

# L4C5



THE INSTITUTION OF FIRE ENGINEERS  
Founded 1918 • Incorporated 1924

**IFE Level 4 Certificate in Fire Science and Fire Safety**

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

**Friday 9 March 2018**

**10:30 – 13:30**

### **Instructions to Candidates**

1. The time allowed for this examination is **THREE** hours.
2. Candidates must 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

Organisational success depends upon an awareness of the common causes of organisational failure. Identify common causes of failure and explain why these factors affect organisational effectiveness.

(20 marks)

---

### Question 2

“A manager needs to be flexible in his/her choice of leadership style in order to be effective”. Explain this statement using examples of different leadership styles to support your points.

(20 marks)

---

### Question 3

Describe the role of human resource policies and procedures in the achievement of strategic objectives and promotion of good employee relationships.

(20 marks)

---

### Question 4

a) Explain why effective budgetary planning and control is essential for the achievement of strategic objectives.

(14 marks)

b) Describe the challenges that an organisation faces in implementing effective budgetary controls.

(6 marks)

---

### Question 5

Explain why taking into account task, team and individual needs can help achieve organisational objectives.

(20 marks)

---

**Question 6**

Explain why the identification of training, learning and development needs at different levels are important aspects of effective organisations.

(20 marks)

---

**Question 7**

Explain why effective managers need to recognise the importance of downwards, upwards and lateral communication.

(20 marks)

---

**Question 8**

a) Explain why the success of many fire and rescue service initiatives often depends upon the development of partnerships with various public and private sector organisations.

(13 marks)

b) Explain how senior managers can contribute to the development of successful partnerships with external organisations.

(7 marks)

---