

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

**CPM LEVEL 4 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. Assume that 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. Using the “Traditional vs. Transformational Power” page in Module 1, evaluate the way power is applied in your agency. Is your agency’s culture predominantly on the Traditional or Transformation side with regard to power?

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).

Take five items on which you rated your agency on the Traditional side, and provide examples of why you rated your agency that way. Then discuss how you would move your agency to the Transformational side for those five items.

Overall, describe what you would do to move your agency’s culture more toward transformational power.

3. Organizational change is constant in today's workforce. Drawing on lessons learned from the "Managing Change and Transition" video by Dr. Ben Bissell, consider how change is managed in your team/agency.

Critique one change that has happened in recent years. Based on Bissell's model, what mistakes were made in how the change was implemented? What could have been done to improve the results and impacts?

4. In Level 4, you took the Telemetrics 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 Telemetric scoring grid. How would you interpret those differences?

5. 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?

6. Using the force field analysis presented in Module 4, identify a management change you would like your agency to make and work through the model to plan the change.

Describe what you learned from the force field analysis and give a detailed plan as to how you would increase the forces for and decrease the forces against the change.

What actions would you take to prepare for the change and how would you overcome the resistance to the change?

7. Conformity and Obedience play a significant role in organizational behavior. Two of the most famous psychology experiments in history focused on these two factors. What lessons and insights about conformity and obedience can be drawn from the Solomon Asch and Stanley Milgram experiments?

Describe a decision that was made in your agency. Analyze this decision by identifying what role conformity and obedience played in how the decision was made and the how the outcome impacted the organization/team.

How can extreme conformity and obedience can be detrimental to teams and organizations, and how can leaders overcome these tendencies?