

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 15 March 2019

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) Explain, using examples, how organisations can use the output from a Management Information System (MIS) to help achieve objectives. (10 marks)
- b) Describe how organisations can benefit from the development of knowledge management systems. (10 marks)
-

Question 2

Describe the benefits to an organisation of encouraging innovation and creativity from their employees. (20 marks)

Question 3

- a) Explain the importance of strategic human resource planning to an organisation. (5 marks)
- b) Describe the factors that organisations need to take into account as part of their human resource planning process. (15 marks)
-

Question 4

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)

Question 5

- 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)
-

Question 6

Describe the different styles of learning and explain how knowledge of these can help a manager meet the training and development needs of their staff.

(20 marks)

Question 7

a) Explain how risk management can be applied to all aspects of an organisation.

(14 marks)

b) Explain why risk management is beneficial to organisations.

(6 marks)

Question 8

Describe, using examples, the factors which organisations need to take into account when developing an effective organisational structure.

(20 marks)
