

**L3C4**



**THE INSTITUTION OF FIRE ENGINEERS**  
Founded 1918 • Incorporated 1924

**IFE Level 3 Certificate in Fire Science, Operations,  
Fire Safety and Management**

## **Unit 4: Management and Administration in Fire and Rescue Services (Y/505/5752)**

**SAMPLE**

### **Instructions to Candidates**

1. You **must** record all of your answers in the answer book provided.
2. You must answer **all** questions in the examination paper.
3. The marks available for each question are shown at the end of the end of the question. Questions may be answered in any order. You should follow the instructions provided in the question when composing answers.
4. At the end of the examination, the answer book and this question paper will be collected by the invigilators. You will not be allowed to keep any examination stationery.
5. The time allowed for this examination is **one hour**.

**Question 1 - Elements of Organisation - Organisation Structure and Performance**

Explain the advantages and disadvantages of a centralised organisation structure.  
(6 marks)

**Question 2 – Elements of Organisation - Planning, Risk Management and Health and Safety**

a) Explain the relationship between a business plan and a project plan.  
(4 marks)

b) Explain how managers can encourage a positive attitude to health and safety in the workplace culture.  
(6 marks)

**Question 3 – Leadership and Management**

a) Explain how conflict in the workplace can affect the performance of a team.  
(4 marks)

b) Describe the actions that managers can take to address conflict in the workplace.  
(4 marks)

**Question 4 - Management Practice and Procedures**

Describe how employers can demonstrate commitment to equality and diversity in the workplace.  
(6 marks)

**Question 5 – Organisation Systems and Administration**

- a) Explain why organisations set budgets for each department. (6 marks)
- b) Explain how external quality assurance systems/badges add value to an organisation. (4 marks)

**Question 6 - Training and Development**

- a) Explain the advantages and disadvantages of on-the-job training. (6 marks)
- b) Explain the benefits of carrying out table-top training exercises. (4 marks)