

# Sample Aptitude Test 4

## Question 1: Analytical Ability (50 Marks)

### Case Study Scenario

#### **Institution: Evergreen International College (EIC)**

Evergreen International College (EIC) is a private higher education institution offering undergraduate programs in business administration, computer science, environmental studies, and applied sciences. Established twenty years ago, EIC initially positioned itself as a quality-driven institution emphasizing academic excellence and international collaboration. Over time, the college gained moderate recognition within its region and attracted a diverse student body.

However, in recent years, EIC has encountered increasing challenges related to accreditation compliance, faculty productivity, research output, financial strain, and institutional governance. These issues have raised concerns about the college's long-term sustainability and reputation.

### **Accreditation and Regulatory Compliance**

EIC is currently undergoing a periodic accreditation review by national higher education authorities. Preliminary feedback from evaluators suggests that while the institution meets minimum standards in infrastructure and staffing numbers, it falls short in several quality assurance dimensions.

One of the key concerns is inconsistent documentation of academic processes. Course outlines exist but are not always updated to reflect current industry standards. Learning outcomes are sometimes vaguely defined and not clearly mapped to assessment criteria. Furthermore, internal quality assurance mechanisms lack systematic follow-up procedures.

The accreditation body has specifically noted:

- Inadequate documentation of continuous improvement initiatives
- Limited evidence of industry advisory board engagement
- Insufficient integration of research into undergraduate teaching

Failure to meet accreditation benchmarks could result in conditional approval, negatively impacting student enrollment and institutional credibility.

## **Faculty Research Productivity and Academic Engagement**

EIC aims to promote research-informed teaching. However, faculty research productivity varies significantly across departments. The Department of Environmental Studies produces consistent publications and engages in externally funded projects, whereas other departments have minimal scholarly output.

Several factors contribute to this imbalance:

- Heavy teaching loads for certain faculty members
- Lack of research funding allocation transparency
- Limited mentoring for early-career academics
- Absence of performance-linked incentives

Faculty surveys indicate frustration regarding unclear expectations. Some instructors perceive research requirements as unrealistic given administrative and teaching responsibilities. Others feel that promotions are not consistently aligned with measurable performance metrics.

## **Financial Pressures and Budget Allocation**

EIC's financial model depends primarily on tuition revenue, with a small proportion derived from consultancy projects and donor contributions. In the past three years, enrollment growth has plateaued, while operational costs—including faculty salaries, technology upgrades, and maintenance—have increased.

The finance department has identified:

- Rising energy and utility costs
- Increasing scholarship expenditures
- Underutilization of certain laboratory facilities

Accountants recommend reviewing cost centers to identify inefficiencies. However, department heads resist budget cuts, arguing that quality education requires sustained investment.

There is also concern regarding delayed fee payments. Approximately 18% of students have outstanding tuition balances at the end of each semester, affecting cash flow stability.

## **Student Experience and Academic Performance**

Student feedback surveys highlight mixed experiences. While many appreciate the supportive campus environment, concerns have been raised regarding:

- Inconsistent feedback on assignments
- Delays in result announcements
- Limited internship placement support
- Lack of career counseling services

Academic performance analytics reveal that first-year students struggle with transition challenges, particularly in quantitative courses. Although academic advising services exist, appointment systems are manual and often oversubscribed.

Reception staff report frequent complaints related to administrative delays, particularly in issuing transcripts and enrollment letters.

## **Infrastructure and Laboratory Utilization**

EIC invested heavily in science laboratories five years ago. However, an internal audit reveals that lab scheduling is inefficient. Some laboratories remain unused during peak hours, while others are overcrowded.

Lab assistants report insufficient coordination between academic departments and technical support teams. Equipment maintenance logs are inconsistently updated, leading to occasional breakdowns during practical sessions.

## **Institutional Reputation and Market Position**

EIC competes with both public universities and emerging private institutions offering modernized programs. Competitors actively promote international partnerships, digital learning platforms, and internship guarantees.

EIC's marketing strategy remains largely traditional. The website provides basic program descriptions but lacks dynamic content such as alumni success stories, research highlights, and interactive virtual tours.

Prospective students increasingly prioritize employability outcomes when choosing institutions. Employers have indicated that EIC graduates demonstrate theoretical competence but need stronger communication and practical skills.

## **Strategic Mandate**

The Board of Trustees has mandated a comprehensive strategic review focusing on:

- Strengthening accreditation compliance
- Enhancing faculty performance and research productivity
- Improving financial sustainability
- Streamlining administrative operations
- Strengthening institutional reputation and graduate employability

The administration must balance regulatory compliance, academic excellence, and financial prudence while maintaining stakeholder trust.

### **Sub-Questions:**

1. Analyze the institutional risks associated with accreditation deficiencies at EIC.
2. Evaluate disparities in faculty research productivity and propose improvement strategies.
3. Assess the financial sustainability challenges and recommend cost-management reforms.
4. Discuss how improvements in laboratory management could enhance learning outcomes.
5. Recommend strategic initiatives to strengthen institutional reputation and employability outcomes.

# Question 2: Logical Reasoning (50 Marks)

## Case Study Scenario

### Institution: Global Frontier Academy (GFA)

Global Frontier Academy (GFA) is a mid-sized private institution offering technical diplomas and certificate programs. Despite steady enrollment, internal operations have become increasingly fragmented.

## Communication Breakdown

Each department uses different communication tools:

- Instructors rely on email
- Receptionists use messaging apps
- Accountants operate through accounting software notifications
- Lab assistants maintain manual logbooks

The absence of integration leads to missed updates, scheduling overlaps, and delays in responding to student queries.

## Budget Misalignment

The finance department identified that funds allocated for lab consumables exceeded actual usage by 20% in the previous fiscal year. Conversely, funds for maintenance were insufficient, causing equipment downtime.

Logical inconsistencies between planned and actual expenditures suggest weak data-sharing mechanisms.

## Staff Coordination Issues

Receptionists often schedule laboratory sessions without confirming availability with lab assistants. Instructors modify schedules without updating administrative staff. As a result:

- Students experience last-minute cancellations
- Equipment conflicts occur

- Financial reconciliation becomes complex

## **Student Feedback Gaps**

Although informal feedback is received, GFA lacks a systematic survey mechanism. Management decisions rely on anecdotal evidence rather than structured data.

## **Operational Consequences**

The cumulative effect of these challenges includes reduced staff morale, inefficiencies, and reputational risk.

Management must logically map cause-and-effect relationships and propose coherent operational reforms.

### **Sub-Questions:**

1. Identify logical inconsistencies in GFA's communication framework.
2. Analyze how budget misalignment affects operational stability.
3. Propose an integrated workflow model for departmental coordination.
4. Evaluate the importance of data-driven decision-making.
5. Develop a logically sequenced operational improvement plan.