# IFE Level 4 Certificate in Leadership and Management

## Examiner Report – March 2026

## Introduction

Of the 27 candidates that sat this examination, 12 (44%) achieved a pass. The best answered question was 8 with an average mark of 9.7 and the least well answered question was 7 with an average mark of 4.6.

**Question 1**

a) *Explain why managers need to be aware of tensions developing within their teams. (10 marks)*

b) *Describe the actions managers could take to resolve tensions within their team. (10 marks)*

**Examiner Feedback**
This question was attempted by all candidates and focused on tensions within teams. It was generally answered to a fair standard, with most candidates demonstrating an appropriate level of understanding. However, there was some overlap between the two parts of the question, which occasionally led to less clearly structured responses.

**Question 2**

*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)*

**Examiner Feedback**
Candidates generally struggled with this question. The most common issue was a tendency to frame responses in external terms rather than focusing on the internal aspects required by the question.

**Question 3**

*A manager should play an important part in the development of their staff.*

a) *Explain how a manager can promote the value of Continuing Professional Development (CPD) to their staff. (6 marks)*

b) *Explain how a manager can assist an individual employee in formulating a personal development plan and by providing development opportunities. (14 marks)*

**Examiner Feedback**
This question was attempted by all candidates in the sample. Weaker responses tended to interpret the question literally rather than conceptually, resulting in overly descriptive

answers that did not fully address the requirements of the syllabus or the expected approach in the model answer. As with Question 1, there was also some overlap between the two parts of the question, which affected the clarity of some responses.

**<u>Question 4</u>**

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)*

**Examiner Feedback**
Many responses were overly focused on external considerations rather than the principles of budgeting, which was the core requirement of the question. As a result, a number of marks were missed.

**<u>Question 5</u>**

*Explain how leaders can help to ensure that major changes are successfully introduced and embedded in an organisation. (20 marks)*

**Examiner Feedback**
The question focused on the practical role of leaders in successfully introducing and embedding major organisational change, rather than on the use of formal change management models or theories. Most candidates missed the opportunity to focus on key leadership actions, particularly identifying and addressing resistance to change, which represented a number of accessible marks.

**<u>Question 6</u>**

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

**Examiner Feedback**
This question required straightforward descriptions of the Hawthorne experiments, Maslow, Herzberg and McGregor. Despite this, it was avoided by a large proportion of candidates. Where it was attempted, performance was generally strong, with one candidate achieving 18 marks through a clear and accurate response.

## Question 7

a) *Outline the factors which influence the development of an organisation's strategic plan. (12 marks)*
b) *Describe the weaknesses which may influence the development of an organisation's strategic plan. (8 marks)*

**Examiner Feedback**
This question produced the weakest responses overall and was the clearest example of candidates missing the intent of the question. A number of candidates focused heavily on external analytical tools such as SWOT and PESTLE, often providing lengthy examples based on these frameworks, despite them not being central to the model answer.
In contrast, the expected approach required a different focus, and this over-emphasis on external factors meant that many candidates failed to address the key points required to access higher marks.

## Question 8

a) *All organisations have risks which are particular to the industry in which they operate. Describe the seven main types of risk and the implications of these risks for an organisation. (14 marks)*

b) *Explain the role of the risk register in mitigating the risks identified. (6 marks)*

**Examiner Feedback**
Candidates scored best on this question, likely due to its familiarity. Most candidates performed well on Part A, demonstrating good recall of key information. However, Part B caused some candidates to focus on describing the Risk Register itself rather than explaining its role, which limited access to higher marks in some cases. Overall, the question was answered to a fairly good standard.