

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 9 March 2018

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) Describe the factors which can lead to the development of work-related stress. (6 marks)
- b) Describe the actions that managers can take to reduce work-related stress. (4 marks)
- c) Describe the actions a manager can take to support an employee who is suffering from work-related stress. (10 marks)
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Question 2

- a) Explain why an effective grievance procedure is important to an organisation. (8 marks)
- b) Describe the different stages that are usually found in a grievance procedure. (6 marks)
- c) Describe the actions a manager should take if they receive a grievance from one of their staff. (6 marks)
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Question 3

- a) Explain why a manager has to carry out a number of roles in relation to the training and development of their staff. (15 marks)
- b) Provide examples of five different types of learning opportunities which could be included in a personal development plan. (5 marks)
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Question 4

Explain why it is important for an organisation to:

- a) establish clear lines of communication within the organisation. (12 marks)
- b) ensure that staff understand their responsibilities and the work they are expected to undertake. (8 marks)
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Question 5

- a) Explain the term “organisational culture” and its significance for an organisation. (4 marks)
- b) Describe the characteristics of a high performance culture. (10 marks)
- c) Describe the actions that managers can take to ensure that their teams contribute to the achievement of organisational objectives. (6 marks)
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Question 6

- a) Draw a diagram to illustrate the Performance Management Framework/Cycle. (3 marks)
- b) Explain why many organisations feel it important to use a Performance Management Framework. (17 marks)
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Question 7

Organisations are more effective when there is cooperation between staff.

- a) Explain the importance of regarding colleagues as customers and suppliers. (5 marks)
- b) Describe the factors you would take into account before and during a meeting to give constructive face-to-face feedback about his or her performance to a colleague in a similar role to yourself. (15 marks)
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Question 8

Debriefing after incidents or exercises can make a valuable contribution to the sum of organisational knowledge.

- a) Explain the differences between a hot debrief and a cold debrief. (4 marks)
- b) Describe the skills needed by the person running a debriefing session to ensure that the outcomes add to organisational knowledge. (16 marks)
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