

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

**CPM LEVEL 3 EXAM**

**November, 2013**

# 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 (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 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 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 assumes that you will learn from 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 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. Assume that you have a significant amount of influence on the operations and social structures of your organization.

- Discuss your viewpoint of leadership and your leadership preferences.

- Using the Sterling Challenge Document handed out in Level 3, analyze your organization using the Leadership Criteria and answer the leadership criteria questions regarding your organization.

- Discuss the changes you might make to help your organization grow and develop a leadership system.

2. In 1980, the NBC White Paper “If Japan Can, Why Can’t We?” was a dramatic wake-up call for American business and helped to jump-start the Quality movement. For decades, American managers had left quality out of the equation when measuring productivity. In your view, what are some of the implications for American society of not measuring quality?

In most organizations, it's easier (and therefore more of a priority) to measure the *quantity* of work rather than the *quality*. How is your agency now attempting to measure quality? What do you think needs to happen to increase the emphasis on quality in your own unit?

3. Reflecting on what you learned in Level 3 about organizational communication, particularly the potential of the Internet, describe how you think information technology will change the way you work in the next 5-10 years. And perhaps a more difficult question: how do you think that information technology will change the way you manage people? Discuss both the positive and negative aspects of those changes.

What changes do you, as an individual manager, need to make to prepare for the coming information revolution? What steps does your agency need to make?

4. Project Management is becoming a way of life in many organizations, and will become even more of a necessary skill for managers in the future. Although some of the tools of project management have been around for decades (Gantt charts, critical path analysis), there are new considerations about how project teams can be structured internally (Isomorphic, Specialty, Egoless, Surgical).

How would you describe the advantages and disadvantages of each of these four team structures? If you were a project team leader, how would you decide which structure to use for a particular project?

Also, what skills do you need to improve on to be prepared for the increased emphasis on project management in the coming years?