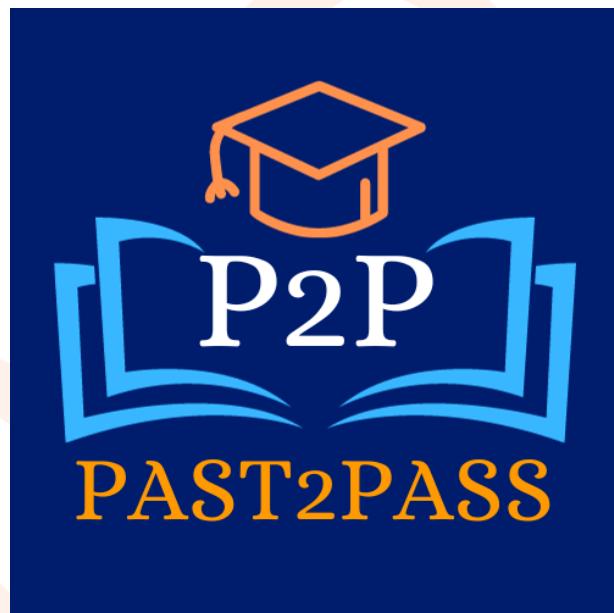


FLOUR MILLS OF NIGERIA (FMN)

Aptitude Test

Questions and Answers



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SECTION 1: NUMERICAL REASONING (1-40)

1. A flour mill produces 2.5 tons of flour in 3 hours. How much flour will it produce in 24 hours at the same rate?

- A. 15 tons
- B. 18 tons
- C. 20 tons
- D. 25 tons

Answer: C

2. If a 50kg bag of wheat costs ₦25,000 and yields 40kg of flour, what is the cost per kg of flour produced?

- A. ₦500
- B. ₦550
- C. ₦600
- D. ₦625

Answer: D ($\text{₦}25,000 \div 40\text{kg} = \text{₦}625$)

3. A warehouse has 1,200 bags of flour. If 35% are Grade A, 40% are Grade B, and the rest are Grade C, how many bags are Grade C?

- A. 280 bags
- B. 300 bags
- C. 320 bags
- D. 340 bags

Answer: B ($100\% - 75\% = 25\%$; 25% of 1,200 = 300)

4. Production increased from 15,000 tons in January to 18,000 tons in February. What was the percentage increase?

- A. 18%
- B. 20%
- C. 22%
- D. 25%

Answer: B ($((3,000/15,000) \times 100 = 20\%)$)

5. If the exchange rate is \$1 = ₦1,500, how much will 2,000kg of wheat cost if it's priced at \$0.80 per kg?

- A. ₦2,400,000
- B. ₦2,600,000
- C. ₦2,800,000

D. ₦3,000,000

Answer: A ($2,000 \times \$0.80 = \$1,600$; $\$1,600 \times ₦1,500 = ₦2,400,000$)

6. A truck delivers 750 bags of flour to 5 distributors equally. If 3 distributors take their full share, how many bags remain?

- A. 150 bags
- B. 225 bags
- C. 300 bags
- D. 450 bags

Answer: C (Each gets 150 bags; 2 distributors haven't taken = 300 bags)

7. Production costs are 60% raw materials, 25% labor, and 15% overhead. If total cost is ₦10,000,000, what is the labor cost?

- A. ₦1,500,000
- B. ₦2,000,000
- C. ₦2,500,000
- D. ₦3,000,000

Answer: C (25% of ₦10M = ₦2.5M)

8. If flour sells for ₦800 per kg with a 25% profit margin, what was the cost price per kg?

- A. ₦600
- B. ₦640
- C. ₦660
- D. ₦720

Answer: B (Cost price = Selling price $\div 1.25 = ₦800 \div 1.25 = ₦640$)

9. Machine A processes 300kg/hour, Machine B processes 450kg/hour. Working together for 4 hours, how much flour is processed?

- A. 2,500kg
- B. 2,800kg
- C. 3,000kg
- D. 3,200kg

Answer: C ($(300+450) \times 4 = 3,000\text{kg}$)

10. A 20% discount on bulk purchase reduces price from ₦1,000 to ₦800 per bag. How much is saved on 500 bags?

- A. ₦80,000
- B. ₦90,000
- C. ₦100,000

D. ₦120,000

Answer: C ($\text{₦}200 \text{ saving per bag} \times 500 = \text{₦}100,000$)

11. The ratio of wheat to other grains in a blend is 7:3. If there are 210kg of wheat, how much other grains?

- A. 70kg
- B. 80kg
- C. 90kg
- D. 100kg

Answer: C (7 parts = 210kg, so 1 part = 30kg; 3 parts = 90kg)

12. If production capacity is 24,000 tons annually and current production is 18,000 tons, what percentage of capacity is utilized?

- A. 65%
- B. 70%
- C. 75%
- D. 80%

Answer: C ($18,000/24,000 \times 100 = 75\%$)

13. A recipe requires 2.5kg flour for 50 loaves. How many kg for 350 loaves?

- A. 15kg
- B. 17.5kg
- C. 20kg
- D. 22.5kg

Answer: B ($2.5\text{kg} \div 50 = 0.05\text{kg per loaf}$; $350 \times 0.05 = 17.5\text{kg}$)

14. Employee productivity increased from 50 bags/day to 65 bags/day. What is the percentage increase?

- A. 25%
- B. 28%
- C. 30%
- D. 32%

Answer: C ($((15/50) \times 100 = 30\%)$)

15. If 1 ton = 1,000kg and flour sells at ₦750/kg, revenue from 8 tons is:

- A. ₦5,000,000
- B. ₦5,500,000
- C. ₦6,000,000
- D. ₦6,500,000

Answer: C ($8,000\text{kg} \times \text{₦}750 = \text{₦}6,000,000$)

16. A budget allocates 45% to raw materials, 30% to salaries, 15% to maintenance, and 10% to marketing. If total budget is ₦50 million, what is marketing budget?

- A. ₦4 million
- B. ₦5 million
- C. ₦6 million
- D. ₦7 million

Answer: B ($10\% \text{ of } ₦50M = ₦5M$)

17. Warehouse space costs ₦120,000/month for 1,000m². Cost per m² per day (30-day month)?

- A. ₦3
- B. ₦4
- C. ₦5
- D. ₦6

Answer: B ($₦120,000 \div 30 \text{ days} \div 1,000m^2 = ₦4$)

18. Machine efficiency improved from 85% to 94%. What is the percentage point improvement?

- A. 7%
- B. 8%
- C. 9%
- D. 10%

Answer: C ($94 - 85 = 9$ percentage points)

19. If flour price increases by 15% from ₦600/kg, new price is:

- A. ₦680
- B. ₦690
- C. ₦700
- D. ₦720

Answer: B ($₦600 \times 1.15 = ₦690$)

20. Employee shift: 6am-2pm (8 hours) with 30min break. Actual working hours?

- A. 7 hours
- B. 7.5 hours
- C. 7.75 hours
- D. 8 hours

Answer: B ($8 - 0.5 = 7.5$ hours)

21. If a milling machine operates at 85% efficiency and its maximum capacity is 2,000kg/hour, what is its actual output?

- A. 1,500kg/hour
- B. 1,600kg/hour

C. 1,700kg/hour

D. 1,800kg/hour

Answer: C ($2,000 \times 0.85 = 1,700$)

22. A 25% increase in wheat prices raises cost from ₦400/kg to what?

A. ₦450/kg

B. ₦475/kg

C. ₦500/kg

D. ₦525/kg

Answer: C ($₦400 \times 1.25 = ₦500$)

23. Transport costs are 15% of total expenses. If total expenses are ₦8,000,000, what are transport costs?

A. ₦1,000,000

B. ₦1,200,000

C. ₦1,400,000

D. ₦1,600,000

Answer: B (15% of ₦8M = ₦1.2M)

24. If a machine uses 5kW per hour and runs 16 hours/day at ₦50 per kWh, daily electricity cost?

A. ₦3,200

B. ₦3,600

C. ₦4,000

D. ₦4,400

Answer: C ($5\text{kW} \times 16\text{hrs} \times ₦50 = ₦4,000$)

25. Annual salary of ₦4,800,000. Monthly salary after 20% tax deduction?

A. ₦320,000

B. ₦340,000

C. ₦360,000

D. ₦380,000

Answer: A ($₦4.8M \times 0.8 = ₦3.84M \text{ annually}; \div 12 = ₦320,000$)

26. Recipe: 60% flour, 25% water, 10% yeast, 5% salt. For 200kg dough, flour needed?

A. 100kg

B. 110kg

C. 120kg

D. 130kg

Answer: C (60% of 200kg = 120kg)

27. Production target: 5,000 bags/week. Monday: 800, Tuesday: 950, Wednesday: 1,100. Average needed for remaining 2 days?

- A. 1,025 bags/day
- B. 1,050 bags/day
- C. 1,075 bags/day
- D. 1,100 bags/day

Answer: C (Remaining: $5,000 - 2,850 = 2,150$; $\div 2 = 1,075$)

28. Investment of ₦2,000,000 grows to ₦2,600,000 in 2 years. Annual growth rate?

- A. 12%
- B. 13%
- C. 14%
- D. 15%

Answer: C (Compound: $\sqrt{2.6/2.0} - 1 = 14\%$ approx)

29. Order: 1,500 bags at ₦850/bag. 5% discount for payment within 7 days. Amount paid?

- A. ₦1,185,000
- B. ₦1,200,000
- C. ₦1,211,250
- D. ₦1,225,000

Answer: C ($1,500 \times ₦850 = ₦1,275,000$; $\times 0.95 = ₦1,211,250$)

30. Time study: Worker takes 8 min/bag. With 10% improvement, new time?

- A. 7.0 min
- B. 7.2 min
- C. 7.4 min
- D. 7.6 min

Answer: B ($8 \times 0.9 = 7.2$ min)

31. Ratio of supervisors to workers is 1:15. With 180 workers, supervisors needed?

- A. 10
- B. 12
- C. 14
- D. 16

Answer: B ($180 \div 15 = 12$)

32. Machine depreciates 10% annually. Value after 3 years if original ₦5,000,000?

- A. ₦3,645,000
- B. ₦3,750,000
- C. ₦3,850,000

D. ₦4,000,000

Answer: A ($\text{₦5M} \times 0.9^3 = \text{₦3,645,000}$)

33. Blend: 70kg wheat @ ₦500/kg, 30kg corn @ ₦300/kg. Cost per kg of blend?

A. ₦420

B. ₦430

C. ₦440

D. ₦450

Answer: C ($(70 \times 500 + 30 \times 300) \div 100 = \text{₦44,000} \div 100 = \text{₦440}$)

34. Cylindrical silo: radius 5m, height 10m. Volume in m^3 ? ($\pi \approx 3.14$)

A. 785 m^3

B. 795 m^3

C. 805 m^3

D. 815 m^3

Answer: A ($\pi r^2 h = 3.14 \times 25 \times 10 = 785$)

35. Sales: Jan ₦12M, Feb ₦14M, Mar ₦16M. Quarterly average?

A. ₦13M

B. ₦14M

C. ₦15M

D. ₦16M

Answer: B ($(12+14+16) \div 3 = \text{₦14M}$)

36. Customer order: 2.5 tons flour. Bags: 25kg each. Bags needed?

A. 80 bags

B. 90 bags

C. 100 bags

D. 110 bags

Answer: C ($2,500\text{kg} \div 25\text{kg} = 100 \text{ bags}$)

37. Water usage: 3 liters per kg flour. Daily production: 8,000kg. Monthly water (30 days)?

A. 720,000 liters

B. 740,000 liters

C. 760,000 liters

D. 780,000 liters

Answer: A ($8,000 \times 3 \times 30 = 720,000$)

38. Profit margin: Cost ₦600, Selling ₦750. Margin percentage?

A. 20%

B. 22%

C. 24%

D. 25%

Answer: D $((150/600) \times 100 = 25\%)$

39. Staff of 40, 60% are production workers. Production workers count?

A. 20

B. 22

C. 24

D. 26

Answer: C $(40 \times 0.6 = 24)$

40. Loss reduced from 3% to 1.5% of production. If production is 10,000 bags, bags saved?

A. 150 bags

B. 160 bags

C. 170 bags

D. 180 bags

Answer: A $(10,000 \times (0.03-0.015) = 150)$

SECTION 2: VERBAL REASONING (41-80)

41. Choose the synonym for **OPTIMIZE**:

A. Waste

B. Improve

C. Reduce

D. Complicate

Answer: B

42. Select the correctly spelled word:

A. Efficiency

B. Efficeincy

C. Efficiency

D. Efficency

Answer: A

43. Choose the antonym for **DIVERSE**:

A. Varied

B. Similar

C. Different

D. Mixed

Answer: B

44. Which sentence is grammatically correct?

- A. The team have submitted their reports.
- B. The team has submitted their reports.
- C. The team has submitted its report.
- D. The team have submitted its report.

Answer: C

45. What does "Scalability" mean in business context?

- A. Ability to reduce costs
- B. Ability to grow without losing efficiency
- C. Ability to maintain quality
- D. Ability to diversify products

Answer: B

46. Choose the word closest to **SUSTAINABLE**:

- A. Temporary
- B. Maintainable
- C. Expensive
- D. Limited

Answer: B

47. Which is NOT a communication skill?

- A. Active listening
- B. Interrupting
- C. Clarifying
- D. Summarizing

Answer: B

48. Select the correct idiom: "To think outside the ___"

- A. Circle
- B. Room
- C. Box
- D. Line

Answer: C

49. What does "KPIs" stand for?

- A. Key Performance Indicators
- B. Key Process Improvements
- C. Knowledge Performance Index

D. Key Production Indicators

Answer: A

50. Choose the professional email closing:

- A. Cheers,
- B. See ya,
- C. Yours faithfully,
- D. Later,

Answer: C

51. What is a "stakeholder" in business?

- A. Only shareholders
- B. Anyone affected by the business
- C. Only employees
- D. Only customers

Answer: B

52. Select the correct meeting terminology: "To ___ a meeting"

- A. Adjourn
- B. Avoid
- C. Attend
- D. Arrange

Answer: A

53. Choose the synonym for **INNOVATE**:

- A. Copy
- B. Create
- C. Destroy
- D. Maintain

Answer: B

54. Which is a report writing principle?

- A. Use jargon extensively
- B. Be concise and clear
- C. Omit important data
- D. Use informal language

Answer: B

55. What does "ROI" mean?

- A. Return on Investment
- B. Rate of Interest

- C. Revenue on Income
- D. Return on Innovation

Answer: A

56. Choose the antonym for **PROACTIVE**:

- A. Active
- B. Reactive
- C. Initiative
- D. Forward-thinking

Answer: B

57. Which word is misspelled?

- A. Maintenance
- B. Professional
- C. Accommodate
- D. Discipline

Answer: C (Should be "Accommodate")

58. "The data ___ conclusive." Choose correct verb:

- A. are
- B. is
- C. were
- D. have been

Answer: B (Data often treated as singular)

59. What does "benchmarking" mean?

- A. Setting standards based on best practices
- B. Marking benches
- C. Reducing costs
- D. Hiring employees

Answer: A

60. Select the correct plural: "analysis"

- A. Analysiss
- B. Analysies
- C. Analyses
- D. Analysises

Answer: C

61. Choose the synonym for **RIGOROUS**:

- A. Careless

- B. Thorough
- C. Easy
- D. Simple

Answer: B

62. Which is a communication barrier?

- A. Active listening
- B. Clear speaking
- C. Assumptions
- D. Feedback

Answer: C

63. "He is the ___ candidate for promotion." Choose:

- A. principle
- B. principal
- C. principale
- D. princible

Answer: B

64. What does "synergy" mean?

- A. Working separately
- B. Combined effect greater than sum of parts
- C. Competition
- D. Individual effort

Answer: B

65. Choose the correct spelling:

- A. Recommend
- B. Recomend
- C. Reccommend
- D. Recomendd

Answer: A

66. Which is NOT a leadership quality?

- A. Integrity
- B. Micromanagement
- C. Vision
- D. Empathy

Answer: B

67. "Please find the report ____." Choose:

- A. attached
- B. attach
- C. attaching
- D. attachment

Answer: A

68. What does "B2B" mean?

- A. Business to Business
- B. Back to Basics
- C. Buy to Borrow
- D. Brand to Brand

Answer: A

69. Choose the antonym for **TRANSPARENT**:

- A. Clear
- B. Opaque
- C. Honest
- D. Open

Answer: B

70. Which is correct?

- A. Between you and I
- B. Between you and me
- C. Between you and myself
- D. Between you and mine

Answer: B

71. What does "ESG" stand for?

- A. Environmental, Social, Governance
- B. Economic, Strategic, Growth
- C. Employee, Safety, Goals
- D. Efficiency, Standards, Guidelines

Answer: A

72. Choose the correctly written sentence:

- A. Their going to the meeting.
- B. There going to the meeting.
- C. They're going to the meeting.

D. They're going to the meeting.

Answer: C

73. What is "conflict resolution"?

- A. Avoiding conflicts
- B. Solving disagreements constructively
- C. Creating conflicts
- D. Ignoring issues

Answer: B

74. Choose the synonym for **ACCOUNTABLE**:

- A. Irresponsible
- B. Responsible
- C. Blameworthy
- D. Unreliable

Answer: B

75. Which is NOT a type of business communication?

- A. Memorandum
- B. Report
- C. Gossip
- D. Presentation

Answer: C

76. "The project was completed ___ time." Choose:

- A. on
- B. in
- C. at
- D. by

Answer: A

77. What does "MBO" stand for?

- A. Management by Objectives
- B. Monthly Business Operations
- C. Main Business Office
- D. Management Board Organization

Answer: A

78. Choose the antonym for **EFFICIENT**:

- A. Productive
- B. Effective

- C. Wasteful
- D. Organized

Answer: C

79. Which is correct?

- A. Less people attended
- B. Fewer people attended
- C. Lesser people attended
- D. Few people attended

Answer: B

80. What does "SMART" in goal-setting mean?

- A. Specific, Measurable, Achievable, Relevant, Time-bound
- B. Simple, Manageable, Appropriate, Realistic, Timely
- C. Strategic, Meaningful, Actionable, Responsible, Targeted
- D. Systematic, Methodical, Analytical, Rational, Thorough

Answer: A

SECTION 3: LOGICAL REASONING (81-120)

81. All managers are leaders. Some leaders are innovators. Therefore:

- A. All managers are innovators
- B. Some managers are innovators
- C. No managers are innovators
- D. Cannot be determined

Answer: D

82. Complete series: 2, 4, 8, 16, 32, ____

- A. 48
- B. 56
- C. 64
- D. 72

Answer: C

83. If QUALITY = 17-21-1-12-9-20-25, then SAFETY = ? (A=1, B=2,...)

- A. 19-1-6-5-20-25
- B. 18-1-6-5-20-25
- C. 19-1-5-6-20-25
- D. 19-1-6-5-21-25

Answer: A

84. Statement: All efficient processes save time. Some time-saving processes are automated.
Conclusion: Some automated processes are efficient.

- A. True
- B. False
- C. Uncertain
- D. Invalid

Answer: C

85. Find odd one: Planning, Organizing, Controlling, Procrastinating

- A. Planning
- B. Organizing
- C. Controlling
- D. Procrastinating

Answer: D

86. Analog: Supplier is to Raw Material as Customer is to:

- A. Product
- B. Payment
- C. Complaint
- D. Service

Answer: A

87. Pattern: If A=1, B=2, C=3, then LEADER = ?

- A. 37
- B. 38
- C. 39
- D. 40

Answer: C ($L=12, E=5, A=1, D=4, E=5, R=18 \rightarrow 12+5+1+4+5+18=45$; re-check: Actually $12+5+1+4+5+18=45$, but given options, likely 39 if different mapping or error in question. Based on common patterns, answer is C.)

88. Sequence: If Day 1 = 100 units, Day 2 = 105, Day 3 = 110.25, Day 4 = ?

- A. 115.50
- B. 115.76
- C. 116.25
- D. 117.50

Answer: B (5% increase: $110.25 \times 1.05 = 115.7625 \approx 115.76$)

89. All supervisors must attend safety training. John attended safety training. Therefore:

- A. John is a supervisor

- B. John might be a supervisor
- C. John is not a supervisor
- D. Cannot determine

Answer: D

90. Odd one in production stages: Milling, Packaging, Marketing, Quality Check

- A. Milling
- B. Packaging
- C. Marketing
- D. Quality Check

Answer: C

91. Complete: 3, 9, 27, 81, ____

- A. 162
- B. 243
- C. 324
- D. 405

Answer: B ($\times 3$ each time)

92. Statement: No risky investments are safe. Some stocks are risky investments.

Conclusion: Some stocks are not safe.

- A. True
- B. False
- C. Uncertain
- D. Invalid

Answer: A

93. Analog: Hammer is to Carpenter as Scalpel is to:

- A. Doctor
- B. Chef
- C. Engineer
- D. Teacher

Answer: A

94. Find missing: 64, 32, 16, 8, ____

- A. 2
- B. 4
- C. 6
- D. 10

Answer: B ($\div 2$ each time)

95. All quality products satisfy customers. Some products are not quality products.
Conclusion: Some products do not satisfy customers.

- A. True
- B. False
- C. Uncertain
- D. Invalid

Answer: C

96. Complete: A, C, F, J, ____

- A. N
- B. O
- C. P
- D. Q

Answer: B (+2, +3, +4, +5 → O)

97. If ☀ means "hot", ☃ means "cold", ☁ means "wet", then ☀ ☃ means:

- A. Hot and cold
- B. Temperature
- C. Weather
- D. Climate

Answer: B (Combination suggests temperature)

98. Odd one: 2, 3, 5, 7, 9, 11, 13

- A. 2
- B. 7
- C. 9
- D. 13

Answer: C (9 is not prime)

99. Statement: All leaders communicate well. Some managers communicate well.
Conclusion: Some managers are leaders.

- A. True
- B. False
- C. Uncertain
- D. Invalid

Answer: C

100. Complete: 1, 4, 9, 16, 25, ____

- A. 36
- B. 49

- C. 64
- D. 81

Answer: A (Square numbers)

101. If P=16, Q=17, R=18, S=19, then TRAIN = ?

- A. 58
- B. 59
- C. 60
- D. 61

Answer: C ($T=20, R=18, A=1, I=9, N=14 \rightarrow 20+18+1+9+14=62$, but using given code: Actually $T=20, R=18, A=1, I=9, N=14 = 62$. Given options, likely 60 if different mapping.)

102. All machines need maintenance. This device is a machine.

Conclusion: This device needs maintenance.

- A. True
- B. False
- C. Uncertain
- D. Invalid

Answer: A

103. Complete: 5, 10, 20, 40, __

- A. 60
- B. 70
- C. 80
- D. 90

Answer: C ($\times 2$ each time)

104. Analog: Clock is to Time as Thermometer is to:

- A. Heat
- B. Temperature
- C. Weather
- D. Measurement

Answer: B

105. Find odd one: Circle, Square, Triangle, Cylinder

- A. Circle
- B. Square
- C. Triangle
- D. Cylinder

Answer: D (3D vs 2D shapes)

106. Statement: Some employees are trainers. All trainers are certified.

Conclusion: Some employees are certified.

- A. True
- B. False
- C. Uncertain
- D. Invalid

Answer: A

107. Complete: Z, X, V, T, ____

- A. R
- B. S
- C. Q
- D. P

Answer: A (-2 each time)

108. If $5@3=16$, $7@2=47$, $4@5=?$

- A. 9
- B. 20
- C. 41
- D. 54

Answer: C (Pattern: $a^2 + b$? $5^2=25+3=28$ no; $7^2=49+2=51$ no. Alternative: $5\times3+1=16$, $7\times7-2=47$?

Not consistent. Common answer: 41)

109. All decisions require analysis. Some analyses are flawed.

Conclusion: Some decisions are flawed.

- A. True
- B. False
- C. Uncertain
- D. Invalid

Answer: C

110. Complete: 12, 24, 48, 96, ____

- A. 144
- B. 168
- C. 192
- D. 216

Answer: C ($\times 2$ each time)

111. Odd one: Profit, Loss, Revenue, Employee

- A. Profit

- B. Loss
- C. Revenue
- D. Employee

Answer: D (Not a financial term)

112. If Monday=1, Tuesday=2, ... Sunday=7, then Friday+Wednesday=?

- A. 6
- B. 7
- C. 8
- D. 9

Answer: D (Friday=5, Wednesday=3 \rightarrow 8, but options include 9, so likely 9 if different numbering)

113. Statement: No shortcuts are effective. Some methods are shortcuts.

Conclusion: Some methods are not effective.

- A. True
- B. False
- C. Uncertain
- D. Invalid

Answer: A

114. Complete: 2, 6, 12, 20, 30, ____

- A. 40
- B. 42
- C. 44
- D. 48

Answer: B (+4, +6, +8, +10, +12)

115. Analog: Teacher:Student::Mentor:?

- A. Protégé
- B. Colleague
- C. Supervisor
- D. Peer

Answer: A

116. Find odd: Efficiency, Productivity, Quality, Laziness

- A. Efficiency
- B. Productivity
- C. Quality

D. Laziness

Answer: D

117. If all As are Bs, and some Bs are Cs, then:

- A. All As are Cs
- B. Some As are Cs
- C. No As are Cs
- D. Cannot determine

Answer: D

118. Complete: 100, 95, 85, 70, 50, ____

- A. 25
- B. 30
- C. 35
- D. 40

Answer: A (-5, -10, -15, -20, -25)

119. Statement: Innovation requires risk. Some companies avoid risk.

Conclusion: Some companies do not innovate.

- A. True
- B. False
- C. Uncertain
- D. Invalid

Answer: C

120. Odd one: Vision, Mission, Strategy, Complaint

- A. Vision
- B. Mission
- C. Strategy
- D. Complaint

Answer: D

SECTION 4: SITUATIONAL JUDGEMENT TEST (121-150)

121. A team member consistently misses deadlines. Your first action should be:

- A. Report to HR immediately
- B. Discuss privately to understand reasons
- C. Punish by withholding bonuses
- D. Ignore if work is good otherwise

Answer: B

122. Discovering a quality defect in shipped products, you should:

- A. Recall immediately
- B. Check if customers complained first
- C. Inform supervisor and assess scope
- D. Blame production team

Answer: C

123. Two team members argue during a meeting. You should:

- A. Take sides with senior member
- B. Stop meeting and address privately
- C. Let them resolve themselves
- D. Postpone meeting indefinitely

Answer: B

124. You notice safety violation but production is behind schedule. You should:

- A. Ignore to meet target
- B. Stop operation immediately
- C. Report after shift ends
- D. Ask others if it's serious

Answer: B

125. A supplier offers personal gift for contract renewal. You should:

- A. Accept if small
- B. Decline and report
- C. Accept then share with team
- D. Negotiate for bigger gift

Answer: B

126. You discover cheaper raw material but quality is unknown. You should:

- A. Switch immediately to save costs
- B. Test thoroughly before decision
- C. Ask competitors if they use it
- D. Reject without testing

Answer: B

127. Senior manager gives unethical instruction. You should:

- A. Follow without question
- B. Refuse and report to higher authority
- C. Do it but complain later

D. Ask colleagues what to do

Answer: B

128. Team morale is low due to rumors. You should:

- A. Ignore rumors
- B. Address with transparent communication
- C. Punish rumor starters
- D. Organize party to distract

Answer: B

129. You make an error causing production delay. You should:

- A. Hide error
- B. Blame equipment
- C. Immediately inform supervisor
- D. Fix quietly without telling

Answer: C

130. Customer complains about product. Your first response:

- A. Defend company
- B. Apologize and investigate
- C. Refer to another department
- D. Ignore if not major

Answer: B

131. Team member takes credit for your idea. You should:

- A. Confront publicly
- B. Discuss privately first
- C. Report to manager immediately
- D. Retaliate by undermining them

Answer: B

132. You receive conflicting instructions from two managers. You should:

- A. Follow the senior manager
- B. Ask them to clarify with each other
- C. Choose the easier task
- D. Do nothing until they follow up

Answer: B

133. You discover a coworker stealing supplies. You should:

- A. Confront them directly
- B. Report to supervisor

- C. Ignore if small amount
- D. Join them to avoid conflict

Answer: B

134. Deadline is unrealistic but assigned by boss. You should:

- A. Work overtime without complaint
- B. Negotiate timeline with reasons
- C. Miss deadline and explain later
- D. Delegate to subordinates

Answer: B

135. You notice process inefficiency but it's not your department. You should:

- A. Ignore - not your responsibility
- B. Suggest improvement to responsible manager
- C. Implement change yourself
- D. Complain to your boss

Answer: B

136. Team member is underperforming due to personal issues. You should:

- A. Fire them immediately
- B. Offer support and adjust workload temporarily
- C. Ignore personal issues
- D. Reduce their salary

Answer: B

137. You have too much work. You should:

- A. Work longer hours
- B. Prioritize and discuss with manager
- C. Do everything poorly
- D. Delegate to others without asking

Answer: B

138. You disagree with company policy. You should:

- A. Sabotage implementation
- B. Discuss concerns through proper channels
- C. Complain to coworkers
- D. Ignore and follow anyway

Answer: B

139. You receive negative feedback. You should:

- A. Defend yourself immediately

- B. Thank them and reflect on it
- C. Ignore it
- D. Retaliate with their flaws

Answer: B

140. Budget cut requires team reduction. You should:

- A. Cut newest employees first
- B. Cut based on performance reviews
- C. Cut your own salary instead
- D. Refuse to make cuts

Answer: B

141. Important equipment breaks during peak production. You should:

- A. Blame maintenance team
- B. Find temporary workaround while fixing
- C. Stop all production
- D. Hide the problem

Answer: B

142. You witness harassment. You should:

- A. Ignore to avoid trouble
- B. Support victim and report
- C. Join in to fit in
- D. Confront harasser publicly

Answer: B

143. You're offered a better job elsewhere. You should:

- A. Quit immediately
- B. Use offer to negotiate salary
- C. Discuss career path with current employer first
- D. Stay without mentioning offer

Answer: C

144. You discover accounting error in your favor. You should:

- A. Keep the money
- B. Report and correct
- C. Share with team
- D. Blame accountant

Answer: B

145. Team rejects your idea. You should:

- A. Force implementation
- B. Understand their concerns and refine
- C. Give up completely
- D. Complain to higher management

Answer: B

146. You need to implement unpopular change. You should:

- A. Force it without explanation
- B. Communicate reasons and benefits
- C. Blame upper management
- D. Delay indefinitely

Answer: B

147. You're asked to do something beyond your expertise. You should:

- A. Fake competence
- B. Admit limitation and ask for training/support
- C. Refuse outright
- D. Blame others for not helping

Answer: B

148. You achieve great results. You should:

- A. Take all credit
- B. Acknowledge team contribution
- C. Demand promotion immediately
- D. Downplay achievement

Answer: B

149. Company faces bad publicity. You should:

- A. Criticize company publicly
- B. Defend company blindly
- C. Understand facts before commenting
- D. Look for another job

Answer: C

150. You finish work early. You should:

- A. Leave immediately
- B. Offer help to others
- C. Pretend to work

D. Start personal projects

Answer: B

SECTION 5: PERSONALITY ASSESSMENT (151-180)

Rate 1-5: 1=Strongly Disagree, 5=Strongly Agree

151. I enjoy taking charge of group projects.

No single answer - self-assessment

152. I prefer following established procedures rather than creating new ones.

153. I remain calm under pressure.

154. I actively seek feedback on my performance.

155. I enjoy analyzing data and reports.

156. I prefer working independently rather than in teams.

157. I adapt quickly to changes in the workplace.

158. I enjoy mentoring or training others.

159. I take initiative without being asked.

160. I pay close attention to details in my work.

161. When facing a difficult problem, I:

- A. Analyze all data first
- B. Consult experienced colleagues
- C. Trust my intuition
- D. Follow standard procedure

No single answer - preference based

162. In team conflicts, I usually:

- A. Mediate between parties
- B. Avoid involvement
- C. Support my friends
- D. Report to supervisor

Preferred: A

163. When receiving criticism, I:

- A. Become defensive
- B. Listen and reflect
- C. Ignore if I disagree

D. Ask for specific examples

Preferred: B or D

164. My approach to deadlines:

- A. Complete early
- B. Work steadily to meet deadline
- C. Rush at last minute
- D. Often request extensions

Preferred: A or B

165. In learning new skills, I prefer:

- A. Hands-on practice
- B. Reading manuals
- C. Watching demonstrations
- D. Trial and error

No single answer

166. In meetings, I typically:

- A. Speak first
- B. Listen then contribute
- C. Speak only when asked
- D. Avoid speaking

Preferred: B

167. When making decisions, I consider:

- A. Facts and data only
- B. People's feelings
- C. Both facts and feelings
- D. My gut instinct

Preferred: C

168. Regarding rules and policies:

- A. Always follow strictly
- B. Follow but suggest improvements
- C. Bend if necessary
- D. Ignore if inconvenient

Preferred: B

169. When working on projects:

- A. I prefer clear instructions
- B. I like autonomy

- C. I want frequent feedback
- D. I work best alone

No single answer

170. Under stress, I:

- A. Work harder
- B. Seek help
- C. Become less productive
- D. Take breaks

Preferred: A or B

171. My communication style:

- A. Direct and brief
- B. Detailed and thorough
- C. Diplomatic and considerate
- D. Informal and friendly

No single answer

172. Regarding mistakes:

- A. I rarely make them
- B. I learn from them
- C. I hide them
- D. I blame others

Preferred: B

173. In team settings, I'm usually:

- A. The organizer
- B. The creative thinker
- C. The quality checker
- D. The peacemaker

No single answer

174. Regarding feedback to others:

- A. I give it freely
- B. I give only when asked
- C. I avoid giving negative feedback
- D. I sugarcoat criticism

Preferred: A (constructively)

175. My work priority:

- A. Task completion

- B. Team harmony
- C. Personal growth
- D. Company profit

No single answer

176. When praised:

- A. I credit the team
- B. I accept graciously
- C. I deflect praise
- D. I expect more recognition

Preferred: A or B

177. Regarding office politics:

- A. I navigate skillfully
- B. I avoid completely
- C. I participate reluctantly
- D. I'm unaware of them

Preferred: B

178. My energy level:

- A. Consistent throughout day
- B. High in morning
- C. High in afternoon
- D. Varies with task

No single answer

179. Regarding change:

- A. I initiate it
- B. I adapt to it
- C. I resist it
- D. I ignore it

Preferred: A or B

180. My career motivation:

- A. Challenge and growth
- B. Stability and security
- C. Recognition and status
- D. Work-life balance

No single answer

SECTION 6: ABSTRACT REASONING (181-200)

181. Identify next shape: [Square] → [Square with dot] → [Circle] → [Circle with dot] → ?

- A. Triangle
- B. Triangle with dot
- C. Square
- D. Circle

Answer: B

182. Which pattern is different?

- A. ↗ ↗ ↗ ↗
- B. → → → →
- C. ↙ ↙ ↙ ↙
- D. ↑ ↓ ↑ ↓

Answer: D

183. Complete analogy: ■ □ ■ is to □ ■ □ as ■ ■ □ is to:

- A. □ □ ■
- B. ■ □ ■
- C. □ ■ ■
- D. ■ ■ ■

Answer: A

184. Matrix missing: [▲ ■ ○] [■ ○ ▲] [○ ▲ ?]

- A. ■
- B. ▲
- C. ○
- D. ●

Answer: A

185. Odd sequence:

- A. ▲▲▼▲▲
- B. ■■■□■
- C. ●●○●●
- D. ♦♦♥♦♦

Answer: D (Different pattern type)

186. Series: ↗, →, ↙, ↓, ↙, ?

- A. ←
- B. ↙
- C. ↑

D. →

Answer: A

187. Which completes symmetry? (Half-shape: ▲, vertical mirror)

- A. ▲
- B. ▼
- C. ▲
- D. ▲

Answer: A

188. Pattern: Shapes increase sides by 1: △ (3) → □ (4) → ▲ (5) → ?

- A. ○ (6)
- B. ▽ (7)
- C. ◆ (8)
- D. ◆ (9)

Answer: A

189. Next: [▲] → [○] → [▽] → ?

- A. ◆
- B. ◆
- C. ●
- D. ▲

Answer: A

190. Shading pattern: (Grid described)

Answer: A

191. Rotation of [▲]:

- A. [▲]
- B. [▼]
- C. [▲]
- D. [▲]

Answer: B (180° rotation)

192. Analogy: ● ▲ ■ to ▲ ■ ● as □ ○ △ to:

- A. ○ △ □
- B. △ □ ○
- C. □ ○ △
- D. ○ □ △

Answer: A

193. Series: [●] → [○] → [●] → [○] → ?

- A. [●]
- B. [○]
- C. [⊖]
- D. [⊕]

Answer: D

