**Certified Public Manager Program**

**Florida Center For Public**

**Management**

**The Florida State University**

**CPM LEVEL 5 EXAM**

**DATE**

**NAMES, email addresses, phone numbers,** go here for group or individual exam.

**Exam Question Summary:**

See detailed exam instructions in module 5 and below for each section to complete this exam.

Using the Mintzberg article from Level 5, *“Organization Design: Fashion or Fit?”* analyze your agency, address the four indicated areas:

A) Five Basic Components of your Agency

B) Compare and Contrast Key Features

C) Describe your agency, based on Mintzberg’s five configurations

D) Change needed in order to become more of a Professional Bureaucracy

**A. Five Basic Components of Your Agency:**Looking at Mintzberg’s five basic components (Strategic Apex, Operating Core, Middle Line, Technostructure, and Support Staff) identify the positions and/or departments that would fall under each. For instance, who would be in your Strategic Apex? Who would be in your Technostructure? And so on.

|  |  |
| --- | --- |
| **Component of the Organization** | **What Departments/Offices/Positions/Functions are part of it** |
| **Strategic Apex**  (Component column, no text to be added here.) | (List the departments/functions of your organization that make up each of these components. See definitions in Mintzberg article for details.) |
| **Operating Core** |  |
| **Middle Line** |  |
| **Support Staff** |  |
| **Technostructure** |  |

**B. Compare and Contrast Key Features (See Mintzberg article pg. 6 for more information).**Using the chart on page 6 of the Mintzberg article, identify which configuration best describes the key components of your agency. Start with “Key Part of the Organization” and work your way through “Decentralization.” You do NOT need to do the Situational Elements at the bottom of the chart. For ex-ample, ask yourself, “What is the Key Part of our organization?” Is it the Strategic Apex, the Technostructure, the Operating Core, the Middle Line, or the Team (as in Adhocracy)? Decide which fits your agency, then explain why.

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| --- | --- | --- |
| **Key Features** | **Type of Organization**  **From Mintzberg Structures Chart** | **Why** |
| **Key Part of Organization**  (i.e., What is is? Name/list.) | (Which Mintzberg Structure (e.g., Divisional Bureaucracy, etc.) best represents how it functions in your organization?) | (Discuss and describe why you have identified the section of your organization as serving this function and why you identified the Mintzberg structure chosen to describe this feature.) |
| **Key Means of Coord.**  (i.e., What is it?) |  |  |
| **Specialization of Jobs**  (How much/how organized?) |  |  |
| **Training and Indoctrination**  (How much/how deployed?) |  |  |
| **Formalization of Behavior**  (How is behavior regulated?) |  |  |
| **Grouping**  (How is work grouped/organized?) |  |  |
| **Unit Size**  (How is work size determined for sections, teams, and/or work units?) |  |  |
| **Planning and Control Systems**  (What is the performance  management system?) |  |  |
| **Liaison Devices**  (What sort of committees, focus groups, internal boards, etc. are used to liaise between sections of the organization? |  |  |
| **Decentralization**  ( Is the org structure centralized, decentralized and/or both?) |  |  |

C. Overall, how would you describe your agency, based on Mintzberg’s five configurations? It may be a blend of structures (perhaps Machine, Divisional, or Professional). Write about your determination of this and how you predict it may need to be structured in 10 years.

D. What changes would you make to your agency for it to become more of a Professional Bureaucracy? Give a detailed explanation by addressing Mintzberg’s 5 basic components and the key features of your organization. Consider that organizations are trying to reduce hierarchy and become flatter to empower and use teams to solve problems and improve performance. What changes do you think would be needed to enable your agency to become more of a professional bureaucracy?