

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 13 March 2020

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

- a) Describe the role played by Departmental Plans in the achievement of organisational objectives. (10 marks)
 - b) Explain how a problem that an organisation is facing can be resolved through a systematic approach. (10 marks)
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Question 2

Explain the relevance to managers of the theoretical knowledge provided by Mayo (in the *Hawthorne Studies*), Maslow, Herzberg and McGregor. (20 marks)

Question 3

- a) Explain the benefits of introducing a grievance procedure to an organisation that does not have such a procedure in place. (10 marks)
 - b) Explain how the procedure could be operated to ensure fairness. (10 marks)
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Question 4

Explain why possession of the following hard skills is important for managers:

- a) planning skills (8 marks)
 - b) controlling skills (6 marks)
 - c) organising skills (6 marks)
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Question 5

Describe how managers can overcome barriers to communication that organisations may face when trying to achieve their objectives.

(20 marks)

Question 6

a) Describe the benefits which the delegating of tasks to a subordinate by a manager can bring to an organisation.

(7 marks)

b) Describe the situations where it may not be beneficial for a manager to delegate tasks to subordinates.

(4 marks)

c) Explain how a manager can ensure that an individual employee benefits from carrying out delegated tasks.

(9 marks)

Question 7

a) Describe the role that the systematic training cycle can play in enabling managers to meet organisational objectives.

(14 marks)

b) Explain why health and safety training may have to be a priority when money is limited.

(6 marks)

Question 8

a) Describe the benefits which can arise when colleagues are regarded as customers or suppliers.

(3 marks)

b) Explain why it is important to develop positive relationships with managerial colleagues at a similar level to your own in your organisation.

(3 marks)

c) Within your organisation, another team's performance is undermining the effectiveness of your own team. Explain how you would ensure constructive discussions with the manager of the other team in order to rectify this situation.

(14 marks)
