

L4C5



THE INSTITUTION OF FIRE ENGINEERS

Founded 1918 • Incorporated 1924

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

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

Friday 13 March 2015

10:15 – 13:15

Instructions to Candidates

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

1

You have been asked to plan and implement a knowledge management system for your organisation.

a) Explain how you would manage this task to ensure a successful outcome for the project. (16 marks)

b) Identify two problems that could arise during the project and explain how you would address these problems. (4 marks)

2

“A good leader will use different aspects from a range of leadership styles to achieve the objectives of the organisation.” Explain, using examples, why this is a valid statement.

(20 marks)

3

Explain the contribution that Human Resources policies make to shaping corporate culture and positive industrial relations.

(20 marks)

4

Identify sources of information that a manager can use when evaluating the performance of a team member and explain why and how the manager would use them.

(20 marks)

5

a) Explain the concept of continuing professional development and its importance to an individual's career. (10 marks)

b) Explain the purpose and process of personal development planning. (10 marks)

6

- a) Define the term “organisational risk”. (2 marks)
- b) Identify and explain seven types of organisational risk. (14 marks)
- c) Describe the purpose of a risk register. (4 marks)
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7

Describe how team briefings contribute to both team and overall organisational effectiveness.

(20 marks)

8

- a) Describe the benefits of regarding internal colleagues as customers and/or suppliers. (3 marks)
- b) Explain why it is important to develop positive relationships with other internal managers in the organisation. (3 marks)
- c) Describe the factors you would take into account to ensure constructive discussions with an internal managerial colleague whose team’s performance is preventing your team from achieving its goals. (14 marks)
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