

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

CPM LEVEL 5 EXAM

December, 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 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 carries 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. Level 5 focuses on the future and how government must respond to the changes that are coming. One of the most accepted models of the future is the "Third Wave" of Alvin and Heidi Toffler. Assuming that the Tofflers are correct, outline some of the changes you anticipate that your agency needs to make to prepare for the coming of post-industrial society.

2. The changing environment in which Florida State Government operates has resulted in statutes which move state government towards performance budgeting and agency organization by other than function (i.e., organizing by core processes in the Department of Revenue).

Consider your agency and its environment. Drawing on content in level 5,

- A. Identify external factors impacting your agency,
- B. Suggest how the agency might be reorganized (different organizational chart or design) in light of these forces,
- C. Identify agency programs that could logically be performance budgeted and suggest output measures for those programs.

3. Usually, agency planning and budgeting are done independently of each other. Outline the major strengths and weaknesses of planning and budgeting in your agency. How would you propose to link planning and budgeting in your agency so that the budget supports the plan?

4. Many writers suggest that organizations, like individuals, go through recognizable stages of growth and development.

Drawing on the “Evolution / Revolution: As Organizations Grow” article in Level 5, Module 4.

- A. Identify the stage of your agency’s development and explain how it got there,
- B. Suggest how the agency will change over the next ten years.

5. Organizations, like other organisms in nature, can “wither on the vine” What are some strategies you would propose to prevent dry rot in the unit in which you manage or work? Now, describe how your organization meets the nine rules of organizational renewal illustrated by Gardner in the Article “How To Prevent Organizational Dry Rot.” In this description, explore what your organization must do better to renew itself.

6. Using the Mintzberg article from Level 5- “Organization Design: Fashion or Fit?”-- analyze your agency. Make sure to address the following three areas:

- A. Looking at Mintzberg’s five basic components (Strategic Apex, Operating Core, Middle Line, Technostructure, and Support Staff) identify the positions and/or departments that would fall under each. For instance, who would be in your Strategic Apex? Who would be in your Technostructure? And so on.
- B. Using the chart on page 6 of the Mintzberg article, identify which description best fits your agency. Start with “Key Means of Coordination” and work your way through “Decentralization.” You do NOT need to do the Situational Elements at the bottom of the chart. For example, ask yourself, “What is the Key Part of our organization?” Is it the Strategic Apex, the Technostructure, the Operating Core, the Middle Line, or the Team (as in Adhocracy)? Decide which fits your agency, then explain why.
- C. Overall, which one of Mintzberg’s configurations most closely resembles your agency? It may be a blend: perhaps mostly divisional, but with elements of machine or professional bureaucracy. Then write several paragraphs in which you predict how your agency may be structured in 10 years.

The following table is a useful template for answering this question.

A. Five Basic Components of your Agency

Strategic Apex	
Operating Core	
Middle Line	
Support Staff	
Technostructure	

B. Compare and Contrast Key Features

Key Features	Which description fits?	Explain why?
Key Part of Organization		

Key Means of Coordination		
Specialization of Jobs		
Training and Indoctrination		
Formalization of Behavior		
Grouping		
Unit Size		
Planning and Control Systems		
Liaison Devices		
Decentralization		

C. Overall, how would you describe your agency, based on Mintzberg’s five configurations. How do you predict your agency be structured in 10 years? Give a detailed explanation.