



# CONSULTING DOSSIER

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## CONSULTING

Consulting involves providing expert advice to organizations and individuals across diverse sectors such as business, technology, healthcare, and finance. Consultants leverage their specialized knowledge to help clients tackle complex challenges, enhance operational efficiency, and make strategic decisions. The consulting industry originated in the late 19th century, initially focusing on technical and financial issues. It has since evolved into a global powerhouse, valued at approximately \$ 1.02 trillion in 2024, with projections indicating a growth rate of about 5.6% annually through 2029.



Image reference: <https://expertbox.io>

The UK alone boasts over 350,000 consulting firms, reflecting a broad spectrum of services from large multinational companies to specialized boutique consultancies. In the US, there are around 800,000 consulting professionals. The "Big Three" consulting firms, McKinsey & Company, Boston Consulting Group (BCG), and Bain & Company remain dominant, but there is a growing presence of niche firms offering targeted expertise in areas such as digital transformation, cybersecurity, and sustainability. Consulting services have expanded significantly in response to the evolving business landscape. Today, they include cutting-edge areas like data analytics, AI, and regulatory compliance. The rise of remote work and technological advancements have further broadened the industry's scope, allowing consultants to deliver services globally without geographic constraints. This growth reflects the increasing complexity of modern business environments and the need for expert guidance to navigate emerging trends and disruptions.

## TYPES OF CONSULTING

The consulting industry is broadly categorized into six primary domains: Strategy Consulting, Management Consulting, Operations Consulting, Financial Advisory, HR Consulting, and IT Consulting. Each of these domains is distinct, offering unique services tailored to meet the specific needs of organizations.

### THE 6 TYPES OF CONSULTANTS



### MANAGEMENT CONSULTING

Management consulting, covering over half of the industry, includes Strategy, Operations, and HR Consulting. Consultants work to improve organizational performance by solving complex problems and achieving strategic objectives. They assess existing processes, identify improvement opportunities, and develop strategies for sustainable growth. Additionally, management consultants are key in guiding organizations through transformations such as mergers, digital transitions, and restructuring, ensuring alignment between strategic goals and operational capabilities to address future challenges.

### STRATEGY CONSULTING

Strategy consulting focuses on developing and implementing long-term strategic plans. Consultants address high-stakes issues like corporate strategy, market entry, mergers, and competitive analysis. They collaborate with top executives to identify market opportunities and craft strategies for competitive advantage. The field increasingly incorporates data analytics and AI to enhance decision-making. Strategy consultants also help navigate geopolitical risks, regulatory changes, and market disruptions, ensuring organizational resilience and adaptability in a rapidly evolving global environment.

### OPERATIONS CONSULTING

Operations consulting aims to enhance internal processes, improve efficiency, and reduce costs. Consultants analyse and address bottlenecks in supply chain management, production, and project management. They focus on streamlining workflows, minimizing waste, and boosting performance. Recently, the field has expanded to include sustainability, helping organizations reduce their environmental impact while maintaining efficiency. Operations consultants also engage in digital transformation projects, leveraging technologies like IoT and AI to automate processes and improve decision-making.

## **HR CONSULTING**

HR consulting, or Human Capital Consulting, improves HR practices and policies in recruitment, performance management, and organizational development. It addresses modern challenges such as remote work, diversity, and talent management. Consultants design strategies to attract, retain, and develop talent, and assist with change management and employee transitions.

## **FINANCIAL CONSULTING**

Financial consulting provides expert guidance on investment planning, tax strategies, retirement, and business financing. The sector, valued around \$90 billion, now includes emerging areas like fintech, blockchain, and sustainable finance. Consultants assist clients with complex financial decisions, including cryptocurrency investments and ESG integration. They help align financial strategies with long-term goals and navigate the complexities of digital finance and sustainable investing, ensuring comprehensive financial planning and risk management.

## **IT CONSULTING**

IT consulting provides solutions for optimizing IT infrastructure, cybersecurity, and digital transformation. The field, valued at about \$130 billion, involves managing large-scale projects like ERP implementations and cloud migrations. Consultants help organizations leverage emerging technologies like AI and blockchain while ensuring compliance with data protection regulations and mitigating risks associated with digital advancements.

## BIG 3 CONSULTING FIRMS

### McKinsey & Co.

# McKinsey & Company

Founded in 1926 by James O. McKinsey, McKinsey & Company has grown into the world's largest and one of the most prestigious management consulting firms. Initially focusing on financial and technical consulting, McKinsey has significantly broadened its services to include strategy, operations, digital transformation, and more. With around 40,000 employees globally and annual revenues of \$16 billion as of 2023, the firm is renowned for its data-driven approach and problem-solving capabilities.

McKinsey's work involves tackling complex business challenges across various sectors, including technology, healthcare, and finance. The firm is known for its analytical rigor and its ability to deliver actionable insights that drive substantial business outcomes. McKinsey places a strong emphasis on digital transformation, sustainability, and innovation, helping clients adapt to the evolving market dynamics. Their consultants work closely with C-suite executives, including CEOs and CFOs, to craft strategies that enhance performance and foster growth.

In recent years, McKinsey has intensified its focus on emerging areas such as artificial intelligence and sustainable business practices, positioning itself at the forefront of industry trends. The firm attracts top talent from around the world, fostering a culture that promotes excellence, continuous learning, and professional development.

## Boston Consulting Group



Boston Consulting Group (BCG) was founded in 1963 and has since established itself as a leading global management consulting firm. Headquartered in Boston, Massachusetts, BCG operates in over 90 offices across more than 50 countries. With around 37,000 employees and annual revenues of \$13.5 billion as of 2024, BCG is a

major player in the consulting industry.

BCG is renowned for its strategic approach to consulting, including the development of the influential “BCG Matrix,” a tool used to allocate resources based on market share and growth potential. This matrix has become a cornerstone of strategic planning for many organizations. BCG’s consultants work closely with top executives to tackle high-stakes challenges such as market entry, corporate strategy, and mergers and acquisitions.

The firm is recognized for its innovative thinking and ability to address complex issues through strategic frameworks and data analysis. BCG has been at the forefront of introducing concepts like time-based competition and digital disruption, significantly impacting how businesses approach strategic planning and innovation. Their consultants are known for their deep expertise, client-centric approach, and ability to drive impactful results.

## BCG Matrix



One of BCG's most famous contributions to business strategy is the "Growth-Share Matrix / BCG Matrix. Created in 1970s, this framework categorizes a company's products or business units into four quadrants based on their market share and growth rate, providing guidance on resource allocation and strategic decision making. BCG would categorize its business units as "Stars", "Cash Cows", "Question Marks" or "Dogs", and then allocate cash, accordingly, moving money from "Cash Cows" toward "Stars" and "Question Marks", which have higher market growth rates and hence greater upside potential.

## Bain & Co.



Founded in 1973 by Bill Bain and other former BCG executives, Bain & Company has become a prominent name in management consulting, specializing in corporate strategy, private equity, and mergers and acquisitions. Headquartered in Boston, Massachusetts, Bain operates with approximately 15,000 employees across 65 offices in over 40 countries. The firm has reported annual revenues of \$6 billion as of 2024.

Bain is known for its focus on delivering measurable results and its expertise in strategy consulting. The firm pioneered several innovative approaches, including the Net Promoter Score (NPS) system, which measures customer loyalty and helps organizations enhance customer satisfaction and advocacy. Bain's consultants are recognized for their hands-on, collaborative approach, working closely with clients to implement solutions that drive long term value.

In addition to traditional consulting services, Bain has developed a strong presence in technology consulting. Initiatives like Bain Lab and BainNet help clients leverage emerging technologies for business transformation and innovation. Bain's approach is characterized by a commitment to practical solutions and a deep understanding of clients' needs, contributing to its reputation for delivering impactful, results-oriented consulting services.

## LIFE OF A CONSULTANT

The life of a consultant is marked by diversity, challenges, and abundant opportunities. Consultants are engaged in a broad spectrum of projects across various industries, gaining insights into a multitude of business challenges and collaborating closely with senior executives, including CEOs, CFOs, and other C-suite leaders. This dynamic environment fosters continuous learning, the application of diverse strategies, and the resolution of complex problems, making the role both intellectually stimulating and professionally rewarding.

Some of the major positive areas in a consultant's life are:

- † **Diverse Project Exposure:** Consultants work on a variety of projects across industries, each with unique challenges. This diversity keeps work engaging and promotes continuous learning.
- † **Resilience in Economic Downturns:** Demand for consulting often remains steady during economic downturns as companies seek expert advice. A broad client base reduces dependency on a single employer, enhancing job security.
- † **Extensive Networking Opportunities:** Consulting provides excellent networking, helping build relationships with a wide range of professionals and potential clients, valuable for career advancement.
- † **Flexibility and Autonomy:** Consultants often have the flexibility to select projects that match their interests and career goals, leading to higher job satisfaction and better work-life balance.

Every aspect has pros and cons, a career in consulting can be exciting and influential, all things come at a cost, some of the cons or points to be considered about consulting are:

- † **Long Hours and Travel:** Consulting often involves long hours, averaging around 50 per week, and frequent travel to client locations. This can be physically and mentally demanding, leading to fatigue and burnout if not managed well.
- † **Time Away from Family:** The demanding schedule can create challenges in maintaining work-life balance. Frequent travel and long hours often result in less time with family and friends, which can strain personal relationships.
- † **High Pressure and Deadlines:** The consulting environment is fast paced, with tight deadlines and high client expectations. This pressure can lead to stress, requiring consultants to be organized and resilient.
- † **Uncertainty and Ambiguity:** Consulting often involves dealing with uncertain outcomes and ambiguous situations. Navigating these challenges without a clear roadmap can be stressful and requires strong problem-solving skills.

Despite all these points, the thing that drives the consultants the most is that the work they do helps improve people's lives at work. It just brings so much more meaning to work life.



## SKILLS OF A CONSULTANT

To be effective in their roles, consultants must possess a diverse set of talents. The following are some of the most significant abilities for consultants:

- ✦ **Problem-Solving Abilities:** Consultants must be able to recognize and solve problems in an effective and efficient manner. They must be able to think critically and creatively in order to come up with effective and feasible answers.
- ✦ **Analytical Abilities:** Consultants must be able to collect and analyse data in order to make sound decisions. They must be able to comprehend complicated data sets and recognize trends.
- ✦ **Leadership Abilities:** Consultants may be required to lead projects or teams. They must be able to motivate and inspire people in order to attain their objectives.
- ✦ **Communication Skills:** Consultants must be able to successfully communicate with both clients and coworkers. They must be able to convey complicated concepts in a simple and succinct manner. They must also be able to hear feedback and be open to new ideas.
- ✦ **Teamwork Skills:** Consultants frequently collaborate on projects with teams of other consultants and client workers. They must be able to effectively interact with others and be willing to share success.
- ✦ **Business Acumen:** Consultants must be well-versed in business principles and procedures. They must be able to comprehend the client's business and find areas for improvement.
- ✦ **Resilience:** Consulting can be a difficult profession. Consultants frequently work long hours and under duress. They must be able to deal with stress and setbacks while maintaining a good attitude.
- ✦ **Adaptability:** Consultants frequently work on projects in a wide range of industries and with a wide range of clients. They must be able to quickly adjust to new situations and gain new skills.

## LATEST TECHNOLOGY ADVANCEMENTS IN CONSULTING

Consulting firms are increasingly leveraging technology to enhance their services and deliver more value to clients. Here are some of the latest technological advancements shaping the consulting domain:

### ❖ Artificial Intelligence (AI) and Machine Learning (ML)

1. Data Analysis: AI and ML algorithms can analyse vast datasets to identify trends, patterns, and insights that would be difficult or time-consuming for humans to detect.
2. Predictive Analytics: These technologies can be used to predict future outcomes, such as market trends, customer behaviour, and financial performance.
3. Automation: AI-powered tools can automate routine tasks, freeing up consultants to focus on higher-value activities.

### ❖ Cloud Computing

1. Scalability: Cloud-based solutions enable consultants to scale their resources up or down as needed, ensuring they have the capacity to handle large projects.
2. Collaboration: Cloud-based platforms facilitate collaboration among team members and clients, regardless of their location.
3. Cost-Efficiency: Cloud computing can often be more cost-effective than traditional onpremises solutions.

### ❖ Internet of Things (IoT)

1. Data Collection: IoT devices can collect vast amounts of data from physical environments, providing valuable insights for consultants.
2. Process Optimization: IoT data can be used to optimize business processes, improve efficiency, and reduce costs.
3. Predictive Maintenance: IoT sensors can be used to predict equipment failures, enabling preventive maintenance and reducing downtime.

### ❖ Blockchain Technology

1. Transparency: Blockchain can provide transparency and traceability in supply chains, financial transactions, and other areas.
2. Security: Blockchain is highly secure, making it ideal for applications that require data protection.
3. Smart Contracts: Smart contracts can automate business processes and reduce the need for intermediaries.

## HOW AI IS SHAPING THE CONSULTING WORLD

Artificial Intelligence (AI) is increasingly redefining how consulting firms operate and deliver value to clients. While consulting has always relied on rigorous problem-solving, structured frameworks and data analysis, the integration of AI now amplifies these capabilities. From automating repetitive tasks to enabling predictive insights, AI is improving efficiency and expanding the scope of consulting services.

### ❖ Transformation of Consulting Work

1. **Research and Knowledge Access:** Leading firms deploy secure, firm-trained AI assistants to drastically reduce research time. McKinsey's "Lilli" taps internal knowledge studies, playbooks, expert interviews to deliver fast, cited answers, improving ramp-up time and knowledge reuse. It underpins a broader shift from manual searches to conversational, AI-powered discovery.
2. **Data Analytics and Forecasting:** AI copilots like BCG's "GENE" accelerate hypothesis testing and forecasting by ingesting research and interviews with expanded context. These tools cut down initial drafting effort, enabling consultants to explore scenarios quickly while still applying critical judgment.
3. **Automation of Deliverables:** AI systems now standardize document and slide drafting. Deloitte's "Sidekick" and PwC's "agent OS" automate content creation and route outputs through governed workflows, turning AI from a personal assistant into a scalable, auditable production engine.

### ❖ AI in Client Engagement

1. **Personalized Strategies:** With client-permissioned data, consultants tailor recommendations using agentic systems that read structured ERP and unstructured data. Deloitte's Zora AI™ sources, extracts and interprets multimodal data, runs analytical models and provides scenario comparisons, enabling teams to present trade-offs specific to the client, not just industry averages.
2. **Rapid Prototyping and Simulation:** AI shortens the distance between hypothesis and tested prototype. Teams can deploy sandboxed agents into financial or operational models to simulate price changes, demand shocks or policy shifts and preview P&L effects. KPMG's Google Cloud Agentspace integration builds scalable agent platforms for live enterprise systems with access controls and rollback.
3. **Continuous Support:** After projects, AI agents maintain knowledge continuity tracking KPIs, triaging issues and flagging deviations. PwC's agent OS coordinates narrow agents into an end-to-end loop under firm governance, shifting support from ad-hoc follow-ups to persistent, auditable services.

### ❖ AI-Driven Consulting Services

1. **AI Strategy and Adoption:** Advisory now includes designing operating models for agentic AI, data governance, risk controls and business-case roadmaps. EY's EY.ai Agentic Platform, built with NVIDIA, targets tax, risk and finance domains where agents execute multi-step tasks under controls, turning AI advisory into repeatable, auditable offerings.
2. **Risk and Ethics Advisory:** As clients scale AI, consultants operationalize fairness, bias testing, privacy and human-in-the-loop designs. Deloitte and PwC offer governance-led approaches where orchestration layers provide oversight, segregation of duties and compliance logging making recommendations fast and defensible.
3. **AI Transformation Projects:** Execution now spans process redesign, agent orchestration and change management. KPMG's Agentspace and PwC's agent OS deployments show deliverables are no longer just slide decks but running agentic workflows, blurring "advice" with operated outcomes and anchoring fees to measurable improvements.

### ❖ Evolving Consultant Skillsets

1. **AI Fluency:** Proficiency includes using firm copilots responsibly querying knowledge bases, checking attributions and recognizing incomplete answers. Consultants must compose effective prompts, interpret uncertainty and escalate to experts, emphasizing that AI accelerates work but does not replace critical reasoning.
2. **Data Storytelling:** With AI producing "first pass" outputs quickly, teams validate sources, reconcile contradictions and craft narratives linking model outputs to economic logic and client constraints. Tools like GENE aggregate prior IP, but the differentiator is turning it into a coherent story with defensible assumptions.
3. **Governance Awareness:** Consultants need fluency in privacy, model risk and audit trails to set realistic guardrails. Platforms like EY.ai and agent OS offer embedded oversight; consultants must understand the limits to ensure sponsor teams accept the operational risk alongside the business case.

### ❖ Risks and Challenges

1. **Over-reliance on Machines:** AI can draft convincing but wrong answers. Firms stress that human judgment, expert challenge and evidence trails are non-negotiable. Public reporting on McKinsey's internal transition underscores why: as more tasks are automated, the value shifts to framing problems correctly, auditing logic and steering implementation areas where unchecked automation can create hidden risks.
2. **Confidentiality and Security:** Client data routed through AI systems must remain within contractual and regulatory boundaries. That is why major firms push private, governed platforms (Lilli, Sidekick, EY.ai, agent OS) rather than open consumer tools and why orchestration layers with access controls, logging and approval workflows are becoming standard in enterprise deployments.
3. **Bias and Fairness:** Models trained on historical data may replicate systemic biases. Consulting offerings therefore include bias testing, monitoring and remediation plans as

part of delivery. The agentic platforms launched by EY and PwC explicitly position oversight as a feature, signaling that explainability and auditability are central to scaling AI in sensitive processes like risk and finance.

### ❖ Future Outlook

1. **Broader Adoption Across Firms:** Public disclosures indicate rapid industrialization: PwC's agent OS coordinates fleets of agents across enterprises; KPMG is a key deployment partner for Google's Agentspace; EY is productizing agentic AI into domain solutions on EY.ai. This suggests that the center of gravity is moving from isolated pilots to governed, multi-agent systems embedded in day-to-day work.
2. **Enhanced Productivity:** Reported outcomes from professional-services firms show meaningful time savings when AI is deployed with workflow change. Coverage of Grant Thornton and EY adoption of Microsoft Copilot cites up to 7.5 hours per week reclaimed for employees and material reductions in administrative burden evidence that the efficiency story is not hypothetical when the operating model is adjusted.
3. **Human + AI Partnership:** Recent reporting on McKinsey highlights how AI is reshaping staffing models (fewer people per project; more expert heavy), while pushing firms toward outcome-based engagements and implementation partnerships. The durable advantage will accrue to teams that combine agentic speed with domain depth, change leadership and ethical governance the levers machines do not replace.

## CAREER PATH

Consulting is a diverse field with numerous domains, each offering unique career paths. Here's a breakdown of some common consulting domains and the career progression they often entail:

### ❖ Strategy Consulting

Role: Advising clients on high-level strategic decisions, such as market entry, mergers and acquisitions, and organizational restructuring.

#### Career Path:

Entry-level: Analyst or Associate, conducting research and analysis.

Mid-level: Senior Consultant or Manager, leading project teams and developing recommendations.

Senior-level: Principal or Partner, managing client relationships and overseeing large-scale projects.

### ✚ Operations Consulting

Role: Improving clients' business processes, efficiency, and cost-effectiveness.

#### Career Path:

Entry-level: Analyst or Associate, focusing on data analysis and process mapping.

Mid-level: Senior Consultant or Manager, leading process improvement projects and developing implementation plans.

Senior-level: Principal or Partner, overseeing large-scale operational transformations and building client relationships.

### ✚ Technology Consulting

Role: Providing advice on technology strategy, implementation, and management.

#### Career Path:

Entry-level: Analyst or Associate, specializing in specific technologies or platforms.

Mid-level: Senior Consultant or Manager, leading technology implementation projects and advising on technology strategy.

Senior-level: Principal or Partner, overseeing large-scale technology transformations and building relationships with technology vendors.

### ✚ Financial Consulting

Role: Advising clients on financial matters, such as mergers and acquisitions, valuations, and risk management.

#### Career Path:

Entry-level: Analyst or Associate, conducting financial analysis and modelling.

Mid-level: Senior Consultant or Manager, leading financial advisory projects and developing valuation models.

Senior-level: Principal or Partner, overseeing complex financial transactions and building relationships with financial institutions.

### ✦ Human Resources Consulting

Role: Advising clients on human resources strategies, policies, and practices.

#### **Career Path:**

Entry-level: Analyst or Associate, conducting HR research and analysis.

Mid-level: Senior Consultant or Manager, leading HR projects, such as talent acquisition and organizational development.

Senior-level: Principal or Partner, overseeing large-scale HR transformations and building relationships with HR executives.



## THE SIGNIFICANCE OF CASEBOOKS

Casebooks are essential tools in the consulting industry, providing a structured approach to problem-solving and decision-making. They serve as a repository of real-world business challenges, case studies, and analytical frameworks that consultants can use to:

### 1. Develop Problem-Solving Skills:

- ❖ **Structured Thinking:** Casebooks encourage consultants to break down complex problems into smaller, manageable components.
- ❖ **Analytical Frameworks:** They introduce various analytical tools and frameworks (e.g., SWOT analysis, Porter's Five Forces) to help consultants analyze different aspects of a business situation.
- ❖ **Decision-Making:** Casebooks provide opportunities to practice making informed decisions under pressure.

### 2. Gain Industry Knowledge:

- ❖ **Real-World Scenarios:** Casebooks often feature real-world business cases, exposing consultants to a wide range of industries and challenges.
- ❖ **Best Practices:** They showcase successful strategies and best practices that can be applied to other situations.

### 3. Improve Communication and Presentation Skills:

- ❖ **Storytelling:** Casebooks encourage consultants to develop their storytelling abilities, making complex ideas understandable to clients.
- ❖ **Presentation Skills:** They provide opportunities to practice presenting findings and recommendations in a clear and persuasive manner.

### 4. Prepare for Interviews:

- ❖ **Common Case Interview Questions:** Many consulting firms use case interviews as part of their hiring process. Casebooks can help candidates prepare for these interviews by providing practice cases and feedback on their performance.

### 5. Foster Collaboration and Teamwork:

- ❖ **Group Work:** Casebooks can be used for group exercises, promoting collaboration and teamwork among consultants.
- ❖ **Diverse Perspectives:** Working on cases together can expose consultants to different perspectives and approaches to problem-solving.

[The Consulting Case Book of Indian Institute of Visakhapatnam](#)

## CERTIFICATIONS

Obtaining certifications as a consultant can propel your career forward and enhance your reputation among clients and employers. Certifications serve as valuable validations to highlight an individual's knowledge, qualifications, and skills.

- † **Project Management Professional (PMP):** The PMP Certificate is offered by the Project Management Institute (PMI) and is widely recognized and respected in project management consulting. It focuses on project planning, execution, monitoring, and closure.
- † **Certified Management Consultant (CMC):** This certification, offered by the International Council of Management Consulting Institutes (ICMCI), is a globally recognized credential for management consultants. It demonstrates your competence, professionalism, and ethical conduct in consulting.
- † **Certified Information Systems Security Professional (CISSP):** For those interested in IT consulting, particularly in cybersecurity, the CISSP certification, offered by (ISC)<sup>2</sup>, is highly regarded. It demonstrates your expertise in information security.
- † **Certified Public Accountant (CPA) or Chartered Accountant (CA):** If you're looking to enter the field of financial consulting or advisory services, obtaining a CPA or CA certification could be beneficial. These certifications demonstrate expertise in accounting and financial management.
- † **Certified Business Analysis Professional (CBAP):** This certification, provided by the International Institute of Business Analysis (IIBA), is valuable for consultants who specialize in business analysis and requirements gathering.
- † **Certified Management Accountant (CMA):** If you're interested in management consulting with a focus on financial management and strategic planning, the CMA certification from the Institute of Management Accountants (IMA) could be beneficial. This program takes an average of 12 to 18 months to complete.
- † **Six Sigma Certifications:** For process improvement and quality management consulting, Six Sigma certifications (e.g., Green Belt, Black Belt) are highly regarded. They showcase your ability to identify and solve process-related issues.
- † **Certified Professional in Healthcare Quality (CPHQ):** In the healthcare consulting sector, the CPHQ certification, offered by the Healthcare Quality Certification Board, demonstrates expertise in healthcare quality management and improvement.
- † **Talent Optimization Consultant certification:** Earning this endorsement can help individuals understand more about talent strategy and organizational change. This can help you provide useful advice to clients and stakeholders regarding decisions about employees and staff members within their organizations. This program is self-paced and consists of five learning modules.
- † **Certified Manager (CM) certification:** The certification program for CM assists consultants in demonstrating their capability to effectively oversee and guide teams to both

clients and organizations. This program includes a comprehensive 90-hour exam preparation course designed to help individuals identify their leadership approaches and management strategies.

## COMPANIES VISITING IIM VISAKHAPATNAM

