

Chapter 1 : Mckinsey case study book pdf - calendrierdelascience.com

Review Victor Cheng's Case Interview Secrets - a former McKinsey consultant, Victor has a great handle on successful case tips and techniques. 3. Practice online cases - most consulting firm websites have plenty of cases (Bain even has simulated video case studies).

Great Books, Magazines, and Websites Published: Written by a former McKinsey consultant, gives you a great in-depth on firm culture and practices. Plus, the lessons here are equally applicable across any consulting firms. Collins does a great job shaping the zeitgeist of current business thinking. Ideas generated from his books are often conversational fodder for consulting teams and influence the way consultants understand their clients and corporations analyze themselves. Case Prep Beyond The Consulting Bible, which I think is an easily digestible entry to the world of case studies, there are much more comprehensive treatments dealing specifically with the case interview. Case In Point, by Marc Cosentino. Heard great things about this from my readers, so I bought it and checked it out. I would definitely recommend it - fast, no-nonsense writing with some very practical tips on how to break down and tackle cases. Magazines and Periodicals Harvard Business Review. But the topics addressed - from how to encourage bottoms-up innovation to establishing the right organizational systems for retaining talented employees - are topics that consultants live and breathe. Reading this will also help you develop your own topical interests within the business world. Just some extra credit. Reading The Economist consistently will give you the ability to intelligently discuss current events with recruiters, interviewers, and eventually in the course of your job. A more personal recommendation - Fortune has consistently high-quality articles and in-depth pieces on leading business thinkers and companies, and is also a much more interesting read than the Economist. Similar to The McKinsey Quarterly, lots of great articles on tactics and strategy in the business world. The book gives a great overview of the evolution of business strategy over the last few decades. Hi Horacio - thanks for the suggestion! Demonstrates how the cutting edge strategy thinking has evolved over time. Anonymous Have heard good things. Innes I am glad to see the economist in there as a referred source of reading material. I will also look through the rest of those books as it is great to keep going back to reading up on business related fact and methodologies. I have read a bit of these things in some of my collection of books. I look for in setting up a business school and a consulting outfit in the future. As a result am gradually building a name known as Global Atom Inc. M I found your website through a search engine, so thankful that I did. There are a lot of great information to learn on this site! Thanks for sharing your insight!

Chapter 2 : McKinsey Case Interview - Management Consulting Prep

The myth of demand side estimation cases is the greatest mistake taught in case books worldwide and is probably the worst technique a candidate should be using. Communication is a huge problem across almost all candidates we have seen, including our own.

Even within small companies the scope of everything that needs to get done, and all the people who need to be managed, can overwhelm the most organized of managers. In order to take your business where you want it to go, you need to make sure that all aspects of the organization are aligned and pointing the right direction. If even one or two areas of your business are not working in concert with the rest, your performance will fall short of expectations. The McKinsey 7-S Model is a tool designed to help business owners and managers understand how aligned their organization is, and where it can be improved. As you might guess from the title, there are seven elements which make up this model – strategy, structure, systems, shared values, skills, style, and staff. Each of these elements is vital to your success, yet each needs its own time and attention to function properly. Only when these separate parts of your organization are able to come together can you be confident that you are on the right path. To help you better understand this model, it is divided into two categories – hard elements, and soft elements. Three of the factors are categorized on the hard elements side, with four on the soft elements side. For most managers, these are going to be the elements that are easier to understand and quantify. These are the classic elements of business operations and your work on a daily basis very likely relates to one or more of these areas. This is a high-level perspective on the business and how you plan to rise above your competitors over time. Most likely, you will be able to draw most of your strategy from the business plan that should have been drafted when you were first getting started. In some cases, your strategy could be defined by the sub-section of the business in which your work. For example, if you are the accounting manager within a larger organization, your strategy may relate to how you can best provide the accurate data that is required by those above you – as opposed to having it relate the business operations as a whole. The structure element is another one that you probably have a handle on already. Structure is often visualized in the form of an organizational chart or other document that outlines who reports to whom. This structure could deal in terms of the whole organization, or simply a department within the company, such as the accounting department from our previous example. How the job gets done. This is the work that is taking place on a regular basis to keep the business operating and moving forward. Most likely, systems is where you spend the vast majority of your time as a manager. Making sure all of your employees are working on the right projects, and getting them done in time, is the life of a leader within any business. Without systems that function properly, none of the rest of the model will get you anywhere. It should be pretty easy to get a handle on these hard elements of the model. However, just by thinking of them in this way and making sure each is aligned to the other, your management style could be improved or refined. The Soft Elements This is where it will get trickier for many people. The soft elements within this model are somewhat harder to define, and definitely more difficult to quantify. They are no less important, however, and the good leader will give them just as much time and attention as the previous group. Think of this point as the overall culture of the company, and the purpose behind everything that is done. The shared values of an organization should stretch to all employees, to create a feeling of cohesiveness and camaraderie. How are you going to lead your team? The style of leadership that you use should fall in line with both the culture of the organization, and the needs of your team. There are many different leadership styles employed by managers depending on the situation, so you will need to craft your own approach to the job as you see best fit based on the circumstances around you. Understanding the strengths and weaknesses of your team is a classic leadership responsibility – but you also need to know how to then get the most from them while also developing their skills along the way. A good leader will constantly be improving their team so they are stronger tomorrow than they were today. In many ways, this point goes along with staff in terms of knowing what you can get done in-house with the skills you have available to you. Within these seven elements is essentially everything that a good manager needs to pay attention to on a regular basis. You probably already have a good feel for many of these points,

but some of them may be new to you or you may have let them slide recently. Organizational alignment is an important quality within any business, and following the McKinsey 7-S Model is a good way to get started working toward that goal. Take the time to review the model carefully and then apply it to the existing condition of your company. Key Points The McKinsey 7-S Model is a tool designed to help business owners and managers understand how aligned their organization is, and where it can be improved. The model is most often used as an organizational analysis tool to assess and monitor changes in the internal situation of an organization. It is based on the theory that, for an organization to perform well, these seven elements need to be aligned and mutually reinforcing. The model can be used to help identify what needs to be realigned to improve performance, or to maintain performance during other types of change. Recommended by Free Strategy Skills Resources See the full list of Strategy Skills eBooks, templates and checklists available for free download right now.

Chapter 3 : Case Study Interview - Management Consulting Prep

In fact, Marvin Bower, the father of the modern McKinsey organization, was a lawyer, and he built McKinsey based on the professional principles he learned from his experience in law. Today, more than consultants at McKinsey have law degrees.

McKinsey sponsors graduate programs for top performers, and they trade year-for-year “1 year of academic work to 1 year of indentured servitude paid at really nice salaries” see our Salaries Post for details. It took him three tries before he was elected as Partner! Also, you can start your own business “like Kevin Gao, our founder, or hundreds of other impressive McKinsey alums in different sectors. Some of the most prominent include: Is there anything not fabulously great about McKinsey? But what makes people choose Bain over McKinsey, for instance? McKinsey boasts that their consultants excel in 4 main areas. Problem-solving “You can break any problem into its component parts read: Achieving “If you compete, you win. If you run, you are elected. If you start a company, you succeed. Personal impact “You make your mark. Leadership through ideas is emphasized at McKinsey “solve the problem to lead the way “but interpersonal finesse is also critical. All firms have their buzzwords. And yes, McKinsey people are fun and dynamic, but definitely not in a fraternal way “the firm is more structured and formal than its counterparts. If you stay with the company for 2 years afterward, you could get your 2 years of higher education paid for “but you do have to work your butt off for 2 more years upon return. They love new grads from the Ivies, of course, as well as Teach for America alum and Rhodes and Fulbright scholars. For those of you wondering how to break in, we have a few key suggestions. Perfect your resume, cover letter, and essay. But at McKinsey, we just do excellence. Get in the door early. Interested candidates submit a rigorous application and have a chance to get up close and personal with the McKinsey community. They allow employees to endorse applicants, so making a good impression is really important. The McKinsey interview process is held in 3 phases: Historically, case interviews at the firm were more candidate led, but in recent years McKinsey offices are moving towards a standard interviewer-led system with firm-produced and vetted cases and a standardized 4-point scoring system. Interviewees that practice both styles of interviews interviewer- and interviewee-led are generally the most successful because even in interviewer-led cases, your assessor wants to see leadership and initiative. The final round of interviews at McKinsey usually includes a full formal fit interview minutes with a deep-dive into your personal experience. As with all of the top firms, teams of McKinsey interviewers may take on good-cop, bad-cop role plays to test you in different situations. Check out our latest Management Consulting Salaries post to find out! Target Schools McKinsey does most of its U.

Chapter 4 : Cracking the Case: The Best Book on Case Interview Preparation | Case Interview

Marketing Case study on the recent changes in corporate sector. by riya_gujral in Types > Research. McKinsey CaseBook. Haas Case Book McKinsey PST.

I provided some context and I am sorry if the email is far too long. I listened to the Firmsconsulting podcasts and articles I like the honest views provided. I started casing about 6 months ago and completed about cases with casing partners in my consulting club and over the internet. I bought several books and other programs. I paid to have my resume edited with an online service. The problem is that I cased with a friend of a friend recently and it did not go well. He is a McKinsey manager. It was very, very bad and he really did not like my resume. I was embarrassed to explain to him that I did so much work. I am now a little confused and frustrated. I do not know what I did badly or correctly, and not sure what to do. I feel all my efforts have been wasted and concerned that if I continue, I will keep wasting my time. Should I quit pursuing management consulting or am I using the wrong services? I would have preferred slightly more information but this is good enough to post a detailed response. I plan to be brutally honest in this response, as always, so do not take the feedback personally. The feedback is important to help you understand where you stand on your career plans. It is after all, your life and lifestyle on the line. It is important to understand that your situation is not uncommon. So you should not feel as if you are doing worse than others. We often speak to candidates who have done 50 to cases and still struggling. My response is split into 4 parts: My first piece of advice is not to spend more money on case training, advice etc. This is the general advice I will provide for you. I am not saying you should never spend money, but for now, you should not. Go cut your credit cards. The two weeks it will take to get the replacements will help you reflect. There are several reasons for this. Do not fall for that trap. First, it is clear the money you have already spent is not working. I am not sure if it is because of the services you used or your own application of the material, but that is irrelevant at this point because the outcome is what you should measure. Irrespective of when you bought the service, you should do well after cases. So, I am guessing it is both things. If it looks too easy it usually is not going to help you. On the other hand case interview training should never feel painful. If it is, it could either be your learning style or even that the career is not ideal for you. That said, for anyone to prepare well, real effort is involved. If everyone could buy online services and get into McKinsey et al, things would be too easy. Until you know why you have not improved, and it may have nothing to do with the services you use or everything to do with them, you should not make any more purchases. It helps to step back and take a fresh view on things. This may sound counter-intuitive, but poor past reasoning will affect your current judgment unless you find a way to jettison this reasoning. Time usually does this. When our own clients either fail to get an interview or fail to get an offer from the first firm with whom they interview, I ask them to take their foot off the accelerator, decouple from the training and come back after 2 to 3 weeks. No cases in this time, no planning, no reading a complete vacation from cases. We regroup and re-plan upon their return. This is the opposite of what most candidates do. You have unfortunately been hard-wired by millions of dollars of Nike and Adidas adverts to think that just a little more hard work will push you over the top. Therefore, most candidates work even harder when they are unsuccessful, merely doing more of the same and repeating the same mistakes. You have to be smart, not just work harder. With all due respect to companies offering resume writing services I have nothing good to say about the idea of believing a resume can be edited electronically and be acceptable. We do not offer them and there is a reason for that. We do edit the resumes of our clients but that is not a simple process. To properly edit a resume takes a minimum of 4 sessions lasting about minutes each, and in some cases we have taken sessions to edit a resume. It is a critical, complete and detailed transformation. There are several reasons why it takes that long. I am writing out the steps so you can do them yourself. Here is something to ponder. Yet, that is not how things work. First, imagine I sent my resume to have it edited by an expert. That expert assumes that I mean exactly what I say in my resume and there is perfect clarity in my statements. The obvious problem here is that people rarely mean what they say, and most people cannot write well. So you have an expert trying to produce perfect prose, capturing all the details of the role, benefits, data, numerical

dollars values etc. It can never be correct. Bad input, from the resume owner, will only equal bad output. Editors cannot create best-sellers from weak material and need excellent work from authors. That is why the rejection rate on manuscripts is so high. The editors will only work one-on-one with the writer who has a solid manuscript. What if something really important and valuable from your past, has been deliberately left of your resume? How will the expert know this? How will the expert include this? When we write resumes, we go line by line, in every call through the resume. I ask all kinds of questions to completely understand what the owner of the resume means when they say certain things. Rarely is the intent and original phrasing correct. In fact, if you look at the amount of edits we ask for in every single line, it can be overwhelming. We need to be speaking to clients and working with them to accomplish this. It is the only way. Third, your resume needs to reflect your spike. Your spike is that one thing you are good at and which will get you remembered by the interviewer. When I read an early resume, I sometimes see the apparent spike. Usually that early interpretation of a candidates spike changes. Understanding and using your spike is such a vital part of the resume writing process, but how in the world can someone deduce that from your resume without having spoken to you? Moreover, why obtain this service unless you explicitly answer this question "what is your spike? In other words, you are impressed with the improvement on your resume, which the interviewer never sees. So do not do this. You should rather compare your best attempt to that of a top candidate from Wharton, Harvard etc. Fourth, every client of a resume writing service merely looks at the resume they sent in and the version they receive back. If their new resume looks better, they are pleased. I say looks better, because for the reasons above, it really cannot be much better in terms of content. Form is only important if the resume content is great. Excellent formatting with poor content is still a disaster. Comparing your new resume to your old resume is a flawed approach to measure quality. The interviewer does not see your before and after version. You should rather compare your best attempt to that of a top candidate from Wharton, Harvard etc. It may make you cry when you see the competition but at least you have time to fix things. Fifth, editing resumes is a process of formatting, accumulation and then attrition. In terms of formatting, some resume formats just look better, and therefore make you look better. Format counts because it creates an impression that you are prepared well, or at least had people from the elite schools helping you prepare. Both can only help your image. In the accumulation phase, I ask every client to add as much information about themselves that they can. I never rely on clients to filter their own life details, since they cannot always know what is important.

Chapter 5 : McKinsey's Problem Solving Test - Management Consulted

Having personally secured job offers from McKinsey, Bain & Company, Monitor, L.E.K, Oliver Wyman, and A.T. Kearney, he has also been a McKinsey case interviewer"providing you with a hands-on, real-world perspective on what it really takes to land job offers.

Chapter 6 : Consulting MBA Great Books, Magazines, and Websites

McKinsey case interview structure After the PEI question, your interviewer will then move on to the case interview. In this part of the interview, you will be presented with a business case about a company facing an issue.

Chapter 7 : McKinsey's case study by Marvy Lungyeki on Prezi

Case Study Secrets is a compressive all in one book for an interviewee looking to be successful during the interview process with firms such as BCG, McKinsey Bain et al. Cheng writes this book based on his experience on both sides of the interview process.

Chapter 8 : Case Interview Secrets by Victor Cheng

The McKinsey case interview is an interview format used to evaluate prospective management consultants. As a former

McKinsey consultant, consulting resume screener and interviewer, I thought I would share my perspective on this unusual interview format.

Chapter 9 : The McKinsey 7-S Model - Free Management Books

Practice Case. GlobaPharm. Client goal. Our client is GlobaPharm, a major pharmaceutical company (pharmaco) with \$10 billion a year in revenue. McKinsey study.