

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

**CPM LEVEL 3 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 assumes that you will learn from 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. Assume that you have a significant amount of influence on the operations and social structures of your organization.

- Discuss your viewpoint of leadership and your leadership preferences.

- Using the Sterling Challenge Document handed out in Level 3, analyze your organization using the Leadership Criteria and answer the leadership criteria questions regarding your organization.

- Discuss the changes you might make to help your organization grow and develop a leadership system.

2. In 1980, the NBC White Paper “If Japan Can, Why Can’t We?” was a dramatic wake-up call for American business and helped to jump-start the Quality movement. For decades, American managers had left quality out of the equation when measuring productivity. In your view, what are some of the implications for American society of not measuring quality?

In most organizations, it's easier (and therefore more of a priority) to measure the *quantity* of work rather than the *quality*. How is your agency now attempting to measure quality? What do you think needs to happen to increase the emphasis on quality in your own unit?

3. Reflecting on what you learned in Level 3 about organizational communication, particularly the potential of the Internet, describe how you think information technology will change the way you work in the next 5-10 years. And perhaps a more difficult question: how do you think that information technology will change the way you manage people? Discuss both the positive and negative aspects of those changes.

What changes do you, as an individual manager, need to make to prepare for the coming information revolution? What steps does your agency need to make?

4. Project Management is becoming a way of life in many organizations, and will become even more of a necessary skill for managers in the future. Although some of the tools of project management have been around for decades (Gantt charts, critical path analysis), there are new considerations about how project teams can be structured internally (Isomorphic, Specialty, Egoless, Surgical).

How would you describe the advantages and disadvantages of each of these four team structures? If you were a project team leader, how would you decide which structure to use for a particular project?

Also, what skills do you need to improve on to be prepared for the increased emphasis on project management in the coming years?