

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

CPM LEVEL 1 EXAM

November, 2008

Procedures

Upon completion, submit this assignment through our website: www.fcpm.fsu.edu.

Click on the “Submit Assignments” tab, which will bring up a log-on screen. Enter your email address and password (the last four digits of your Social Security number), then click “Next Step.” This will take you to your Transcript. Click on “Submit Assignment” for the particular assignment or exam. If you are uploading a Group Assignment, enter the names and email addresses of group members in the drop down menu. Click “Browse” and locate the file on your hard drive (usually in “My Documents”), then click “Open.” Once the file is listed in the menu, 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 that it has been added to your transcript.

Once your assignment is graded, and if it passes, your transcript will indicate that the assignment is “Completed.” If your submission does not pass, you will receive an email telling you to resubmit, and explaining what you need to do to pass. Your work will be graded within 60 days, although CPM instructors typically grade assignments sooner than that.

If you encounter problems submitting your homework, please contact Dan Vicker, the CPM Student Liaison, at dvicker@admin.fsu.edu or the CPM office at CPM@admin.fsu.edu . You can phone our main number at 850-644-6460, or SUNCOM 284-6460.

Submissions will not be returned, so you should keep a copy for future reference. Your work is considered confidential and the CPM Program will not share or discuss it with anyone, other than you.

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:

- personal 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)

Level 1 Topics
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)

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

3. Take any materials, activities, and/or 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)

Level 1 Topics
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).

Topics
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).

Topics
Study of management
Personal style
Leadership
Decision styles
Delegation
Motivation