

Assignment Brief

MBA

Academic Year 2025-202

Module	Leadership & Change Management - BM165
Assignment medium	Individual Case Study Report
Word limit:	2000 words +/-10%
Number of references:	Minimum 20
Referencing:	HARVARD
Weighting:	40%
Submission Date:	21 st of November (4:59 PM IST)

Instructions:

1. Note that this assignment brief consists of 4 pages including the cover page. Candidates are NOT supposed to attach this document along with the assignment answer uploaded on the LMS.
1. When a candidate submits the assignment answer, it implies the candidate's agreement with the 'Statement of Originality and Student Declaration' on page 2. (Therefore, it does not need to be attached in the submission)
2. Files must be renamed using the following format, StudentID(QMU ID) StudentName
ModuleName E.g., 24000000 Test Student Test Module
3. Assignment answers must be submitted in **.doc/.docx (Word Document)**.
4. The deadline for the submission of your assignment will be 04:59 PM on the due date stated above.
5. You are recommended to submit your assignment answer well ahead of the deadline to avoid last-moment issues due to technical glitches (power outages, data issues etc). Note that email submissions and/or answers submitted under the incorrect module will **NOT** be accepted.

Assessment Background

You are required to investigate an organization in the financial sector that has undergone (or is currently undergoing) a period of strategic change or transformation, such as digitalization, scaling, restructuring, or leadership transition.

In line with the module learning outcomes, your analysis should critically debate current and emerging social concerns (such as sustainability, equality, ethics, or digital responsibility) that influence leadership and change within the chosen organization.

Assessment Task

Produce a 2,000-word individual report analysing the leadership and change management dynamics within your selected organisation.

The report must also critically debate current and emerging social concerns relevant to leadership and organisational change in contemporary contexts.

1. Set the Context

- Introduce the organisation, its industry, and the key leadership or change challenge faced.
- Explain why this case is relevant for studying leadership and change in contemporary business contexts.

2. Apply Leadership and Change Theories

- Critically evaluate leadership approaches (e.g., transformational, adaptive, authentic, or digital leadership).
- Apply suitable change management frameworks (e.g., Lewin, Kotter, ADKAR, McKinsey 7S) to explain how change was managed.

3. Analyse Organisational and External Factors

- Assess the influence of organisational culture, stakeholder expectations, and ethical, legal, or regulatory factors.
- Discuss barriers and enablers that influenced the success of the change initiative.

4. Use Evidence and Data

- Support your discussion with empirical evidence from credible sources (e.g., company reports, industry analyses, or interviews).

- Demonstrate critical thinking and analytical depth rather than mere description.

5. Develop Recommendations

- Provide actionable and theoretically informed recommendations to improve leadership effectiveness and change implementation.
- Suggest how innovation and emerging technologies could strengthen future change efforts.

6. Conclude and Reflect

- Your reflection should also demonstrate awareness of current and emerging social concerns (e.g., diversity, sustainability, digital ethics) and their implications for responsible leadership and future change initiatives.

MARKING CRITERIA

Criterion		Weight
Case Selection & Problem Definition	Clear, relevant, and well-justified organisational case and leadership/change issue.	10
Application of Theory	Critical application of relevant leadership and change management frameworks; integration of multiple perspectives.	20
Critical Analysis	Depth of analysis, coherence of argument, and ability to evaluate organizational, contextual, and current social or ethical influences shaping leadership and change.	20
Evidence & Data	Effective use of empirical data and credible sources to support arguments.	10
Recommendations	Practical, innovative, and theoretically grounded proposals for leadership and change improvement.	15
Academic Writing & Structure	Logical organisation, clarity, grammar, and Harvard referencing accuracy.	10
Reflective Insight	Evidence of critical reflection and awareness of leadership lessons applicable to future contexts.	15

Grade A* 80% and above Outstanding performance, exceptionally able – pass	• Articulates an outstanding critical understanding and interpretation of the relevant information, principal theories, concepts and principles presented by the assessment • Articulates an outstanding critical understanding that integrates most, if not all, of the main areas of the specialist discipline • Demonstrates outstanding, extensive, detailed and critical knowledge, informed by current discipline developments • Displays an outstanding ability to critically appraise scholarship and evidence, and synthesise concepts, knowledge and theory • Applies a range of specialist and/or professional skills, techniques or practices aligned with the discipline • Demonstrates an outstanding ability to communicate knowledge (written, verbal, practical, visual) • Demonstrates an outstanding critical awareness of the scope and application of disciplinary and interdisciplinary scholarship • Shows an outstanding reflexive awareness of value judgements and assumptions embodied in the subject • Demonstrates outstanding originality, creativity or innovation in the
	application of knowledge and / or practice • Displays outstanding potential to undertake research or be a leading practitioner within a specialist area
Grade A 70- 79.9% Very good performance – pass	• Articulates a very good critical understanding and interpretation of the relevant information, principal theories, concepts and principles presented by the assessment • Articulates a very good critical understanding that integrates most of the main areas of the specialist discipline • Demonstrates very good, extensive, detailed and critical knowledge, informed by current discipline developments • Displays a very good ability to critically appraise scholarship and evidence, and synthesise concepts, knowledge and theory • Applies a range of specialist and/or professional skills, techniques or practices aligned with the discipline • Demonstrates a very good ability to communicate knowledge (written, verbal, practical, visual)

	• Demonstrates a very good critical awareness of the scope and application of disciplinary and interdisciplinary scholarship • Shows a very good reflexive awareness of value judgements and assumptions embodied in the subject • Demonstrates very good originality, creativity or innovation in the application of knowledge and / or practice • Displays very good potential to undertake research or be a leading practitioner within a specialist area
Grade B 60-69.9% Good performance – pass	• Articulates a good critical understanding and interpretation of the relevant information, principal theories, concepts and principles presented by the assessment • Articulates a good critical understanding that integrates some of the main areas of the specialist discipline • Demonstrates good breadth, detailed and critical knowledge, informed by current discipline developments • Displays good ability to critically appraise scholarship and evidence, and synthesise concepts, knowledge and theory • Applies a range of specialist and/or professional skills, techniques or practices aligned
	with the discipline • Demonstrates a good ability to communicate knowledge (written, verbal, practical, visual) • Demonstrates a good critical awareness of the scope and application of disciplinary and interdisciplinary scholarship • Shows a good reflexive awareness of value judgements and assumptions embodied in the subject • Demonstrates good originality, creativity or innovation in the application of knowledge and / or practice • Displays good potential to undertake research or be a leading practitioner within a specialist area

Grade C 50-59.9% Fair performance – pass	• Articulates a fair critical understanding and interpretation of the relevant information, principal theories, concepts and principles presented by the assessment • Articulates a fair, critical understanding that integrates a few of the main areas of the specialist discipline • Demonstrates a fair breadth, detailed and critical knowledge, informed by current discipline developments • Displays a fair ability to critically appraise scholarship and evidence, and synthesise concepts, knowledge and theory • Applies a range of specialist and/or professional skills, techniques or practices aligned with the discipline • Demonstrates a fair ability to communicate knowledge (written, verbal, practical, visual) • Demonstrates a fair critical awareness of the scope and application of disciplinary and interdisciplinary scholarship • Shows a fair reflexive awareness of value judgements and assumptions embodied in the subject • Demonstrates fair originality, creativity or innovation in the application of knowledge and / or practice • Displays fair potential to undertake research or be a leading practitioner within a specialist area • Submission/assessment meets the standards of SCQF Level 11
Grade D 40-49.9% Unsatisfactory performance – fail	• Partial knowledge, understanding and interpretation of the relevant information, principal theories, concepts and current discipline developments • Partial understanding of the breadth and depth of the discipline

	• Limited ability to critically appraise scholarship and evidence, and synthesise concepts, knowledge and theory • Insufficient application of specialist and/or professional skills, techniques or practices aligned with the discipline • Demonstrates insufficient ability to communicate knowledge (written, verbal, practical, visual) • Demonstrates a limited critical awareness of the scope and application of disciplinary and interdisciplinary scholarship • Shows insufficient reflexive awareness of value judgements and assumptions embodied in the subject • Partial demonstration of originality, creativity or innovation in the application of knowledge and / or practice • Displays limited potential to undertake research or be a leading practitioner within a specialist area • Submission/assessment does not meet the standards of SCQF Level 11
Grade E 0-39.9% Unsatisfactory performance - fail	• Little or no understanding and interpretation of the relevant information, principal theories, concepts and current discipline developments • Little or no understanding of the breadth and depth of the discipline • Inaccurate appraisal of scholarship and evidence, and synthesise concepts, knowledge and theory • Ineffective application of specialist and/or professional skills, techniques or practices aligned with the discipline • Ineffective communication of knowledge (written, verbal, practical, visual) • Demonstrates little or no critical awareness of the scope and application of disciplinary and interdisciplinary scholarship • Consistent lack of reflexive awareness of value judgements and assumptions embodied in the subject • Little or no demonstration of originality, creativity or innovation in the application of knowledge and / or practice • Displays little or no potential to undertake research or be a leading practitioner within a specialist area • Submission/assessment does not meet the standards of SCQF Level 11