

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

CPM LEVEL 4 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 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 by 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. You are a middle manager within a large government agency. To better perform your job and to enhance organizational performance, you believe you need more power.

Drawing on what you learned in Level 4 about types of power and different power bases, and being sensitive to ethical issues, develop and describe a strategy to increase your power so as to improve organizational delivery of services. .

2. Select a change that has occurred in your organization that has been a success or a failure.

In retrospect, applying what you have learned about organizational change, power, ethics, and individual differences, give a detailed analysis as to why you believe the change succeeded or failed.

3. In Level 4, you took the Teleometrics inventory which identified your Personal Achievement Formula and compared it to your Organizational Culture. Reflecting on what you learned about integrating the individual with the organization, write a detailed critique of how your management practices and beliefs are integrated with or contradicted by your agency culture. What needs to happen to bring the two more into alignment?

As part of that critique, describe where your PAF and the Organizational Culture (OC) fall on the Teleometrics scoring grid. How would you interpret those differences?

4. You spent a lot of time in Level 4 discussing ethics cases and analyzing "the right thing to do" in those situations. One of the main tools you used in those case studies was the Ethics Decision Rules, which summarizes four different perspectives for deciding what's right or wrong (Individual Utility, Social Utility, Social Values, Individual Values).

Describe a real-life case in your agency where a decision was made or an action was taken, and apply the Ethics Decision Rules to that case. Write a detailed analysis using each of the four perspectives. Based on your analysis, was it an ethical decision or action? If so, why? If not, why not?