

**CERTIFIED PUBLIC MANAGER PROGRAM  
FLORIDA CENTER FOR PUBLIC  
MANAGEMENT  
THE FLORIDA STATE UNIVERSITY**

**CPM LEVEL 1 EXAM**

**September, 2006**

# Procedures

**Upon completion, you should submit this exam through our website: [www.fcpm.fsu.edu](http://www.fcpm.fsu.edu).**

A tutorial for submitting homework is on the homepage of our website and provides step by step instructions. Click on the “Submit Assignments” tab, which will bring up a log-on screen. Enter your email address on the first line. Your password is the last four digits of your Social Security Number. This will take you to your Transcript. Click on “Submit Assignment” for the particular assignment or exam you wish to submit. Click “Browse” and then locate the file on your hard drive (usually stored in “My Documents”), and click “Open.” If you are submitting a Group Assignment, you need to enter the names of all group members. Once you have attached the file, click “Submit File.”

Your submission will be automatically entered into the database. It will show on your transcript as “Being Graded.” You will also receive an automated email notifying you of that. If you have any questions or encounter problems submitting your homework, please ask your CPM instructor for help, or contact Shawn Baldwin at [sbaldwin@admin.fsu.edu](mailto:sbaldwin@admin.fsu.edu) or 850-644-8987.

Once your assignment is graded, you should receive an email showing the results. If your submission passes, the email will indicate that the assignment is “Completed.” If your submission does not pass, the email will indicate that you must “Resubmit” the assignment. You will be told what you need to do to make the assignment acceptable. Your work will be graded within 60 days, at the latest, although CPM instructors typically grade assignments sooner than that.

**If you do not have email, you should mail a hard copy to:**

Gayle Blankenship, CPM Program Registrar  
The Florida State University  
Florida Center for Public Management  
2035 East Paul Dirac Drive  
102 Herb Morgan Building  
Tallahassee, FL 32306-2821

Our main number is 850-644-6460, or SUNCOM 284-6460.

Projects submitted to the CPM Program Office will become a part of the permanent records of the CPM Program. Participants should keep a copy of their projects for their own files and future reference. A project is considered confidential and will be discussed only with the participant who submits it. .

This comprehensive examination is not a traditional examination. Instead it is a “double loop learning opportunity.” Unlike a traditional examination that asks you to regurgitate facts, a double loop learning opportunity is an opportunity for you to learn from the exam process. Through this opportunity you will demonstrate that you have integrated the material into your thinking and your work.

Here is what to do with this learning opportunity:

1. Keep the questions with your materials as you take this Level.
  - Review the questions as you go through this level.
  - Analyze your work as well as the class material in terms of the questions.
  - Mentally rehearse how you would respond to each question. But don’t prepare a complete response too soon. You need to incorporate information from all modules into your thinking and your response.
2. While you are completing this Level, write your response.
  - Since you may take it home, you may choose when to respond to the question and whether to complete it at one session or to break it up into several sessions.
  - Select ONE question.
  - Please type your response. About 4 to 6 pages for your response is a reasonable amount of writing.

This is a take home exam which will be graded on a Pass-Fail basis.

#### Summary

Gather your materials	Use CPM notebooks, notes, books
Review your materials	Study
Choose your question	Answer should reflect application of material
Think about your response	Organize your thoughts
Write your response	4 to 6 pages for your response
Use your own experiences	Discussion with peers acceptable

1. Level 1 is aimed at self-reflection through a review of:

- personality styles
- decision styles
- leadership styles
- managerial grid
- McGregor's Theory X/Theory Y
- delegation abilities
- appraising performance
- coaching and counselling
- giving and receiving constructive feedback

Think of everything you have learned about yourself from the activities, the instruments, the readings, and the discussions. With this in mind, describe yourself as a person and as a manager. Be sure to identify your strengths and weaknesses as they relate to your preferences for all the above styles and perspectives.

Show how you can share your strengths with others and how you can allow others to help you recognize and improve your weaknesses. How have you put this learning to work? What efforts have you taken to improve yourself?

In answering this question, you may find it useful to review some of the topics from Level 1 that relate to the particular question (although you do NOT have to address each of these topics)

<b>Level 1 Topics</b>
Evolution of management
Personal style
Leadership Styles
Decision styles
Delegation
Motivation
Performance appraisal
Coaching and counseling

2. What changes in your management behavior have you already made or will you make because of what you have learned from the first level? Explain why.

Draw on the course materials and your personal experiences.

In answering this question, you may find it useful to review some of the topics from Level 1 that relate to the particular question (although you do NOT have to address each of these topics)

<b>Level 1 Topics</b>
Evolution of management
Personal style
Leadership styles
Decision styles
Delegation
Motivation
Performance appraisal
Coaching and counseling

3. Take any materials, activities, and outside experiences from the first level that you disagree with and refute them. Please state the theories, concepts, or materials and critique them. Be sure to support your critique with references to the course or outside materials. Feel free to be very critical. The potential topics for this question are listed in the table below:

In answering this question, you may find it useful to review some of the topics from Level 1 that relate to the particular question (although you do NOT have to address each of these topics)

<b>Level 1 Topics</b>
Evolution of management
Personal style
Leadership style
Decision styles
Delegation
Motivation
Performance appraisal
Coaching and counseling

4. Decision making is an integral part of being a manager. Provide a case study based on a decision that you have made in the workplace.

In doing this case study, consider the following:

- To preserve confidentiality, change the names of individuals involved.
- Your case study may be of interest to the CPM participants who enter the program after you. If you will permit us to include your case study in future CPM programs, please add this statement at the end of your answer: “I agree to and permit the reproduction and use of this case study in the Florida Center for Public Management’s Certified Public Manager Program.” Also sign and date the statement.

Your case study should include the following:

1. A description of the methods and tools that you used in your decision making process.
2. A description of the effect of your decision on:
  - People
  - Productivity
  - Work processes
  - Yourself

In answering this question, you may find it useful to review some of the topics from Level 1 that relate to the particular question (although you do NOT have to address each of these topics).

<b>Topics</b>
Study of management
Personal style
Leadership
Decision styles
Delegation
Motivation

5. In Level 1 a number of motivation models are described, including those of Maslow, Herzberg, McClelland, and the ABCs of Behavior Modification. Reflecting on everything you learned about motivation in Level 1, provide a detailed view of what motivates you and describe your approach to motivating others in the workplace. Identify overlaps and similarities between your approach and the models covered in Level 1.

In answering this question, you may find it useful to review some of the topics from Level 1 that relate to the particular question (although you do NOT have to address each of these topics).

<b>Topics</b>
Study of management
Personal style
Leadership
Decision styles
Delegation
Motivation