

Situational Judgement

Good Judgement comes from Experience but Experience, well it comes from bad judgement.

So, give the following test an honest attempt and if you have any queries, write back to us at satvik@intellify.in

Situational judgement tests are a type of psychological aptitude test that assesses judgement required for solving problems in work-related situations. This type of test presents candidates with hypothetical and challenging situations that they might encounter at work or in real life. In response to each situation, candidates are presented with several possible actions (in multiple choice format) that could be taken when dealing with the problem described.

1. Stan is working as an administrator at an investment bank. In three months the branch will change its banking information-system. What is the best response Stan should take in order to respond to this change?
 - A. Stan should take time to take the online course and read the system guide.
 - B. Stan should turn to his supervisor every time he has an important question.
 - C. Refer clients and staff members to employees with more experience in the system.
2. You've been working in the same place for the past three years and have managed to work your way up. Lately, you have been feeling that you have reached your potential in the company so you start pursuing options for advancing your career in other companies. You are now in the midst of negotiations for a new position. Rumours that you are leaving have spread in your current work place. What would you do and why? Choose ONE option.
 - A. Since it is only a rumour, you don't update anyone until you actually hand in your notice. Nothing has been decided yet.
 - B. Since the rumour is already out and you will probably leave, you invest a little less in your work and a bit more in attaining the new position.
 - C. Because the rumour is out you update your manager and only him about your intention of leaving. Since you are still an employee there, you keep working normally.
 - D. Since the rumour is already out, you update all your acquaintances in the organisation that you are in the midst of negotiations for a new position. This may even encourage your directors to promote you within the company.
3. In the past week, you notice that Felix has been reading a newspaper during work while the supervisor is out of the office. Last week the supervisor was absent a lot- and Felix seems to be reading while he should be completing his tasks. What would you do first?
 - A. Circulate an email regarding work ethics and productivity- in order for your team to be more effective in the future
 - B. Talk to the supervisor. He should be aware of Felix not giving enough attention to his tasks.
 - C. Don't intervene. This is between Felix and the supervisor.

- D. Talk to Felix. Explain that meeting team deadlines is important, and that by reading the newspaper he is preventing your team from reaching goals.
4. At a marketing meeting with your supervisor and the senior marketing manager you find yourself in the midst of a conflict between them. You know that the two do not get along professionally and that they are in constant disagreement. They are now arguing about strategies for a new campaign, and are asking you to pick a side. What would you do and why? Choose ONE option.
- A. You believe that getting involved in this dispute would be detrimental to you as both sides are superior to you. Therefore, you refuse to pick a side saying that both strategies are equally successful.
 - B. You weigh up the advantages and disadvantages of each side and decide accordingly without getting involved in their personal conflict.
 - C. You accept the idea of your supervisor. Since he is directly above you, he has more influence on your daily routine in the company and therefore it is politically wiser to support him.
 - D. You accept the idea of the senior marketing manager. Since she is more senior she has more influence on your status in the company and therefore it is politically wiser to support her.
5. You and Travis from the sales department have been working on a presentation about a large and important client, due by Friday this week. Your supervisor will present your work to the board of directors. Travis is responsible for gathering data related to the customer, while you are responsible for transforming his data into presentation slides. Accidentally, Travis has collected the data from a wrong document - which caused you to produce 30 inaccurate slides (around a day's work). Your manager is counting on the presentation to be ready on time for the weekend meeting. What is the most effective response?
- A. No need to bother the supervisor with this. You should talk to Travis about modifying the inaccurate slides as soon as possible.
 - B. Don't tell the supervisor about the mistake. Hand him notes with some corrections to include while presenting the presentation.
 - C. Tell the supervisor that you and Travis made an error while building the presentation from the data. Modify the inaccurate slides accordingly with the help of Travis.
 - D. Explain to the supervisor that Travis has made an error gathering the data- which can cause a delay in the presentation. Ask Travis politely if he could amend the mistake- as it was mostly his doing.
6. A junior member of your team, Samuel, increasingly appears distracted and uninterested in his work. Compared to the rest of the team, he spends a disproportionate amount of time surfing the internet and responding to personal communications during work hours. Initially he would attempt to hide this behaviour, but now does so openly, seemingly without regard for his duties. Despite these issues Samuel is well liked, both by the rest of the team and by the other managerial staff.
- A. Suspend Samuel without pay immediately, ensuring that he acts professionally upon his return to work.

- B. Meet with Samuel, ask why he has begun loafing and whether his behaviour is a symptom of a larger problem that he needs support with.
 - C. Inform the team and managerial staff of Samuel's behaviour, ensuring that no one has sympathy for his situation
 - D. Ignore Samuel's behaviour as his position within the organisation makes reprimanding him problematic.
 - E. Give Samuel an official warning and closely monitor his behaviour from this point onwards.
 - F. Tell Samuel that his behaviour is unacceptable and that official disciplinary procedures will commence if he continues.
7. A member of your team, Jacob, who had been on sick leave for the past three months, has been cleared to return to work next week by occupational health. Although occupational health initially declared him too sick to work, two members of staff claim that Jacob was freelancing outside the company during his sick leave, constituting a major breach of policy. One member of staff mentioned this informally, whereas the other stated this on record, making an official complaint to the human resources department about Jacob.
- A. Cancel Jacob's employment contract on the basis that an official complaint has been made against him.
 - B. Ignore the accusations as only one official complaint has been raised, resulting in Jacob's word against that of another staff member.
 - C. Inform Jacob that an official complaint has been made, and that official procedures will begin shortly.
 - D. Arrange a meeting with Jacob, discuss the allegations to hear Jacob's side of the story before official procedures.
 - E. Confront Jacob regarding the accusations, encouraging a confession by claiming that two staff members have already gone on record.
 - F. Encourage the member of staff making the allegation informally to complain officially, strengthening the case.
8. You have recently been promoted to senior management and are now the most senior member of your department. Your organisation is typically hesitant to promote staff to senior management, and senior management posts are highly coveted. Although other senior managers are happy with your promotion, many mid-level managers in the department are envious of your new position. You have worked alongside these middle managers for many years, and many have been with the organisation longer than you have.
- A. Recommend transferring the mid-level managers that are envious of your promotion to other departments.
 - B. Arrange a meeting with the mid-level management team, openly discuss their concerns and potential remedies.
 - C. Ensure that mid-level managers are involved in high-level decision making and are consulted before major changes.
 - D. Meet with any unhappy mid-level managers one-to-one, address their concerns and offer reassurance.
 - E. Take no action, the mid-level managers are unlikely to remain resentful forever.
 - F. Avoid working alongside the envious mid-level managers, focus on working with other senior managers instead.
9. As part of a strategic change initiative, the team you manage is being merged with a smaller team within the department. The manager of the smaller team, Adam, will join the team as a senior administrator, losing previous managerial responsibilities. Although Adam's pay remains

the same, Adam feels that he has been demoted and appears resentful of the initiative. Adam is well liked by his team, and they too appear demotivated by decision.

- A. Request that Adam be transferred to a different team, state that you do not trust him to follow your lead.
 - B. Ask Adam to unofficially manage the team, while you nominally remain as the team's manager.
 - C. Officially recommend that Adam returns to management as soon as a managerial position becomes available.
 - D. Arrange a meeting with Adam, state that you hold managerial responsibility and warn him against trying to exercise leadership.
 - E. Consult with Adam before making major decisions, let the team know that Adam still plays an important role in decision making.
 - F. Recommend that a new supervisory role is created for Adam, giving him more managerial responsibility.
10. You are investigating a recent increase in employee turnover at your organisation, trying to find a root cause. Disproportionately, employee turnover in the customer service department seems to account for the increase, which has recently seen a new department head, Heidi, take over. Current customer service staff however, are refusing to comment. This may be due to fear of reprisal, or it may be completely innocent. Other than the circumstantial evidence against Heidi, there is nothing else that suggests she is the cause of the increased turnover rate.
- A. Recommend that Heidi is removed from her post as customer service department head pending an investigation.
 - B. Meet with Heidi and discuss possible reasons for the high turnover, but do not accuse her of causing it.
 - C. Contact former customer service staff that left recently, ask them about Heidi and her management of the department.
 - D. Talk to more senior members of staff that know Heidi personally, see if they have any concerns about her management style.
 - E. Take no action as customer services departments typically experience high turnover rates anyway.
 - F. Arrange a meeting with Heidi, tell her that you suspect her management has increased staff turnover.
11. The team you manage is currently understaffed, placing strain on team members to meet quarterly targets. Although the majority are managing to meet or exceed their targets, three members of staff are falling behind on their targets. One staff member, Elizabeth, is particularly far behind on her targets, with little hope of meeting them this quarter. Although Elizabeth's performance until now has been acceptable, she has found adapting to the increased workload difficult, causing her to become disruptive. Moreover, you suspect that Elizabeth's disruptive behaviour is causing the two other team members to underperform.
- A. Lower the targets for Elizabeth and the other two staff members, ensuring they meet their quarterly targets.
 - B. Suspend Elizabeth until the staff shortage is addressed, ensuring that she returns to a properly staffed team.
 - C. Request that additional staff are transferred onto the team and give Elizabeth an official warning if she continues to be disruptive.
 - D. Recommend that Elizabeth and the other two underperforming staff members are transferred to different and separate teams.
 - E. Offer Elizabeth a transfer to another department, clearly stating that if she chooses to stay she must improve her behaviour.
 - F. Warn Elizabeth that her disruptive behaviour will not be tolerated but that you will try to address the understaffing issue.

12. You are a department manager and you have recently thought of a new procedure that you believe would improve the work process. Some of the employees in your department agree with the change and some do not. One of your employees openly criticises the idea to your director.
- A. You decide not to respond to the critics in order to avoid unnecessary conflict.
 - B. You reprimand the employee for going over your head to the director and work to promote your idea with even more enthusiasm.
 - C. You meet the employee for a talk and explain that bypassing your authority is unacceptable.
 - D. Employees' trust in their manager is important so you decide to implement only some of the changes to keep my employees satisfied.
13. At a marketing meeting with your supervisor and the senior marketing manager you find yourself in the midst of a conflict between them. You know that the two do not get along professionally and that they are in constant disagreement. They are now arguing about strategies for a new campaign, and are asking you to pick a side.
- A. You accept the idea of the senior marketing manager. Since she is more senior she has more influence on your status in the company and therefore it is politically wiser to support her.
 - B. You accept the idea of your supervisor. Since he is directly above you, he has more influence on your daily routine in the company and therefore it is politically wiser to support him.
 - C. You weigh up the advantages and disadvantages of each side and decide accordingly without getting involved in their personal conflict.
 - D. You believe that getting involved in this dispute would be detrimental to you as both sides are superior to you. Therefore, you refuse to pick a side saying that both strategies are equally successful.
14. After you have served two years as manager of the sales team, the director of your company appoints a new deputy manager. Although you have been able to work together, your impressions of her are negative - you find her arrogant and disloyal. The director has now considered sending her on a course that would create an opportunity for her relocation to a different position within the company. However, it would also speed up her promotion.
- A. Since this course is likely to result in the relocation of the deputy manager, you approve her participation in the course.
 - B. You contact your director immediately and ask that she be relocated to a different position, more suited to her capabilities.
 - C. You veto her participation in the course and discuss it with her. You express your concerns and you try to work out your differences. You update your director.
 - D. You approve her participation in the course since it was offered by the director. However, you voice your concerns to the director.
15. You have been working as a salesperson for the past year and have consistently achieved great sales numbers. Due to personal reasons, you have recently been unfocused at work and as a result your work performance has declined. Additionally, due to changes in the market, the sales figures of your team have decreased as well. Your director does not seem to be taking the changes in the market into account and is blaming your poor performance on poor leadership on your part.

- A. You explain your personal situation to the director and apologise for the decline in the performance of my team. You ask to take a few days off to recuperate.
 - B. You make a decision to put aside your personal situation and consult other sales directors regarding their ways of coping with a volatile market. You devote yourself entirely to your work.
 - C. You update the director on the changes in the market and explain that there is nothing that can be done at the moment to improve sales.
 - D. You scold your team members for their poor performance and set new, more attainable sales targets in line with the changes in the market.
16. The company you work for is experiencing financial difficulties. You have thought of a creative solution that will enable it to recruit more clients. However, the downside is that the company will have to let go a stable, loyal but not so profitable client (due to a conflict of interest). Two out of three marketing people agree with you while your manager does not because she believes this is too risky.
- A. You trust your manager's judgement and withdraw your proposition. There's no point in going against her better judgement.
 - B. You present a document to your manager systematically detailing the advantages of your proposition and its contribution to the company. If she keeps insisting, you'll support her decision.
 - C. You implement your proposition despite the manager's resistance. Since you have a lot of faith in this proposition, you decide to trust your judgement and go behind her back this once for the benefit of the company.
 - D. You confront your manager on the issue and insist that she accept your proposal. You are positive that you are right. You have the marketing people to back you and will not give up until you convince your manager otherwise.
17. A co-worker is undermining you. Currently, he is at a less senior position than you in the company and hasn't been working there for long. However, he is better educated than you and is also considered a fast learner. You know from a third party that he is interested in taking over some of your responsibilities.
- A. You wait to see how things develop; at the moment this information is merely hearsay.
 - B. You call your co-worker in for a talk. You explain that cooperation is an essential feature of any workplace and tell him you believe both of you can learn from one another. If he refuses to understand you take more serious steps.
 - C. You do not want to take any chances with such issues. You report the matter to your supervisor and advise him to consider replacing your co-worker.
 - D. Since you do not want to make a "big deal" out of the issue, you ask a third party to intimate to your co-worker that his behaviour is unacceptable.
18. You are a department manager. Two members of your staff are long overdue to participate in a professional training course. The training department manager has informed you that she has chosen employees from a different department instead. Relations with the training department are already problematic.
- A. You do not accept the decision and send the training manager a furious email demanding that she re-open the course for your employees as their performance is hindered by the delay in their training. You make sure to cc the executive director.
 - B. Since relations between you and the training manager are already strained, you decide to let the subject go this time and wait a few months until the next course opens.

- C. You contact the manager of the other department, whose workers were selected for training instead of your employees. You try to convince him to let one of your employees take the course instead of one of his.
 - D. You talk to the training manager and try to understand the reasons for her decision. You explain the necessity of training for your department's performance and try to persuade her to let at least one of your employees attend the course.
19. In the past month one of your employees has shown a major decline in sales performance. Although the decline has been ongoing for a couple of months, it has been particularly steep during the past two weeks. In addition, she has started coming in late and seems very frustrated with her work. Her behaviour is influencing the atmosphere in the office as she is a popular employee and has been working for the company for the past two years.
- A. You meet with the employee and explain that her negative behaviour is affecting not only her performance but that of the entire office. You express a sincere desire to help her during her rough patch on condition that she cooperate with you and improve her attitude.
 - B. You feel that since she is a very popular employee it is crucial that she be replaced temporarily or else office performance will suffer. You assign her to back office tasks for the time being and promise her that once her performance improves, you will re-instate her in her former position.
 - C. You call a staff meeting to talk about the negative atmosphere in the office. You single out the problematic employee and discuss her contribution to this atmosphere in the hope that her behaviour will improve.
 - D. You decide to let it blow over. She has been a consistently good employee until recently and you feel you need to "cut her some slack". Part of your job is to be sensitive to your employees' needs when necessary
20. You are assigned to work on a project along with another co-worker. He has been working in the department longer than you. Since he has no great ambitions or aspirations to develop professionally, he does not put much effort into your mutual project.
- A. This is an inflexible situation as far as you are concerned, so you accept it and do your share of the work load to the best of your ability. The rest is up to your co-worker.
 - B. You are concerned that the quality of the project will reflect badly on you and the company, so you put in extra hours to complete the project by yourself to the best of your abilities.
 - C. You cannot accept this kind of attitude. You immediately contact your manager to discuss the situation. You request that your co-worker be replaced by another worker to complete the project.
 - D. You reach out to the co-worker, explain your difficulty and try to negotiate a fair distribution of the work load between you. You take into account that you might have to put in extra hours to complete whatever tasks he neglects to do.

Answers

- 1. A
- 2. C
- 3. D
- 4. B

5. C
6. A
7. E
8. D
9. B
10. B
11. E
12. C
13. C
14. C
15. B
16. C
17. B
18. D
19. A
20. D