

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 13 March 2020

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

- a) Explain how the following contribute to health and safety in the workplace:
- i) Safe Person Concept (3 marks)
 - ii) ALARP principle (3 marks)
- b) Describe how and why the following contribute to health and safety in the workplace:
- i) safety precedence sequence (6 marks)
 - ii) accident prevention actions (8 marks)
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Question 2

- a) Explain why human resource policies need to be based on values and principles. (6 marks)
- b) Explain what is meant by the term “work-life balance”. (3 marks)
- c) Explain how an organisation can demonstrate a commitment to “work-life balance”. (11 marks)
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Question 3

Describe the main features of the following training methods and explain how each one can contribute to the training and development of staff:

- a) action learning (3 marks)
 - b) secondment (5 marks)
 - c) brain storming (6 marks)
 - d) role play (6 marks)
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Question 4

- a) Describe the benefits of downwards communication within an organisation. (6 marks)
- b) Describe the key considerations for managers in preparing and delivering effective presentations to their team. (14 marks)
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Question 5

The motivation of staff is an important part of a manager's role.

- a) Draw a diagram to illustrate Maslow's *Hierarchy of Needs*. (4 marks)
- b) Explain how knowledge of Maslow's *Hierarchy of Needs* can help managers to motivate their team members. (9 marks)
- c) Explain briefly why a manager who believes in *McGregor's Theory X* is unlikely to motivate staff. (2 marks)
- d) Explain how knowledge of *McGregor's Theory Y* can help managers to motivate their team members. (5 marks)
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Question 6

- a) Explain how managers can ensure that their team members know what is required of them in the following situations:
- i) in a new role. (5 marks)
- ii) in relation to the ongoing work role. (5 marks)
- b) Describe the benefits to an organisation of a manager giving informal feedback to an individual employee about their work performance. (10 marks)
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[Please turn over]

Question 7

You have been asked to organise and chair a meeting.

- a) State the organisational arrangements that you would 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)

Question 8

- a) Explain why organisations set up management information systems.

(3 marks)

- b) Describe the characteristics of an effective management information system.

(17 marks)
