

L3D5



THE INSTITUTION OF FIRE ENGINEERS
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IFE Level 3 Diploma in Fire Science and Fire Safety
Unit 5: Leadership and Management in
Fire and Rescue (J/505/6010)

Friday 15 March 2019

14.30 – 17.30

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 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.

Question 1

Effective health and safety arrangements are an important aspect of the duty of care that fire and rescue services have with regard to their staff.

- a) Explain why a written policy on health and safety in the workplace is important. (6 marks)
 - b) With reference to implementing the policy, describe what you would expect the duties of employers to be. (9 marks)
 - c) With reference to following the policy, describe what you would expect the duties of employees to be. (5 marks)
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Question 2

- a)
 - i) Explain the purpose of a job description within the recruitment process. (2 marks)
 - ii) State four pieces of information (other than job title) normally found in a job description. (4 marks)
 - b) Explain the purpose of the person/employee specification within the recruitment process. (6 marks)
 - c) Explain two of the advantages and two of the disadvantages of interviews as a method of selection. (4 marks)
 - d) Explain how the effectiveness of recruitment and selection procedures can be assessed. (4 marks)
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Question 3

Training within organisations can be provided in a number of different ways.

Describe, using examples, how you as a manager could evaluate how effective a training programme provided to staff has been.

(20 marks)

Question 4

- a) Describe the possible barriers to effective communication between individuals within an organisation. (10 marks)
- b) Explain the steps that managers can take to overcome barriers to communication with colleagues at all levels. (10 marks)
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Question 5

Describe the main features of the following leadership styles and, for each style, give two examples of situations in which managers would find the style appropriate:

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

- a) Define the term 'delegation'. (2 marks)
- b) Describe the factors that would influence your decision to delegate work to a subordinate. (8 marks)
- c) Describe the main barriers to effective delegation. (10 marks)
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[Please turn over]

Question 7

- a) Explain why organisations need to identify their purpose. (2 marks)
- b) Explain why organisations find it useful to have a Mission Statement. (2 marks)
- c) Describe the factors which can cause an organisation to fail. (16 marks)
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Question 8

You have carried out an evaluation of a new piece of kit/equipment and have to provide information to your manager in a written report.

- a) Explain the purpose of a report. (2 marks)
- b) Describe the factors that you would take into account when producing a report that will be made available to the senior management team. (14 marks)
- c) Describe the final checks on the written report that you would make. (4 marks)
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