

# L3D5



THE INSTITUTION OF FIRE ENGINEERS  
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**IFE Level 3 Diploma in Fire Science and Fire Safety (VRQ)**

## **Unit 5: Leadership and Management in Fire and Rescue (J/505/6010)**

**Friday 11 March 2016**

**14.30 – 17.30**

### **Instructions to Candidates**

1. The time allowed for this examination is **THREE** hours.
2. Candidates should answer **SIX** questions from the total of **TEN** 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 possible barriers to effective communication between individuals within an organisation.

(20 marks)

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### Question 2

a) Describe ten possible causes of conflict in the workplace.

(10 marks)

b) Explain the negative effects on an organisation of unresolved conflict.

(10 marks)

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### Question 3

a) Explain why the concept of continuing professional development (CPD) is important to a professional.

(10 marks)

b) Describe the characteristics of an effective personal development plan.

(10 marks)

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### Question 4

Managers are required to make effective decisions as part of their day-to-day responsibilities.

a) Describe the different levels of decision-making in an organisation.

(3 marks)

b) Explain the term “centralised approach” in the context of decision-making.

(2 marks)

c) Describe five benefits of centralised decision-making.

(5 marks)

d) Draw a diagram of the decision-making sequence.

(4 marks)

e) Apply the decision-making sequence to a situation within your own workplace.

(6 marks)

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### Question 5

a) Explain how effective records can help a manager in their day-to-day work.

(14 marks)

b) Describe the characteristics of an effective record-keeping system.

(6 marks)

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### Question 6

Effective health and safety involves both employer and employee duties.

- a) Describe an employer's duties in relation to health and safety. (10 marks)
  - b) Describe an employee's duties in relation to health and safety. (5 marks)
  - c) Describe the stages in the safety precedence procedure. (2 marks)
  - d) Explain the safe person concept. (3 marks)
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### Question 7

Organisations are more successful when team members trust their managers. Describe how a manager can develop the trust of their team members. (20 marks)

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### Question 8

- a) Draw a diagram to illustrate the performance management process. (3 marks)
  - b) Explain how the performance management process can contribute to the achievement of organisational objectives. (17 marks)
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### Question 9

Explain, using examples, why some organisations use a SWOT analysis as part of the process of developing their strategic plan. (20 marks)

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### Question 10

- a) Explain the importance of human resource planning to an organisation. (5 marks)
  - b) Describe the factors that organisations need to take into account as part of their human resource planning process. (15 marks)
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