

L3D5



THE INSTITUTION OF FIRE ENGINEERS
Founded 1918 • Incorporated 1924

IFE Level 3 Diploma in Fire Science and Fire Safety
Unit 5: Leadership and Management in
Fire and Rescue (J/505/6010)

Friday 15 March 2019

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

Effective health and safety arrangements are an important aspect of the duty of care that fire and rescue services have with regard to their staff.

- a) Explain why a written policy on health and safety in the workplace is important. (6 marks)
 - b) With reference to implementing the policy, describe what you would expect the duties of employers to be. (9 marks)
 - c) With reference to following the policy, describe what you would expect the duties of employees to be. (5 marks)
-

Question 2

- a)
 - i) Explain the purpose of job analysis in the recruitment process. (2 marks)
 - ii) Explain how job analysis is used in the recruitment process. (4 marks)
 - b) Describe five advantages and five disadvantages of 'internal' recruitment. (10 marks)
 - c) Describe two advantages and two disadvantages of 'external' recruitment. (4 marks)
-

Question 3

- a) As a first line supervisor you are preparing for a formal appraisal meeting with your line manager. Describe the information and issues that would help you to identify your training and development needs. (10 marks)
 - b) Explain why some organisations find it useful to use 360 degree appraisal for managerial staff. (10 marks)
-

Question 4

Describe the main features of the following leadership styles and, for each style, give two examples of situations in which managers would find the style appropriate:

- a) Autocratic (5 marks)
 - b) Transactional (5 marks)
 - c) Democratic (5 marks)
 - d) Transformational (5 marks)
-

Question 5

Managers are responsible for ensuring that employees perform effectively.

- a) Describe the possible causes of poor performance on the part of an employee. (8 marks)
 - b) Describe in detail the actions a manager can take to overcome poor performance by employees prior to taking disciplinary action. (8 marks)
 - c) Identify four circumstances where employees could benefit from specialist counselling. (4 marks)
-

Question 6

The achievement of objectives requires that managers work in co-operation with each other and in harmony with staff in other organisations.

- a) Describe the symptoms which could indicate poor working relationships. (8 marks)
 - b) Explain how problems in working relationships can be prevented. (12 marks)
-

[Please turn over]

Question 7

- a) Define the term 'project' and give two examples of situations where the use of project management may be appropriate. (5 marks)
- b) Describe the work carried out by a project manager to achieve the successful completion of a project. (15 marks)
-

Question 8

You have carried out an evaluation of a new piece of kit/equipment and have to provide information to your manager in a written report.

- a) Explain the purpose of a report. (2 marks)
- b) Describe the factors that you would take into account when producing a report that will be made available to the senior management team. (14 marks)
- c) Describe the final checks on the written report that you would make. (4 marks)
-