

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

CPM LEVEL 2 EXAM

September, 2006

Procedures

Upon completion, you should submit this exam through our website: 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 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 Level 2 Exam 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 assumes that you will learn from the process of completing the exam. 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.

After choosing the question, think about your response then write your answer.

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

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. Groups may become dysfunctional because of certain pathologies, two of which are Groupthink and the Abilene Paradox. Choose one group dysfunction and address it in this question.

- Explain why the dysfunction you have chosen is not desirable and how it manifests itself.
- Think about a group to which you belong and write about pressures that may be causing this dysfunction to occur.
- How can you as a member of this group identify the dysfunction, make your co-members aware of it, and help stop it in the future.

You may want to identify the group events with the elements of the particular dysfunction as presented in class and in the manuals. Please cite course and outside materials whenever possible.

In answering this question, you may find it useful to review some of the topics from Level 2 that relate to the particular question (although you do NOT have to address each of these topics).

Level 2 Topics
Management of conflict
Group dynamics
Groupthink
Abilene Paradox

2. Sometimes managers manage individuals and other times groups. Think of the following concepts discussed in the program.

Personal style
Leadership style
Working in Groups
Conflict in Groups

Apply these concepts to your own real-life work group, describing how personal style, leadership style, and group dynamics affect the group's interaction and productivity. What is your perception of each member's personal style and how that relates to others'? How can you as a manager attempt to utilize these concepts to improve group performance?

Draw on personal experience, the course materials, and class activities.

In answering this question, you may find it useful to review some of the topics from Level 2 that relate to the particular question (although you do NOT have to address each of these topics).

Level 2 Topics
PSI/Group development
Problem solving
Decision making
Management of conflict
Meeting leadership
Group dynamics

3. Conflict is to be expected in any group and, if managed properly, can actually lead to creative ideas and solutions. If managed incorrectly, however, as in the Blue-Green exercise, it can destroy a group.

What lessons can be drawn from the Blue-Green exercise about conflict and competition within organizations? How do you see the Blue-Green exercise being played out in real life, within your own organization?

Also, give a detailed interpretation of how you personally deal with conflict, based on your scores on the Thomas-Kilmann Conflict Mode Instrument. What is your preferred style? Your backup style? How well does your mode of handling conflict work? What changes, if any, would you like to make in how you handle conflict?

4. In the 1990s, Total Quality Management became the dominant brand of transformational management, although some organizations merely gave it lip service, while others were truly committed to it. Reflecting on your experience with TQM, or more recent approaches to quality management, critique your agency's commitment and implementation of quality management principles. Outline how the basic principles are being applied, or misapplied, in your organization? Where do you see your agency going in the future with these principles, whether through a formal quality management program or not?