

**L3D5**



**THE INSTITUTION OF FIRE ENGINEERS**  
Founded 1918 • Incorporated 1924

**IFE Level 3 Diploma in Fire Science and Fire Safety (VRQ)**

**Unit 5: Leadership and Management in  
Fire and Rescue (J/505/6010)**

**Friday 13 March 2015**

**14:15 – 17:15**

**Instructions to Candidates**

1. The time allowed for this examination is **THREE** hours.
2. Candidates are to answer **SIX** questions from the total of **TEN** 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 answers.
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**

a) Describe four work-related factors that can lead to an employee suffering from stress in the workplace. (8 marks)

b) Explain how a manager should approach a situation where a member of their team appears to be suffering from work-related stress. (12 marks)

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**2**

a) Explain the purpose of a job description within the recruitment process and state the information normally found in a job description. (8 marks)

b) Explain the purpose of the person/employee specification within the recruitment process. (4 marks)

c) Explain two of the advantages and two of the disadvantages of interviews as a method of selection. (8 marks)

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**3**

Describe the advantages and the disadvantages of the following methods of training and development:

a) On-the-job (5 marks)

b) Secondment (5 marks)

c) Case studies (5 marks)

d) Electronic learning (5 marks)

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**4**

a) Describe the key considerations for managers in preparing and delivering effective presentations to their team. (16 marks)

b) Describe the benefits of downwards communication within an organisation. (4 marks)

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**5**

Describe the main features of the following leadership styles and give examples of situations when each style would be appropriate.

- a) Autocratic (5 marks)
  - b) Transactional (5 marks)
  - c) Democratic (5 marks)
  - d) Transformational (5 marks)
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**6**

As money is not believed to be a major source of motivation, describe and explain the actions managers can take to retain the interest and commitment of their staff.

(20 marks)

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**7**

- a) Define delegation and describe the factors which would influence a manager's decision to delegate work to a member of their team. (12 marks)
  - b) Explain the major barriers to successful delegation. (8 marks)
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**8**

You have been asked to organise and Chair a meeting.

- a) What organisational arrangements would you ensure are in place before the meeting is held? (5 marks)
  - b) Explain the role of the Chair in the running of a successful meeting. (15 marks)
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**9**

The achievement of organisational objectives requires a plan. Explain the process for developing a plan and describe the content of an effective plan.

(20 marks)

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**[Please turn over]**

**10**

You have been tasked with carrying out an investigation into a grievance case in another department which could not be resolved earlier in the process.

Explain the process you would follow in carrying out this investigation including the steps you would take to collect and validate information.

(20 marks)

