

## Management Consulting: Principles & Practices

SGM 5133-401

Instructor: Araceli Guenther

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### Types of Cases

**Standard Case** – These cases generally ask the candidate to consider a business problem and come up with a recommendation for responding to it. In some cases, the candidate may receive data either verbally or in the form of charts or graphs. Other times, no facts will be provided and you will need to make reasonable assumptions for all case facts and drive to a conclusion.

**Market Sizing Case** - The market sizing question. These are questions with added depth that tests the candidate's ability to put together relevant knowledge and make reasonable assumptions about consumers, businesses and markets. This type of case tests quantitative, logic, and business acumen. The problem needs to be approached clearly and doing the math correctly.

**Command and Control Case** – The interviewer really controls the interview, essentially incorporating Market Sizing type questions into a broader Standard Case. The challenge for the candidate is to maintain control over the case since the interviewer will try to guide you in a different direction and interrupt you so you are not able to focus or concentrate. The candidate must charge ahead to solve the problem.

**Crunch and Interpret** – This is all about the numbers. The candidate might be provided a chart, or even a set of equations and be asked to analyze the data to answer a particular question. Focus on the math and gain insight from the data/information provided and you should arrive at a conclusion.

**Read and Discuss** – This case is difficult due to the limited time in solving the case. This case is about reading a case several pages long in a very short period of time. The candidate is then asked to discuss the case with the interviewer. The candidate will need to retain the information and numbers to be able to synthesize the information working from memory to answer questions asked by the interviewer.

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**Present to the Board** – This case is similar to the Read and Discuss case and also timed. In 40 minutes, the candidate must read a larger amount of case and other materials and then prepare a presentation to the board of a fictional company. In the time allotted the candidate must make assumptions and formulate a recommendation to a board that will be aggressive with their questions.

**IT Case** – This combines a Standard Case with IT Technology. The candidate is asked to solve a business problem relating to poor automation of sales force activities. After diagnosing the problem, the candidate needs to describe an IT solution that would solve the problem.

**HR Case** – This is a Standard Case dealing with focus on the organization aspects of strategic implementation. Answering this case requires a display of empathy in the solution. The candidate will be asked how the solution to this case will be implemented from an HR perspective.

**Stress Case** – This is exactly that STRESS. This is a Standard Case and often the problem is not that difficult to solve. The difficulty is that very little information is provided and the interviewer is attempting to distract you and create a high stress environment by taking a combative approach in responding to questions. The key is to keep calm and know that you are in a stress induced situation.