

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 successful selection interview will help to ensure that the right person for the organisation is appointed.

- a) Describe the actions to be taken by an organisation when planning for an interview to take place. (6 marks)
- b) Explain the actions to be taken by the interview panel when carrying out the interview. (14 marks)
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Question 3

- a) Explain why it is important to undertake continuing professional development (CPD). (10 marks)
- b) Explain why it is important to have a written personal development plan (PDP). (10 marks)
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Question 4

- a) Explain why it is important for managers to ensure that their methods of communication are effective. (10 marks)
- b) Explain how managers can evaluate if they are communicating successfully. (10 marks)
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Question 5

Money is not believed to be a major source of motivation. Describe the actions, other than financial incentives, that managers can take to retain the interest and commitment of their staff.

(20 marks)

Question 6

Conflict within the workplace can occur for many reasons. When disputes arise they can easily become unmanageable. Mediation can be used in some cases to resolve these differences.

- a) Describe why conflict can develop in the workplace. (6 marks)
 - b) Describe the circumstances under which mediation can be valuable in resolving conflict. (4 marks)
 - c) Describe the processes involved in mediation. (4 marks)
 - d) Describe the benefits of effective mediation to an organisation. (6 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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[Please turn over]

Question 8

a) Draw a diagram to illustrate how individual objectives contribute to strategic objectives.

(4 marks)

b) Explain how managers use team workplans in enabling the achievement of strategic objectives.

(16 marks)
