

L3D5



THE INSTITUTION OF FIRE ENGINEERS
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IFE Level 3 Diploma in Fire Science and Fire Safety (VRQ)

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

Friday 17 March 2017

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

Describe the contribution which the following types of records can make to improving the management of health and safety in the workplace:

- a) hazard identification/risk assessment records. (10 marks)
 - b) reports of accidents and near misses. (10 marks)
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Question 2

- a) Explain the purpose of each stage in a formal disciplinary procedure at work and describe the process at each stage. (13 marks)
 - b) Explain how an investigation into a formal disciplinary case should be carried out to demonstrate fairness. (7 marks)
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Question 3

One of the responsibilities of managers is to meet the training and development needs of their staff.

- a) Describe the main considerations managers need to take into account when devising a training and development plan for a member of their team. (15 marks)
 - b) Summarise the main benefits that training and development plans may have on team culture. (5 marks)
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Question 4

- a) Explain, with examples, how team briefings can enhance efficiency in the workplace. (15 marks)
 - b) Describe how team members can help to make a team briefing successful. (5 marks)
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Question 5

Describe the leadership skills which are important when major changes are being introduced within an organisation and explain how these skills would be used.

(20 marks)

Question 6

Describe the ways in which managers can improve their personal effectiveness in order to maximise the contribution they make to the achievement of organisational objectives.

(20 marks)

Question 7

a) Explain the benefits of developing productive working relationships with colleagues in your organisation and external partners.

(8 marks)

b) Explain how productive working relationships between different parts of the same organisation and with external organisations can be developed and maintained.

(12 marks)

Question 8

a) Explain the term "Management Information Systems" (MIS) and outline the MIS process.

(6 marks)

b) Describe, including examples of different systems, how Management Information Systems can contribute to organisational effectiveness.

(14 marks)
