

L4C5



THE INSTITUTION OF FIRE ENGINEERS
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IFE Level 4 Certificate in Fire Science and Fire Safety (HL)

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

Friday 17 March 2017

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

You are a middle manager and have been asked to lead a project to plan and implement a new advice service for the public. Identify and explain the factors you would take into account in order to achieve a satisfactory conclusion to the project.

(20 marks)

Question 2

Most managers are responsible for the effectiveness of a group of employees. Explain the contribution which the following can make towards the achievement of the objectives of a team:

a) emotional intelligence

(10 marks)

b) gaining the trust of staff

(10 marks)

Question 3

a) "Valuing and promoting equality and diversity are central to the effectiveness of a modern organisation." Explain the relevance of this statement.

(15 marks)

b) Describe the ways in which an organisation can demonstrate a commitment to the ethos of work life balance.

(5 marks)

Question 4

Organisations need to manage health and safety if they are to control risks and prevent staff and others from being harmed.

a) Describe the key elements that senior managers should include in their health and safety policy and procedures.

(12 marks)

b) Describe the ways in which managers can encourage a positive attitude to health and safety.

(8 marks)

Question 5

- a) Explain the difference between training and development. (5 marks)
 - b) Explain why it is important for employees to take responsibility for their own development. (7 marks)
 - c) Explain how managers can support team members to enable them to achieve their learning objectives. (8 marks)
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Question 6

- 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)
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Question 7

Explain the positive outcomes that can result from effective and efficient communications within an organisation. (20 marks)

Question 8

Explain how the planning and chairing of meetings can contribute to the development of positive working relationships with colleagues from external organisations. (20 marks)
