

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

**CPM LEVEL 1 EXAM**

**January, 2019**

# Procedures

**Upon completion, you should submit this assignment through our website:**  
[https://www.fcpm.fsu.edu/students/fcpm\\_partlogin\\_000.cfm](https://www.fcpm.fsu.edu/students/fcpm_partlogin_000.cfm)

This will bring up a log-on screen. Enter your email address and password, 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 passed, you will receive an automated email saying that it has been "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](mailto:dvicker@admin.fsu.edu) or the CPM office at [CPM@admin.fsu.edu](mailto:CPM@admin.fsu.edu). You can phone our main number at 850-644-6460.

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 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 is drills deeper into what you learned in class-- so that you learn more by writing the exam. Your response 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.
  - Reflect on how the class materials applies to your work situation.
  - 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, make notes about different questions.
  - 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.

This exam which will be graded on a Pass-Fail basis.

**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 1 is aimed at self-reflection through a review of:

- personal styles
- leadership styles
- managerial grid
- McGregor's Theory X/Theory Y
- delegation abilities
- decision styles
- appraising performance
- coaching and counseling
- giving and receiving constructive feedback

Think of everything you have learned about yourself from the activities, the instruments, the readings, and the discussions. With this in mind, describe yourself as a person and as a manager. Be sure to identify your strengths and weaknesses as they relate to your preferences for all the above styles and perspectives.

Show how you can share your strengths with others and how you can allow others to help you recognize and improve your weaknesses. How have you put this learning to work? What efforts have you taken to improve yourself?

2. What changes in your management behavior have you already made or will you make because of what you have learned from the first level? Explain in detail-- why you plan to make these changes, and what you will need to do.

Draw on the course materials and your personal experiences.

3. Using the Traditional Leadership versus Transformational Leadership handout in Module 1 (Section 4) evaluate the leadership culture of your agency. On which items is your agency still fairly traditional? On which items is it more transformational?

You might rate your agency on a scale of 1-5 for each item on that sheet (with 1 being Traditional and 5 being Transformational).

Discuss five of the lowest scored items and describe what needs to happen to move your agency towards transformational leadership.

4. In Level 1, a number of motivation models are described, including those of Maslow, Herzberg, McClelland, the ABCs of Behavior Modification, and Daniel Pink (Autonomy, Mastery and Purpose).

Reflecting on everything you learned about motivation in Level 1, provide a detailed view of what motivates you. Also, describe your approach to motivating others in the workplace. Identify overlaps and similarities between your approach and the models covered in Level 1.

5. Delegation is an integral part of leading people. Effective delegation reflects motivation, development, and coaching.

Describe a delegation that you have made that follows the principles of effective delegation discussed in Level 1.

Describe how you insured that this delegation provided a challenge to your employee, and how you transferred some of your authority to them

Also, describe how you prepared for the delegation, how you communicated the delegation, and what expectations you set up along the way. Give a detailed account on the results of your delegation. Additionally, what would you have done differently?



6. Performance appraisal systems are specific to every organization. Describe the appraisal process in your organization, then critique that process using material in the notebook.

Specifically, what do you see as some of the strengths and weaknesses in the appraisal system.

What do you think needs to be done to improve it?

