

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 organisations use job evaluation as an integral part of their human resource management. (6 marks)
- b) In relation to job evaluation, describe six of the factors that are taken into account in implementing a points rating scheme. (6 marks)
- c) Describe the human resource and employee relations issues that may be encountered in implementing a job evaluation scheme. (8 marks)
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Question 3

- a) Explain why organisations make use of targets to achieve objectives. (4 marks)
- b) Describe the characteristics of effective targets. (16 marks)
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Question 4

Describe the following different styles of learning and explain how understanding these learning styles can enable managers to identify the learning strengths and weaknesses of team members:

- a) active (5 marks)
 - b) pragmatic (5 marks)
 - c) theoretical (5 marks)
 - d) reflective (5 marks)
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Question 5

a) Describe, with the aid of diagrams, the characteristics of the following types of organisational structure:

- i) functional (4 marks)
- ii) geographical (4 marks)
- iii) matrix (4 marks)

b) Explain how organisational structures may affect communication. (8 marks)

Question 6

a) Explain how a manager can ensure that a team member feels able to participate effectively in a formal appraisal meeting. (10 marks)

b) Explain, with the aid of a diagram, how a manager can ensure that their team members understand the links between individual, team and organisational objectives. (10 marks)

[Please turn over]

Question 7

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 8

- a) Explain how effective knowledge management can improve the performance of an organisation.
(17 marks)
 - b) Describe three different knowledge management systems that organisations can use to share information with staff.
(3 marks)
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