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

CPM LEVEL 2 EXAM

November, 2013

Procedures

**Upon completion, submit this assignment through our website: <u>https://www.fcpm.fsu.edu/</u>
<u>students/fcpm_partlogin_000.cfm</u>**

This 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, you will receive an automated email saying that it has been "Completed"-- meaning it passed. 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 850-644-0161.

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 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.

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.

This is a take home 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.   Groups may become dysfunctional because of certain pathologies, two of which are Groupthink and the Abilene Paradox. Choose one group dysfunction and address it in this question.

   - Explain why the dysfunction you have chosen is not desirable and how it manifests itself.
   - Think about a group to which you belong and write about pressures that may be causing this dysfunction to occur.
   - How can you as a member of this group identify the dysfunction, make your co-members aware of it, and help stop it in the future.

   You may want to identify the group events with the elements of the particular dysfunction as presented in class and in the manuals. Please cite course and outside materials whenever possible.

2. Sometimes managers manage individuals and other times groups. Think of the following concepts discussed in the program.

    Personal style
    Leadership style
    Working in Groups
    Conflict in Groups

    Apply these concepts to your own real-life work group, describing how personal style, leadership style, and group dynamics affect the group's interaction and productivity. What is your perception of each member's personal style and how that relates to others'? How can you as a manager attempt to utilize these concepts to improve group performance?

    Draw on personal experience, the course materials, and class activities.

3.   Conflict is to be expected in any group and, if managed properly, can actually lead to creative ideas and solutions. If managed incorrectly, however, as in the Blue-Green exercise, it can destroy a group.

What lessons can be drawn from the Blue-Green exercise about conflict and competition within organizations? How do you see the Blue-Green exercise being played out in real life, within your own organization?

Also, give a detailed interpretation of how you personally deal with conflict, based on your scores on the Thomas-Kilmann Conflict Mode Instrument. What is your preferred style? Your backup style? How well does your mode of handling conflict work? What changes, if any, would you like to make in how you handle conflict?

4.   Since the 1990s, the Quality Movement has fueled the rise of transformational management, although some organizations merely gave it lip service, while others were truly committed to it. Whether it was called TQM, ISO 9000, Sterling, or Baldrige, the purpose has been to improve organizations in serving their customers. Reflecting on your agency's experience with quality management, critique your agency's commitment and implementation of those management principles. Outline how the basic principles are being applied, or misapplied, in your organization? Where do you see your agency going in the future with these principles, whether through a formal quality management program or not?