

# CONSULTANCY PROJECT PROPOSAL

*by Ruth Oluwasemilore Adewuyi*

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Please use the table below as your cover sheet for the 1<sup>st</sup> page of the submission. The sheet should be before the cover/title page of your submission.

Programme	MSC MANAGEMENT
Module name	CONSULTANCY PROJECT PROPOSAL
Student Reference Number (SRN)	BP0320657
Report/Assignment Title	The formative is a 1000-word assignment introducing the selected organisation facing a current business/management issue and outlining the research methodology designed to investigate the business issue
Date of Submission <i>(Please attach the confirmation of any extension received)</i>	13 <sup>TH</sup> OCTOBER 2025

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- I understand that I may be required to participate in a *viva voce*, where I will be questioned on any aspect of my assignment, including key concepts, theories, examples used, & any sources included.
- The word count, excluding contents table, bibliography and appendices, is 1000 words.

<b>Student Reference Number:</b> BP0320657	<b>Date:</b> 13 <sup>TH</sup> OCTOBER 2025
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 MSc Management

Consultancy Project Proposal

Coursework Assessment Brief

Submission mode: **Turnitin online access**

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## 1.0 Organisational Context and Critical Challenges

Deloitte, a global leader in professional services, operates in Nigeria under Akintola Williams 3

Deloitte, a member firm of Deloitte Touche Tohmatsu Limited. As one of the widely reputed 'Big Four' accounting and consulting firms in Nigeria, Deloitte Nigeria is able to offer audit, assurance, tax, consulting, risk advisory, and financial advisory services to a myriad of clientele spanning the great sectors of the Nigerian economy (Deloitte, 2024). The company is highly relevant in maintaining the sustainability of the world's fastest-changing economic environment marked by the disruptive society of technology, an expanding youthful population, and strong demands for sustainable development. However, operating within this dynamic yet complex environment is fraught with challenges. This study explores three challenges facing Deloitte Nigeria which are interconnected.

### 1.1 Reputational/Audit Quality Risk

Professional services firms suffer reputational damage, regulatory implications, and denting trust among its stakeholder because of failure to detect fraud and misstatement, which arguably is the highest risk for this sector. A recent example is the Tingo Group, a Nigerian-listed entity, with respect to which Deloitte conducted an audit. In 2022, Deloitte issued an unqualified audit report asserting that Tingo had bank balances of over US\$470 million; however, subsequent investigations by regulators revealed that the company held merely US\$50 in actual balances and most of the transactions that were reported were fictitious (NDTV, 2024). The publicity surrounding the case raises doubts as to the audit procedures and risk management processes employed by Deloitte (Forbes Africa, 2024).

### **1.2 The Intensifying War for Talent**

"The rise in the increasing emigration of talented Nigerians seeking better opportunities abroad under the Japa wave has brought about fierce competition for skilled professionals, especially for firms like Deloitte." This exodus has a direct toll on professional service firms that rely on a steady pipeline of high-calibre talent to add value to their clients. Hence, there was an increased budget for recruiting new staff and filling cogent roles such as cybersecurity, data analytics and others like this, thus bridging the gap for Deloitte (PwC, 2023). The enticing factor was no more money but a proper working culture where employee's value is beyond money but covering other rewards thus enticing the new generation of workers called GEN-Z (Deloitte, 2023a).

This is connected with Sustainable Development Goal 8, aimed at Decent Work and Economic Growth. If Nigeria miss the mark to retain its top talents, the brain drain that will ensue will in turn weaken sustainable economic growth and innovation in Nigeria and by extension organisations such as Deloitte Nigeria. It is always a recurring feature in the news how this beginning from Nigerian businesses is taking its toll, with a recent study showing that over 60% of Nigerian companies have experienced the exodus of essential staff in the last two years (KPMG, 2023).

### **1.3 The Imperative for Authentic ESG Integration**

The challenge that is often associated is the transition from a mere showmanship of ESG reporting to an impactful embedding of sustainability around the business strategy and ultimately client-facing services. This stakeholder group-opinions thereby range from investors to regulators, to clients-is globally thereby needing an upward transparency to ESG

performance and accountability (IFRS Foundation 2023). In Nigeria, although there is an upsurge of awareness, many corporations are still at a level where strong ESG implementation is relatively new to them. Deloitte Nigeria has an exceptional opportunity to truly lead this transition and help clients make such changes; yet at the same time, it must immediately start confronting its own internal challenge of walking it. The firm has to prove that it is committed to sustainability by measuring and reducing its own carbon footprint (SDG 13 Climate Action) and promoting diversity and inclusion (SDG 5 Gender Equality and SDG 10 Reduced Inequalities), and all of this must start from within the workings of its own operations (Deloitte 2023b).

## **2.0 Identifying Research Design and Methodology**

### **Research Aim and Objectives**

The primary or major aim of this assessment therefore probe into the strategic responses of Deloitte Nigeria to the challenges of high talent attrition as it originates from emigration and the genuine incorporation of ESG principles into corporated strategy.

#### **2.1 Objectives:**

1. To critically investigate impact of talent attrition on operational capabilities and also competitive positioning of Deloitte Nigeria.
2. To look into effectiveness of Deloitte Nigeria's current talent management and retention strategies regarding loss of Skill labour due to emigration.
3. To assess how true the integration of ESG is in Deloitte Nigeria's internal operations and the advisory services it offers.

**2.2 Research Questions:**

1. What are some of the most effective strategies that a professional services firm like Deloitte Nigeria could deploy to retain critical talent in the face of the ""Japa" wave?"
2. How can Deloitte Nigeria embed ESG principles to their central business model in a way it will drives both corporate value and sustainable development outcomes in the Nigeria?

A qualitative, single-case study methodology will therefore be used to assess Deloitte Nigeria as it will give a well detailed examination of the strategic issues that is been faced by Deloitte Nigeria (Yin, 2023). It will be based on secondary sources covering seminal works and literatures that will shed light on the study. This therefore give a more practical hold of how and why problems like ESG integration and talent retention begin in the business's operational environment. This will only make use secondary data sources like, government publications, industry analyses, journals, and company reports. It will therefore provide a detailed explanations of Deloitte Nigeria's sustainability programs, policy frameworks, and strategic management techniques. This methodology detailed all the knowledge Deloitte Nigeria organisational is facing such as effectiveness, ESG policies, and talent management strategies via careful document analysis (Bryman, 2024). This method gives room for triangulation of publicly of already available data to comprehend both the formal strategic intentions and the underlying challenges in implementation. Going through the established literature and corporate disclosures, the study will provide a well detailed and credible understanding of Deloitte Nigeria's strategic responses (Creswell & Poth,] 2022)

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# CONSULTANCY PROJECT PROPOSAL

## ORIGINALITY REPORT



## PRIMARY SOURCES

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1	Submitted to BPP College of Professional Studies Limited Student Paper	20%
2	Submitted to Florida National University Student Paper	1 %
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Exclude quotes      Off

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# CONSULTANCY PROJECT PROPOSAL

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## GRADEMARK REPORT

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FINAL GRADE

/100

GENERAL COMMENTS

**Grade:** Pass

### Strengths

The chosen organisation, Delloite, is appropriate and meets the assignment requirements.

Both tasks are completed, showing good understanding of the brief.

Key issues like talent retention are clearly identified and discussed.

The report is well-structured and logically organised.

### Areas for Improvement

Provide stronger justification for the chosen issues using current data, industry trends, and academic sources.

Align research aims, objectives, and questions more closely with the identified issues.

Add specific company details such as net worth, market share, and global presence.

Review referencing and formatting for accuracy and consistency.

**Overall:** Well done — best wishes for continued improvement!

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RUBRIC: NEW UPDATED FORMATIVE RUBRIC

ANSWER TASK	Satisfactory Progress
NEEDS IMPROVEMENT	Your submission is limited and does not fully align with the task outlined in the assessment brief. Carefully re-read the guidelines and ensure your response directly addresses all key points. Consider structuring your work according to the brief to improve clarity. Try to attend a drop-in session with your Module Leader to discuss how you can improve.
SATISFACTORY PROGRESS	You address the task in a satisfactory way but may need to refine certain areas to ensure full alignment with the assessment brief. Consider reviewing the task's guidelines again to strengthen your focus.
GOOD	Outstanding alignment with the assessment task. Your work demonstrates a clear understanding of the requirements and fully addresses all key points with strong justification. Well done!
MEET LO	Satisfactory Progress
NEEDS IMPROVEMENT	Your submission is limited in demonstrating understanding of the key learning outcomes. Aim to engage more critically with theories, concepts, and models relevant to the topic. Support your discussion with appropriate sources. Try to attend a drop-in session with your Module Leader to discuss how you can improve this element.
SATISFACTORY PROGRESS	You demonstrate a satisfactory understanding of the learning outcomes but could further strengthen your discussion by including more analysis and critical reflection on key concepts. For further guidance, attend a drop-in session with your Module Leader to discuss how you can improve this element.
GOOD	Outstanding demonstration of knowledge. You have effectively applied key concepts and theories, providing strong supporting evidence and critical insights. Great work!
CRITICALITY	Satisfactory Progress
NEEDS IMPROVEMENT	The critical analysis component of your submission is limited. Your writing is often overly descriptive and lacks analytical depth. It primarily presents information rather than critically engaging with it. Instead of simply summarizing theories or concepts, try to evaluate their strengths and limitations. For example, rather than stating: "This theory explains how businesses can improve performance," you could critically assess its applicability by writing: "While this theory provides a structured approach to business performance, it has been criticized for its assumption that all markets operate under stable conditions, which may not reflect real-world complexities (Author, Year)." If you need additional support, you can book an appointment with an Academic Support Tutor on the Hub, using the menu on the left-hand side.
SATISFACTORY PROGRESS	You demonstrate satisfactory analytical thinking but could deepen your evaluation by critically comparing different viewpoints, considering their implications, and questioning their relevance in different contexts. Try incorporating phrases such as: "One limitation of this approach is..." "A contrasting perspective is provided by..." or "This theory assumes X, but in practice, Y may be more applicable due to...." Strengthen your arguments by supporting them with academic sources and real-world examples where appropriate. If you need additional support, you can book an appointment with an Academic Support Tutor on the Hub, using the menu on the left-hand side.

**GOOD** Outstanding critical engagement. Your work effectively analyses different perspectives, applies theory to real-world contexts, and demonstrates independent thinking. You use evaluative language such as: "While X argues that... Y presents a more compelling view because..." "This concept is widely accepted; however, recent studies challenge this assumption by suggesting..." and "A significant implication of this theory is...." Your arguments are well-supported by evidence, demonstrating strong analytical depth and originality. Keep up the great work!

## REFERENCING

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**NEEDS IMPROVEMENT** Your referencing does not follow the correct Harvard style format. Ensure all in-text citations and references are formatted correctly. For guidance, refer to the university's referencing guide or seek support from an Academic Support Tutor (AST). You can book an appointment with an AST or English support via the Hub, using the menu on left-hand side.

**SATISFACTORY PROGRESS** Your referencing is mostly correct, but there are minor inconsistencies. Double-check formatting, particularly in-text citations, and ensure all references match the reference list. For further guidance, you can book an appointment with an Academic Support Tutor on the Hub, using the menu on the left-hand side.

**GOOD** Well-referenced work with accurate Harvard-style citations. Your references are correctly formatted and well-integrated into your discussion. Great attention to detail!

**READING** Satisfactory Progress

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**NEEDS IMPROVEMENT** Limited or no sources cited. To strengthen your work, use a variety of credible academic sources, including journal articles, books, and industry reports. Make sure every claim is backed by evidence.

**SATISFACTORY PROGRESS** Satisfactory use of sources, but you could diversify your references further. Try incorporating more peer-reviewed journal articles or case studies to enhance the depth of your discussion.

**GOOD** Outstanding use of a wide range of high-quality academic and industry sources. Your references are well-chosen, relevant, and support your arguments effectively. Well done!

**PRESENTATION** Needs Improvement

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**NEEDS IMPROVEMENT** Your submission lacks clear structure and may be difficult to understand. Use headings, subheadings, and logical sequencing to improve readability. Proofread carefully to correct any spelling or grammar errors.

**SATISFACTORY PROGRESS** Your work is satisfactorily structured, but there is room for improvement. Ensure consistency in formatting and refine transitions between sections for better flow between sections.

**GOOD** Well-structured, professional presentation with clear headings and logical flow. Your work is easy to follow and free of errors. Excellent effort!