

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

**LEVELS 5 - 7**

**COMPREHENSIVE EXAM**

**January 2003**

**Please check your folder to make sure that all materials are accounted for. Upon completion, please deliver or mail your response (certified mail) 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**

**(850)-644-0161 or SUNCOM 284-0161**

**Our main number is 904-644-6460, or SC 284-6460.**

**Your results indicating that you have Passed, or that additional work is required, will be mailed to you sixty (60) days after receipt.**

## To Participants Prior to Completing Levels 5 - 7

This comprehensive examination is being provided to you now, at the beginning of Level 5 or before you have actually completed levels 5, 6, and 7 because it is not a traditional examination. Instead, it is a learning opportunity where you are asked to apply the material to your work situation.

Unlike a traditional examination that asks you to regurgitate facts, this 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. This method is sometimes referred to as a “double loop learning opportunity.”

Here is what to do with this learning opportunity:

1. Keep the questions with your materials as you take Levels 5, 6, and 7.
  - Review the questions as you go through each 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 do not prepare complete responses too soon. You need to incorporate information from all three levels into your thinking and your responses.
2. After you have completed Level 7, write your responses.
  - Since you may take it home, you may choose when to respond to the questions and whether to do it straight through or to break it up into several sessions.
  - Review the points given to each question **and select four questions.**
  - Please type your responses double spaced. Keep within the time limit stated for each question. About 1200 to 1500 words per question is a reasonable amount of writing.
3. Mail the completed responses, certified, 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**

**(850)-644-0161 or SUNCOM 284-0161**

This learning opportunity covering Levels 5, 6, and 7 carries with it expectations of time, length and individual work that are a part of the professional standards of a Certified Public Manager. We hope that you will commit yourself to meeting them.

Your responses should take you a total of approximately three to four hours to write and will be awarded points based on your ability to grasp and apply the material.

This is a take home exam which carries with it expectations of time, length, and individual work. We hope that you will be committed to meeting these expectations as you would be to meeting the professional standards of a Certified Public Manager. Good luck!

#### Summary

|                            |  |
|----------------------------|--|
| Gather your materials      | Use CPM notebooks, notes, books                |
| Review your materials      | Study  |
| Choose your questions      | Answers should reflect application of material |
| Think about your responses | Organize your thoughts                         |
| Write your responses       | 4 to 6 pages for each response                 |
| Use your own experiences   | Discussion with peers acceptable               |

1. 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.

Our expectations of you for this learning opportunity are to consider as many of the topics listed in the left column as may apply:

**Topics**

- Change Factors
- Changing American Ideals
- Strategic Planning
- Mission, Vision, and Values
- Performance Based Program Budgeting
- Organization Design

2. 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?

Our expectations of you for this learning opportunity are to consider as many of the topics listed in the left column as may apply:

**Topics**

- Change Factors
- Organizational Values
- Mission, Vision, and Values
- Strategic Planning
- Budgeting
- Performance Based Program Budgeting
- Government Performance And Accountability Act
- Organization Design

3. 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.

Our expectations of you for this learning opportunity are to consider as many of the topics listed in the left column as may apply:

**Topics**

- Change Factors
- Organizational Values
- Mission, Vision, and Values
- Organizational Design
- Evolution/Revolution: As Organizations Change
- Organizational Change

4. 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.

Our expectations of you for this learning opportunity are to consider as many of the topics listed in the left column as may apply:

**Topics**

- Change Factors
- Organizational Values
- Culture
- Mission, Vision, and Values
- Organization Design
- Organizational Health
- Organizational Dynamics

5. There are five recognizable organizational structures according to Henry Mintzberg. Using the article handed out in Level V addressing these different structures, describe and analyze your agency. Make sure to address the five basic components of your organization in your description.

Compare and contrast the key features of the closest of Mintzberg's structures with the key features of your agency.

Predict how your agency may be structured in 10 years.

Our expectations of you for this learning opportunity are to consider as many of the topics listed in the left column as may apply:

### **Topics**

- Organizational Values
- Culture
- Mission, Vision, and Values
- Organization Design
- Organizational Health
- Organizational Dynamics

6. Your agency is a system in that it has recognizable elements that relate to each other with a pattern for a purpose. A powerful systems model which managers can use to interpret and influence organizational behavior is the 7S model.

Apply the 7S model to your agency being sure to

- A. Describe each element of the model as it is operationalized in your agency,  
B. Suggest how to improve the performance of the agency as a system by manipulating / modifying the elements of the model.

Our expectations of you for this learning opportunity are to consider as many of the topics listed in the left column as may apply:

**Topics**

- Systems Thinking
- Superordinate Goals
- Modeling
- Organizational Behavior
- Organizational Change

7. Behavior modification is the application of systems theory to individual performance and is a tool a person may use to influence one's own behavior.

Select a personal work behavior of yours that you would like to modify (change) in some way. Using the ABC's of behavior modification, describe an intervention strategy to make this change. In developing your strategy, be sure to

- A. Describe existing antecedents and consequences for the problem pinpointed performance.
- B. Describe existing antecedents for the desired performance.
- C. Classify consequences: positive or negative, immediate or future, certain or uncertain.
- D. How long will it take to change your behavior or describe a reinforcement schedule that might work for you.

Our expectations of you for this learning opportunity are to consider as many of the topics listed in the left column as may apply:

**Topics**

- Systems Thinking
- Modeling
- Behavior Modification
- Reinforcement Schedules
- Reward Categories
- Shaping
- Premack Principle

8. Policies are statements of an organization's positions on issues and provide broad guidelines for behavior of organizational members.

Select an important policy issue in your agency about which you feel strongly. Develop a policy argument on the selected issue for presentation to top management.

In doing so, be sure to address all the elements of a good policy argument.

Our expectations of you for this learning opportunity are to consider as many of the topics listed in the left column as may apply:

**Topics**

- Systems Thinking
- Superordinate Goals
- Modeling
- Organizational Behavior
- Organizational Change
- Policy process model
- Policy argument model

### Comments and Questions

Please take time to make comments about your experience with this learning opportunity. We wish to find out how you felt about the process, the questions, and the way you dealt with your responses. Please feel free to speak your mind when making these comments:

Please write any questions that you would have liked to have seen on this exam. We would like to add your question(s) to our data-base for future use on this exam.