

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 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)
-

Question 2

- a) Describe the benefits to an organisation of having a diverse workforce. (14 marks)
- b) Describe the principles on which human resource policies should be based. (6 marks)
-

Question 3

- a) Draw a diagram to illustrate the systematic training cycle. (4 marks)
- b) Describe how the systematic training cycle can assist managers in identifying and addressing the training and development needs of their team. (16 marks)
-

Question 4

- a) Describe the factors you would take into account when holding a briefing session for your team. (16 marks)
- b) Explain how you would ensure that your team members have understood the information communicated. (4 marks)
-

Question 5

Explain why each of the following is an important managerial skill:

- i) planning (7 marks)
 - ii) controlling (6 marks)
 - iii) organising (7 marks)
-

Question 6

- a) Explain how a manager can show their staff that they have trust in them. (4 marks)
 - b) Explain why confidentiality is important in developing trust between employees and their manager. (10 marks)
 - c) Describe the practical steps a manager can take to safeguard confidential information and discussions. (6 marks)
-

Question 7

- a) Explain why budgetary controls are important in a public service. (11 marks)
 - b) Explain, using examples, why organisations need both revenue and capital expenditure. (4 marks)
 - c) Describe the features of an effective budget. (5 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)
-