

# L4C5



THE INSTITUTION OF FIRE ENGINEERS

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**IFE Level 4 Certificate in Fire Science and Fire Safety (HL)**

## **Unit 5: Leadership and Management in Fire and Rescue (M/505/5935)**

**Friday 11 March 2016**

**10.30 – 13.30**

### **Instructions to Candidates**

1. The time allowed for this examination is **THREE** hours.
2. Candidates should answer **SIX** questions from the total of **EIGHT** questions set for this examination.
3. All questions carry equal marks and may be answered in any order. Candidates should follow the instructions provided in the question when composing their responses.
4. Candidates should record all of their answers in the answer book provided.
5. The question paper must be handed in with the answer book.

**Question 1**

a) Explain how effective budget planning contributes to the delivery of an organisation's strategic plan. (15 marks)

b) Describe the problems which can affect the effective implementation of budgets. (5 marks)

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**Question 2**

Explain the benefits that a well-planned and clearly structured disciplinary procedure can have for managers. (20 marks)

**Question 3**

Explain the factors a manager needs to consider when implementing organisational change. (20 marks)

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**Question 4**

a) Explain why organisations use job evaluation as an integral part of their human resource management. (8 marks)

b) Describe four of the factors that are taken into account in a points rating scheme. (4 marks)

c) Explain the difficulties that may be encountered in implementing a job evaluation scheme. (8 marks)

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**Question 5**

You have recently been appointed as the supervisor of a team of frontline staff. Describe the leadership skills that you will use and the actions you will take to maintain the motivation and effectiveness of the team. (20 marks)

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**Question 6**

Describe, using examples, the factors which influence the development of an organisation's strategic plan. (20 marks)

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**Question 7**

Explain how an organisation can ensure that the selection of a new employee is based on an objective assessment of skills, knowledge and behaviours.

(20 marks)

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**Question 8**

Explain how managers should use formal performance appraisal to help achieve organisational objectives.

(20 Marks)

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