

PREPARATION TIPS MASTERS



The purpose of this document is to help you prepare for the admissions test at Vlerick Business School.

If you are applying for our VBAT (Vlerick Business Admissions Test), you will start with the analytical and abstract test when required for which we will provide you with some example questions as well a link to a practice test.

Regardless of your admissions path, an interview will also be conducted. The interview will include some general questions, as well as questions specifically related to your profile and the programme you are applying for. The jury for the interview usually consists of a programme director or a faculty member, a member of the recruitment team as well as an external jury member (e.g. an alumnus of the school).

The main focus of the interview is to assess the match between you and Vlerick, as well as the specific programme you are applying for. As such, we encourage you to demonstrate your personality and share insights that will show your fit with Vlerick Business School.



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1 IN-HOUSE TEST

The analytical test is a computer based, multiple choice test, that will take about 30 minutes. It assesses whether you can quickly read and interpret business data.

The analytical test differs from the GMAT/GRE in that it focuses on analytical skills only, not on verbal reasoning or other types of skills.

Moreover, the mathematical part of the GMAT/GRE primarily involves pure calculations, which is not the case in our analytical test.

In some cases, you may need to take an

additional abstract test which focuses on your logical/abstract reasoning.

This will take about 20 minutes.

During the actual test, which takes place online, you are free to use a simple calculator and some scrap paper.

In order to prepare for your test, please find below some sample questions and a link to a practice test (“numerical reasoning test or abstract reasoning test” from Hudson):

<https://www.hudsonsolutions.com/be-en/for-candidates/our-tests>

MOST IMPORTANT REASONS FOR STAFF ABSENCE IN 2005

Illness/reason of absence	Stress/Depression	Hospital admissions	Cold	Infection	Injury	Stomach symptoms	Severe illness	TOTAL
Number of absence cases	94	88	1307	123	92	406	56	2166
Number of missed workdays	3478	3143	2886	1989	1723	917	864	15000

1. What is the percentage of missed workdays due to stress/depression and hospital admission in relation to total missed workdays?

- 1. 44,14 %**
2. 23,19 %
3. 20,95 %
4. 8,4 %

2. In the first six months of 2006 there was a monthly average of 189 absence cases. How many cases should occur in the final 6 months so that there are as many absence cases in 2006 as in 2005?

1. 1977
2. 1134
3. 102
- 4. 1032**

3. For which reason were the average missed workdays the highest?

1. Hospital admission
2. Injury
- 3. Stress/depression**
4. Infection

4. The average cost of an employee's missed workday was EUR132. What was the average cost of an absence case due to stomach symptoms in 2005?

- 1. EUR 298,14**
2. EUR 53 592,00
3. EUR 121 044,00
4. EUR 2 036,57

2 PERSONAL INTERVIEW

A) MOTIVATION

The jury will try to get a good feel of your motivation for Vlerick and the programme you are applying for, as well as your fit within the group. As such, it would be a good idea to reflect beforehand about the different reasons why you want to do the programme, what your expectations are, and why Vlerick is your top choice. The jury will expect you to have a clear understanding of the programme structure and curriculum. Think also how you will convince the jury of your interest in management and how the programme will help you in your future career. Don't be afraid to take a stand and show us your personal, critical opinion, if possible, supported by personal examples.

You may expect questions such as:

- What could be your added value to the group?
- What are your personal expectations from the group?
- What are your main strengths and development points?
- What kind of job would you like to have say 5 years from now?

The way you express yourself and your oral English language skills will also be assessed during the interview.

B) KNOWLEDGE

For all of our programmes we expect you to have a specific interest in that field, which means that you most likely also follow the news on that topic. For some more specific programmes, we also need to assess your knowledge on certain concepts, before allowing you to pass our admissions test. **Please find below some preparation tips and example questions for each programme:**

MASTERS IN FINANCIAL MANAGEMENT

If you have no or a limited background in Corporate Finance, we advise you to read the book 'Corporate Finance' by Ross & Westerfield. This book can be borrowed at the Vlerick library for free. Furthermore, a general review of accounting principles and financial statements may be beneficial. The knowledge part of the interview may cover topics such as financial statements, ratio's, current evolutions in the financial industry or business in general (e.g. recent IPOs or M&A transactions,...).

Example questions:

- Please explain a firm's balance sheet
- What is cash flow?
- Please explain NPV
- Could you give an example of a successful merger or acquisition?
- Please explain the business of Moody's - S&P - Fitch





MASTERS IN MARKETING & DIGITAL TRANSFORMATION

If you have no or a limited background in Marketing, we advise reading the book 'Marketing Management' and/or 'Principles of Marketing' by Philip Kotler or reviewing a basic marketing course. These books can be borrowed at the Vlerick library for free. The jury will expect you to know some marketing concepts, and will assess to what extent you can think and reason as a marketer.

Example questions:

- Reflect on the marketing aspects related to a company or brand that is in the news, or a company mentioned on your CV.
- If you were a product manager, which steps would you take in order to launch a new product?
- Can you do a SWOT analysis of a multinational company?
- What are the differences between Marketing and Sales?

MASTERS IN GENERAL MANAGEMENT

It is important to convince the jury about your knowledge of current events and the socio-economic environment (e.g. as covered in the business sections of the different media, etc.). Should you have a non-economic background, the questions may relate to the sector of your expertise (e.g. if you have a psychology background, you could be asked about your knowledge of the healthcare sector).

Example questions:

- How would you assess the performance of a certain company/country?
- What is the potential impact of recent political events on the economy?
- Which company or CEO do you admire and why?



MASTERS IN GENERAL MANAGEMENT: BUSINESS ANALYTICS & AI

It will be important to show the jury that you have a solid interest in Data Science and insights into new technologies and technologically advanced industries.

Example questions:

- Please give an example of a company that is smartly leveraging AI technology?
- Can you give an example of people analytics?
- What is the link between IoT, Big Data technology and AI in manufacturing, please clarify with a business example?
- For which purpose is SQL mainly used in business?
- What is the difference between supervised and unsupervised learning?



MASTERS IN INNOVATION & ENTREPRENEURSHIP

We will test your interest and knowledge of the start-up environment and innovation as a driver for corporate renewal and competitiveness. We will also look for behaviour that demonstrates your potential to be entrepreneurial or innovative.

Example questions:

- What are the typical challenges entrepreneurs face?
- You may be asked to take the perspective of an entrepreneur/intrapreneur to make particular decisions.
- Which steps do you deem necessary before presenting your business plan to a bank?

MASTERS IN INTERNATIONAL MANAGEMENT & STRATEGY

The jury will want to see your potential to think across borders and to act as a global citizen. We will test your interest in international business and current trends that impact businesses on a worldwide level.

Example questions:

- What economic indicators are worth looking at, when analysing country risk?
- What are the biggest challenges in international trade?
- Can you elaborate on the strategy of a certain company?



ANY FURTHER QUESTIONS?

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