**Certified Public Manager Program**

**Florida Center For Public**

**Management**

**The Florida State University**

**CPM LEVEL 4 EXAM**

Name

Submitted on (Date)

Email Address

Work Phone:

**2023**

**Exam Procedures**

This exam is a “double loop learning opportunity” that provides you a chance to drill deeper into what you learned in class and apply it to your work and personal life. Your response should demonstrate that you have integrated the material into your thinking.

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| **Suggested Approach** | |
| Gather your materials | *Use CPM notebooks, notes, books* |
| Review your materials | *Study material and class notes* |
| Choose your ONE question to answer | *Answer should reflect application of material* |
| Think about your response | *Organize your thoughts* |
| Write your response | *Submit a minimum of 1,200 words* |
| Use your own experiences | *Discussion with peers acceptable* |

**Upon completion, please submit your exam through our website:**

<https://students.fcpm.fsu.edu/fcpm_partlogin_000.cfm>

1. Log-on with the email address and password you gave us when you registered.
2. Click on “Submit Exam or Assignment” for the exam you want to submit.
3. Click “Browse” and locate the file on your hard drive, then click “Open.”
4. 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 “Submitted.” You will also receive an automated email notifying you that it has been added to your transcript.

**Once your exam is graded,** you will receive an automated email saying that it has been “Completed” or an email asking you to resubmit additional work to pass. Your work will be graded within 60 days or sooner. Exams are graded on a Pass-Fail basis.

You should keep a copy of your exam for future reference. Your work is considered confidential, and the CPM Program will not share or discuss it with anyone, other than you.

**If you encounter problems** submitting your exam, please contact Dan Vicker first, the CPM Student Liaison, at dvicker@fsu.edu, or the CPM office at CPM@admin.fsu.edu.

1. 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.
2. Assess your current power bases using the Six Power Bases inventory in Module 1. Report your scores and provide comments on your six bases of power.
3. What were your big picture conclusions from completing this exercise?
4. In what bases of power were you weak and how will you go about strengthening them?
5. In what bases were you strong and how will you maintain them?
6. Using the “Traditional vs. Transformational Power” page in Module 1, evaluate the way power is applied in your agency.
7. Is your agency’s culture predominantly on the Traditional or Transformation side regarding power? Please provide evidence that supports your overall assessment.
8. Rate your agency on a scale of 1-5 for each item (with 1 being Very Traditional and 5 being Very Transformational). Provide comments on your scoring for each item.
9. Take five items on which you rated your agency on the Traditional side and provide examples of why you rated them that way. Then discuss how you would move your agency to the Transformational side for those five items.
10. Overall, describe what you would do to move your agency’s culture more toward transformational power.
11. Using the Influence Styles inventory in Module 1, evaluate your preferences for influencing others.
12. What is your primary and secondary preference according to the instrument and do you agree or think it fits you? What did the feedback help you realize about yourself?
13. By definition, a preference is what you tend to do most often which is not necessarily what might be best to do for the conditions. In looking at the table that lines up possible conditions with appropriate strategies, comment on how flexible you are in your styles.
14. Describe some examples when your preferred style might not have been the most successful style for the conditions. In retrospect, what would you have done differently to ensure a more successful outcome.
15. Overall, describe what you might do to improve your strategy of influence given what you learned from this inventory.
16. 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.
17. Critique one change that was implemented in your agency in recent years.
18. Based on Bissell’s model, what mistakes were made in how the change was implemented?
19. What were some of the approaches that may have contributed to some successes?
20. What could have been done to improve the results and impacts?
21. In Level 4, you took the Teleometrics inventory which identified your Personal Achievement Formula and your view of your Organizational Culture.
22. Reflecting on what you learned, write a detailed critique of how your management practices and beliefs align with or contradict your agency culture. How would you interpret those differences and what are the implications for your career?
23. Reflect on your experience in Level 1 with the Blake and Mouton Managerial Grid. A major take away was contemporary leaders should strive to be in quadrant IV (Team Leader). What adjustments will you need to make to move toward 9, 9 in quadrant IV?
24. If your PAF is closer to 9,9 than your OC score, how will you maintain your principles despite what your organization is rewarding?
25. You discussed ethics cases in Level 4 and analyzed “the right thing to do”. The main tool you used was the “Ethics-Decision Rules”, which summarizes four perspectives for deciding what’s ethical (Individual Utility, Social Utility, Social Values, Individual Values).
26. 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.
27. Write a detailed analysis using each of the four perspectives.
28. Based on your analysis, was the decision ethical? If so, why? If not, why not?
29. We reviewed two films in Module 1: The Horse Whisperer and Max and Max.
30. What implications do these films have for working with employees and being effective as a team member?
31. Describe the key learning points from each film and select two that you intend to initiate from your list. Report the results.
32. 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.
33. Describe what your 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.
34. What actions would you take to prepare for the change and how would you over-come the resistance to the change?
35. Conformity and obedience play a significant role in organizational behavior. Two of the most famous psychology experiments in history focused on these two factors.
36. What lessons and insights about conformity and obedience can be drawn from the Solomon Asch and Stanley Milgram experiments?
37. 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.
38. How can over-emphasizing conformity and obedience be detrimental to teams and organizations? How can leaders overcome the tendency to over-emphasize conformity and obedience?