist you in finding a job or profession to which you are suited.

How can they help us?

- We identify the people best suited for the job.
- We find out where in the organisation you may be best placed.
- Tests give us objective measures of your strengths and limitations.
- Those who do well in tests are usually successful in the job itself.

What sort of tests will you have to do?

The Advanced Managerial Tests consist of four tests, However, you may only be asked to do some of them, depending on the skills selected as being relevant to the job. The tests in the battery address the following aptitudes:

- Understanding the meaning of words, logic within sentences and grammar.
- Understanding written information, drawing inferences and summarising.
- Solving short numerical problems quickly.
- Interpreting and utilising business-related numerical data.

Practice makes perfect

It will help if you are familiar with the kind of questions that will be asked. On the following pages, you will find several practice questions for the skills listed above. The practice tests are not timed but work as quickly and accurately as you can because the real tests do have time limits.

How to do the practice questions

Most paper and pencil tests require you to record your answers on a separate answer sheet so that they can be scored quickly. You should mark your answers to the practice questions in the sections provided by filling in completely the appropriate circles.

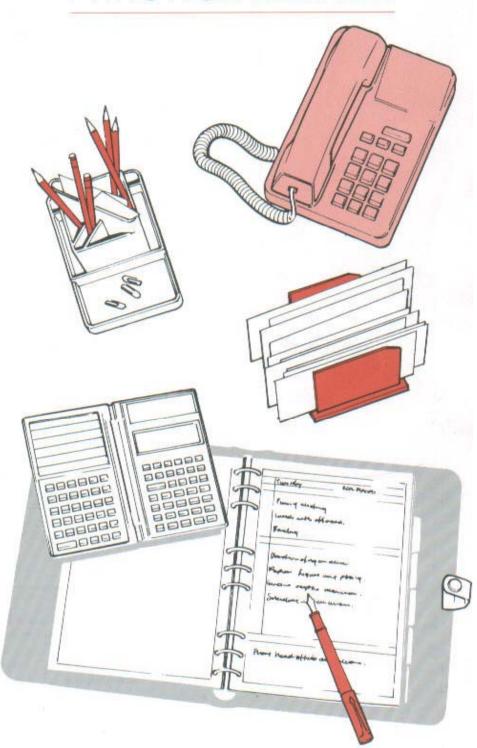
Now turn over and see how you get on.

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ADVANCED MANAGERIAL



PRACTICE LEAFLET



TEST 1 VERBAL APPLICATION

Choose the combination of words which you think will best fit the blank spaces for each question. Your answers should be grammatical and make the most sense. See how many you can do in 4 minutes.

been paid to t	he report which ping	nainted amount for	ndomental problems	
Δ		Jointed Several tu	ndamentai problems	š.
	В	С	D	E
failure	failure	failure	success	success
no	less	more	more	greater
The problem i			nt of funding assign	ed to the depar
but rather that	this funding has be	en [too thinly amongst i	ndividual mana
A	В	C	D	Е
much	much	much	uniquely	uniquely
given	spread	focused	assigned	distributed
The company	will provide	clothing a	nd equipment where	it is required.
However, it is		to take reaso	nable care of their ov	
by using equi	pment that is provid	ed.		
A	В	С	D	E
protection	protective	protective	protective	precautionar
employed	employment	employers	employees	employees
The decision	was I	w the workforce	e an important man	o towards
providing a		career structure.	as an important move	lowards
A	В	C	D	E
applauded	greeted	criticised	dismissed	welcomed
radically	poorly	poorly	well	well
		77-1		
A		pris.	6	-
A	B	C	D	E
A creating define	generating imitate	solving seek	D enhancing discredit	E identifying divulge
creating define	generating imitate	solving seek	enhancing	identifying divulge
creating define The job losses	generating imitate s came despite cuts.	solving seek	enhancing discredit	identifying divulge
creating define The job losses	generating imitate s came despite cuts.	solving seek pressur	enhancing discredit re to reverse the den	identifying divulge
creating define The job losses A growing	generating imitate s came despite cuts.	solving seek pressur C increasing	enhancing discredit re to reverse the den D weakening	identifying divulge nand for E mounting
creating define The job losses	generating imitate s came despite cuts.	solving seek pressur	enhancing discredit re to reverse the den	identifying divulge
creating define The job losses A growing	generating imitate s came despite cuts.	solving seek pressur C increasing sales	enhancing discredit re to reverse the den D weakening spending	identifying divulge nand for E mounting
creating define The job losses A growing	generating imitate s came despite cuts. B decreasing job are reminded that	solving seek Pressul C increasing sales all expense	enhancing discredit re to reverse the den D weakening spending	identifying divulge nand for E mounting expenditure
creating define The job losses A growing tax	generating imitate s came despite cuts. B decreasing job are reminded that and sent to Ad	solving seek C increasing sales all expense counts with the recounts	enhancing discredit re to reverse the den D weakening spending	identifying divulge nand for E mounting expenditure authorised by
creating define The job losses A growing tax their	generating imitate s came despite cuts. B decreasing job are reminded that and sent to Ad	c increasing sales all expense counts with the rec	enhancing discredit re to reverse the den weakening spending should be a selevant VAT receipt.	identifying divulge nand for E mounting expenditure authorised by
creating define The job losses A growing tax	generating imitate s came despite cuts. B decreasing job are reminded that and sent to Ad	solving seek C increasing sales all expense counts with the recounts	enhancing discredit re to reverse the den weakening spending should be a selevant VAT receipt.	identifying divulge nand for E mounting expenditure authorised by
creating define The job losses A growing tax their	generating imitate s came despite cuts. B decreasing job are reminded that and sent to Ad	c increasing sales all expense counts with the rec	enhancing discredit re to reverse the den weakening spending should be a selevant VAT receipt.	identifying divulge mand for E mounting expenditure authorised by E Managers bills
creating define The job losses A growing tax their	generating imitate s came despite cuts. B decreasing job are reminded that and sent to Ad Staff allowances	c increasing sales all expense counts with the recounts with the recounts supervisors	enhancing discredit re to reverse the den weakening spending should be a selevant VAT receipt. Managers claims subordinates	identifying divulge mand for E mounting expenditure authorised by E Managers bills subordinates
creating define The job losses A growing tax their	generating imitate s came despite cuts. B decreasing job are reminded that and sent to Ad B Staff allowances supervisors	c increasing sales all expense counts with the recounts with the recounts supervisors	enhancing discredit re to reverse the den weakening spending should be a selevant VAT receipt. Managers claims subordinates	identifying divulge mand for E mounting expenditure authorised by E Managers bills subordinates
creating define The job losses A growing tax their A Staff forms clients	generating imitate s came despite cuts. B decreasing job are reminded that and sent to Ad B Staff allowances supervisors	solving seek C increasing sales all expense counts with the recounts with the recounts supervisors	enhancing discredit re to reverse the den weakening spending should be a selevant VAT receipt. Managers claims subordinates	identifying divulge mand for E mounting expenditure authorised by E Managers bills subordinates
creating define The job losses A growing tax their A Staff forms clients	generating imitate s came despite cuts. B decreasing job are reminded that and sent to Ad Staff allowances supervisors recent industrial recent a dividend to be	c increasing sales all expense counts with the receipt claims supervisors	enhancing discredit re to reverse the denter of the toreverse the torev	identifying divulge mand for E mounting expenditure authorised by E Managers bills subordinates hopes that profit
creating define The job losses A growing tax their A Staff forms clients will	generating imitate s came despite cuts. B decreasing job are reminded that and sent to Add B Staff allowances supervisors recent industrial recent industrial recent a dividend to be	c increasing sales all expense counts with the recounts with the recounts supervisors	enhancing discredit re to reverse the denter of the toreverse the toreverse the toreverse the toreverse the toreverse the denter of the toreverse the toreverse the toreverse the denter of the toreverse the torev	identifying divulge mand for E mounting expenditure authorised by E Managers bills subordinates hopes that profite

TEST 1 ANSWER

	A	В	6	D	E
1	A	(B)	0	0	(E)
2	A	(B)	0	0	(E)
3	A	B	0	0	(E)
4	A	(B)	0	0	(
5	(A)	(B)	0	0	(E)
6	A	(B)	0	0	(E)
7	A	(B)	0	0	(
8	A	B	0	0	(E)

TEST 2 NUMERICAL REASONING

Choose the correct answer from the 5 options given for each question. See how many you can do in 7 minutes. You may use a calculator.

If a maintenance contract costs £87 per month and a technician call out not under a maintenance contract £325, how many call outs per year would make the contract worthwhile?

A B C D E 4 5 6 7 8

2 If every 250 bottles of bleach require 16.25 litres of solvent to produce, how much solvent is required to produce 6,500 bottles of bleach?

A B C D E 42.3 litres 100.0 litres 121.9 litres 422.5 litres 1,219.0 litres

Last year's sales target was £265,000. This year's is £328,000. By what percentage has this year's sales target increased over last year's?

A B C D E
17% 29% 43% 81% none of these

A total of 5,200 analyses last month required 17,300 hours of computer time.

Approximately how much computer time would be required to perform an additional 300 analyses if all other factors remain unchanged?

A B C D E

330 hours 540 hours 660 hours 940 hours 1,000 hours

A batch of shampoo requires 510 litres of herbal extracts and 13,400 litres of water.

What is the approximate ratio of water to herbal extracts?

A B C D E
26:1 3.8:1 1:26 1:38 1:260

How many times over the period did Branches A, B or C experience a reduction in profit?

A B C D E
0 1 2 3 4

By what percentage did the total profit made by
Branches A, B and C increase from Year 1 to Year 3?

A B C D E
2.0% 2.2% 20.0% 22.0% 102.0%

7

	Profit	Lohn	
Branch	Year 1	Year 2	Year 3
A	£4.6m	£4.8m	£4.7m
В	£2.8m	£2.9m	£2.5m
С	£6.1m	£6.4m	£6.6m

	taff are paid £6.00 p taff, what was the tot		were worked last	week by each of
A	В	C	D	E
£197	£282	£329	£846	£1,974
H 605ka of f	ruit are required to p	raduce 200 lare of	lam approvimatel	hy hour much four
	produce 450 jars of ja		јант, арргохинате	y now mach from
A	В	C	D	E
144kg	531kg	864kg	1,270kg	1,406kg
A SECURITY OF THE PARTY OF THE	rried out on 1,500 per ent. If the rest said the y?			
A	В	C	D	E
48	237	465	945	1,020
£425,000. V	e week, the compute Vhat is the approxima	ate total revenue lo	st in a 52 week ye	ear?
£425,000. V A £0.23m The Operation	Vhat is the approxima	C £12.10m s £7.75m. If there	st in a 52 week ye D £47.26m	E £60.78m
£425,000. V A £0.23m The Operation	What is the approximate B £8.04m ng Profit last year war's Operating Profit be	C £12.10m s £7.75m. If there	st in a 52 week ye D £47.26m	E £60.78m year of 13%, wha
£425,000. V A £0.23m The Operation will this year	What is the approximate B £8.04m	C £12.10m s £7.75m. If there	D £47.26m	E £60,78m year of 13%, wha
E425,000. V A £0.23m The Operation will this year A £7,945,000 Of a total of ages of 20 a	B £8.04m ng Profit last year war's Operating Profit b 8 £8,126,800 225 employees, 32% and 35. How many en	C £8,346,200 C £8,346,200 c are female. 89% comployees are female.	D £47.26m s an increase this D £8,757,500 of female employee es between the ag	E £60.78m year of 13%, wha E none of these es are between the es of 20 and 35?
A £0.23m The Operation will this year A £7,945,000 Of a total of ages of 20 a	B £8.04m ng Profit last year war's Operating Profit be 8 £8,126,800	C £12.10m S £7.75m. If there is? C £8,346,200 o are female. 89% on ployees are female.	D £47.26m s an increase this D £8,757,500 of female employee es between the ag	E £60.78m year of 13%, what E none of these es are between the pes of 20 and 35?
£425,000. V A £0.23m The Operation will this year A £7,945,000 Of a total of ages of 20 a	B £8.04m ng Profit last year war's Operating Profit b 8 £8,126,800 225 employees, 32% and 35. How many en	C £12.10m C £12.10m s £7.75m. If there e? C £8,346,200 o are female. 89% on ployees are female. C 64	D £47.26m s an increase this D £8,757,500 of female employee between the ag D 89	E £60.78m year of 13%, wha E none of these es are between these of 20 and 35? E 201
£425,000. V A £0.23m The Operation will this year A £7,945,000 Of a total of ages of 20 a	B £8.04m ng Profit last year war's Operating Profit b 8 £8,126,800 225 employees, 32% and 35. How many en	C £12.10m C £12.10m s £7.75m. If there e? C £8,346,200 o are female. 89% on ployees are female. C 64	D £47.26m s an increase this D £8,757,500 of female employee between the ag D 89	E £60.78m year of 13%, what E none of these es are between the ges of 20 and 35? E 201

TEST 2 ANSWER SHEET

	A	В	C	D	E
1	(A)	B	0	0	(E)
2	A	B	0	0	E
3	(A)	B	0	0	E
4	A	B	0	0	E
5	(A)	B	0	0	(E)
6	A	B	0	0	E
7	(A)	B	0	0	(E)
8	A	(B)	0	0	E
9	A	(B)	0	0	E
10	A	B	0	0	(E)
11	(A)	(B)	0	0	E
12	A	(B)	0	0	(E)
13	A	(B)	0	0	(E)
14	A	(B)	0	0	(E)

TEST 3 VERBAL ANALYSIS

Choose the correct answer to each question by basing your answers on the information contained in the passage only and not on general knowledge. Some questions have 2 options, others have 5. See how many you can do in 8 minutes.

Accountants have shown how simple it is to inflate profits artificially by manipulating accounting standards, while the stock market demonstrates that such artificial inflation will be followed by natural deflation: many companies have been humbled by falling profits and share prices. Certainly, accounting standards are as

- 5 much to blame as accountants, but the heart of the problem is that tension between the interests of management and those of shareholders is almost invariably resolved in favour of management. Shareholders notionally have the right to vote against the re-election of auditors, but they never do, and it is the management that signs the cheques. It is desirable for the accounting profession to police itself more effectively and for shareholders to take more entirely their entire of the problem is that tension between
- 10 and for shareholders to take more seriously their responsibility for the election of auditors. However, neither is likely to happen.
- 1 Which of the following best replaces the word "notionally" (line 7)?
 - A actually
 - B theoretically
 - C figuratively
 - D legally
 - E naturally
- Why is it unlikely according to the passage that the accounting profession will begin policing itself more effectively?
 - A The accounting profession has insufficient resources.
 - B The management of companies would prevent this.
 - C The accounting profession would lose profit.
 - The accounting profession does not want shareholders to become involved in electing auditors.
 - E Cannot say.
- 3 Which one of the following summarises the overall message of the passage?
 - A Shareholders should become more actively involved in company proceedings than at present.
 - Management should not be more influential than shareholders in the appointment of external advisors.
 - C Auditors' activities should not be controlled by the purse but by professional ethics.
 - Manipulation of accounting standards is ultimately undesirable and should be prevented.
 - E Inflation and deflation are not always caused by legitimate influences.
- 4 Can it be inferred from the passage that most companies overstate their profits?
 - A Yes
 - B No

The government has recently attempted to integrate the environmental clean-up of industry under one umbrella. To minimise environmental damage, the volume of pollutants emitted from a plant has to be authorised by an official pollution control inspectorate.

- 5 Industry has complained repeatedly about the time and cost of getting operations approved under the new system. The inspectors maintain, however, that industry often has itself to blame for delays as many applications provide insufficient data. Industry has also worried about public access to the information it supplies to get authorisation. Information can only be withheld from public registers on the
- 10 grounds of commercial confidentiality, if a company can prove it would be disadvantaged by disclosure.

5	For which two	of the following	reasons w	as the new	pollution	control	system	set up

- A To provide an integrated approach to pollution control.
- B To reduce the number of toxins utilised by industry.
- C To maintain the quantity of contaminants at an acceptable level.
- D To ensure that each industrial company operates competitively.
- To enable applications to be authorised quickly.

6	Is it true according to the passage that obtaining authorisation on operations results in having t
	divulge confidential information to competitors?

- A Yes
- B No

7 Can it be inferred from the passage that industry has not welcomed the introduction of the official pollution control inspectorate?

- A Yes
- B No
- 8 According to the passage, how accurate is the statement, "There would be no environmental destruction if there were no pollutants."?
 - A Definitely true
 - B Likely to be true
 - C Likely to be untrue
 - D Definitely untrue
 - E Cannot say

TEST 3 ANSWER SHEET

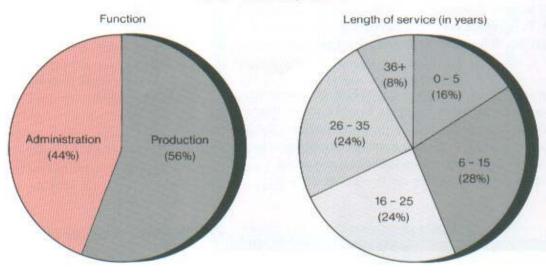
	A	В	C	D	E
1	A	(B)	0	0	(E)
	0	0	0	0	0

- 3 A B C D E
- 4 (A) (B)
- 5 A B O D E
- 6 A B
- 7 A B
- 8 A B C D E

TEST 4 NUMERICAL ANALYSIS

Choose the correct answer from the 5 options given for each question by using the data provided. You will only need to refer to the set of information given above every four questions. See how many you can do in 8 minutes. You may use a calculator.

STAFF PROFILE, YEAR 1



Total number of staff = 275

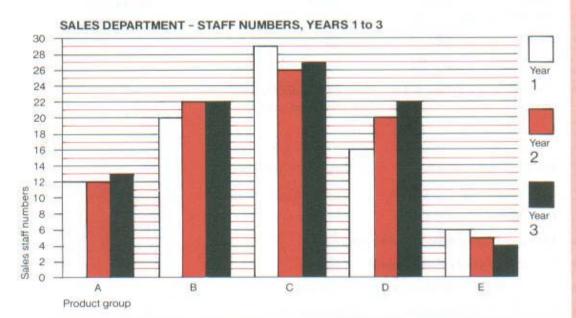
Δ	В	C	D	-

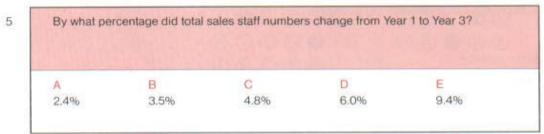
A	В	C	D	E
31	C.T.	70	89	cannot say

proportion	of production sta	ff and administration	on staff is the same	e for this group as fo
the overal	group?			
	В	C	D	Е
A				

		ow many production	on staff are there a	Itogether in the
other grou	ps?			
Δ	В	C	D	E

		Sales (£1,00	Os)	
		Year 1	Year 2	Year 3
Product group	A	1,420	1,560	1,610
	В	2,670	2,940	2,880
	С	4,100	3,690	3,140
	D	2,360	2,830	3,120
	E	930	1,040	860





	B	C	D	E
	Product	Product	Product	Product
	Product	Product	Froduct	90 107 - 10 10 - 5 10 1
roduct			Group D	Group E

6

	and the second of the second of the second	eriod?		
		No III III III		
Δ	В	C	D	E
7.7				
Product	Product	Product	Product	Product

			or Year 3 be?	
			0	-
A	В	C	D	-

TEST 4 ANSWER SHEET

	A	В	C	D	E
1	A	(B)	0	0	(E)
2	(A)	(B)	(0)	0	(E)

- 3 A B C D E
- 4 A B O D E
- 5 A B C D E
- 6 A B C D E
- 7 A B C D E 8 A B C D E

WHAT CAN YOU DO TO GIVE YOUR BEST PERFORMANCE?

Don't be discouraged if you found the questions difficult or got many of them wrong. There are many things you can do to improve your performance.

On verbal tests

Read books, newspapers, business journals and reports. Do verbal puzzles and crosswords. Play word games.

On numerical tests

 Practise doing arithmetic with or without a calculator. Do number puzzles. Read financial reports. Study data presented in tables, charts and graphs.

FINALLY - BE PREPARED FOR THE TESTING SESSION

Before the session

- Get a good night's sleep before the tests.
- Give yourself plenty of time to get to the session.
- If you wear glasses or a hearing aid, be sure to take them with you.
- If you have a disability which might make taking the test difficult for you, let us know in advance so appropriate arrangements can be made.

At the session

- Listen carefully to instructions.
- Do exactly as you are told.
- Don't be afraid to ask questions.
- Read each question carefully before answering.
- Work quickly and accurately, as most tests have short time limits and many questions.
- Don't waste time on difficult questions.
- Try as hard as you can. The more questions you get right, the higher your score will be.

Remember – the outcome of most assessments is based on a combination of data from different sources. Even if you don't feel confident about your performance in the tests, you may have other strengths which will be taken into account. Employers often offer the opportunity to obtain feedback on test performance. This may help you to understand your own relative abilities and may aid you in your career thinking.

GOOD LUCK!

ANSWERS TO THE PRACTICE QUESTIONS

Test 1 Verbal Application

A B C D E

1 A B O D E

2 A O O D E

3 A B O D E

4 A B O D E

5 A B O D E

6 A B O D E

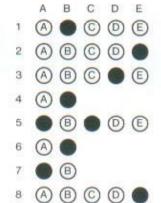
Test 2 Numerical Reasoning

A B D E

● B © D E

14 (A) (B) (C) (D) (E)

Test 3 Verbal Analysis



Test 4 Numerical Analysis

	Α	В	C	D	E
1	(A)	(B)		0	E
2	A	(B)	0	0	
3	A		0	0	E
4		B	0	0	E
5	A	(B)	0		(E)
6	(A)	(B)	0	0	
7	A	(B)	0		E

8 A B D E



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