51A Middle Street Newburyport MA 01950
Phone: 800-588-7039 Fax: 877-902-4284
contact@bhfe.com www.bhfe.com

Course Information

Course Title: *Change Management* #366716

Number of continuing education credit hours recommended for this course:
In accordance with the standards of the National Registry of CPE Sponsors CPE credits have been granted based on a 50-minute hour.

CPA: 3 (All states)
National Registry of CPE Sponsors ID Number: 107615.
Sponsor numbers for states requiring sponsor registration
Florida Division of Certified Public Accountancy: 4761 (Ethics #11467)
Hawaii Board of Accountancy: 14003
New York State Board of Accountancy: 002146
Ohio State Board of Accountancy: M0021
Texas State Board of Accountancy: 009349

Course Description
The *Change Management* course is designed to assist the reader in conducting major change initiatives. It focuses on the many pitfalls that can cause failure, as well as the best change management process for improving the odds of success. The course also notes the characteristics of the person who should lead a change initiative, and how to deal with the conflicts that are frequently triggered by a major change.

Program Delivery Method: QAS Self-Study (interactive)

Subject Codes/Field of Study
NASBA (CPA):Business Management & Organization

Course Level, Prerequisites, and Advance Preparation Requirements
Program Level: NASBA (CPA): Overview.
This program is appropriate for professionals at all organizational levels.
Prerequisites: None
Advance Preparation: None

Course Content
Publication/Revision date: 8/29/2016.
Author: Steven M. Bragg, CPA.
Final exam (online): Fifteen questions (multiple-choice).

Instructions for taking this course

You must complete this course within one year of the date of purchase (if you do not complete the course within one year, contact us to determine whether an updated edition of the course is available, in which case we will provide you with a PDF of the updated course and the online exam at no charge).

A passing grade of at least 70% is required on the final exam for this course. You may retake the exam if you do not pass it on the first attempt (no charge).

Complete the course by following the learning objectives listed on the following page, studying the text, and studying the review questions at the end of each major section (or at the end of the course). Once you have completed studying the course and you are confident that the learning objectives have been met, answer the final exam questions (online).

Instructions for Taking the Final Exam Online

- Login to your account online at www.bhfe.com.
- Go to "*My Account*" and view your course.
- Select "*Take Exam*" for this course and follow instructions.

Additional Information

- The exam may be started, stopped, then resumed at a later date.
- The exam is "open book," it is not timed, and it may be retaken if not passed on the first attempt (no charge).
- Results (correct, incorrect answers) and certificate appear immediately upon passing the exam.

Have a question? Call us at 800-588-7039 or email us at contact@bhfe.com.

Learning Objectives:

- Identify the situations in which change initiatives may and may not be needed.
- Describe how a manager decides which change initiatives to pursue.
- Recognize the characteristics of an environment in which a change initiative is difficult to operate.
- Recall the circumstances under which a project has been properly structured to succeed.
- Describe how consultants should be used in a change initiative.
- Identify the reasons why a business may be mired in complacency.
- Recall the issues for which a prospective vision statement should be tested.
- Identify the methods used to keep a change from reverting back to the previous state.
- Note the reasons why the results garnered from a change initiative may backslide.
- Recognize the differences between a leader and a manager.
- Describe the different types of change agents.
- Identify the different methods used to deal with conflict.
- Note the circumstances under which evolutionary change works best.
- Recall the types of positions needed to support a transformational effort.

About the Author

Steven Bragg, CPA, has been the chief financial officer or controller of four companies, as well as a consulting manager at Ernst & Young. He received a master's degree in finance from Bentley College, an MBA from Babson College, and a Bachelor's degree in Economics from the University of Maine. He has been a two-time president of the Colorado Mountain Club, and is an avid alpine skier, mountain biker, and certified master diver. Mr. Bragg resides in Centennial, Colorado. He has written the following books and courses:

Published by AccountingTools LLC, Centennial, Colorado.

No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, except as permitted under Section 107 or 108 of the 1976 United States Copyright Act, without the prior written permission of the Publisher. Requests to the Publisher for permission should be addressed to Steven M. Bragg, 6727 E. Fremont Place, Centennial, CO 80112.

Limit of Liability/Disclaimer of Warranty: While the publisher and author have used their best efforts in preparing this book, they make no representations or warranties with respect to the accuracy or completeness of the contents of this book and specifically disclaim any implied warranties of merchantability or fitness for a particular purpose. No warranty may be created or extended by written sales materials. The advice and strategies contained herein may not be suitable for your situation. You should consult with a professional where appropriate. Neither the publisher nor author shall be liable for any loss of profit or any other commercial damages, including but not limited to special, incidental, consequential, or other damages.
Copyright © 2016 by AccountingTools LLC. All rights reserved.

Table of Contents

Chapter 1 - Overview of Change Management 1

When Change Initiatives are Most Necessary 1
The Strategy of Change 2
The Impact of Lead Time on Change Initiatives 3
PEST Analysis 3
The Most Difficult Environments for Change 4
Change Management Pitfalls 4
Dealing with an Environment of Repeated Failures 5
Dealing with Adverse Motivations 5
How to Structure a Project to Succeed 6
Drivers of Change 6
Tipping Point Leadership 7
Development Laboratories 8
Bottom-Up and Top-Down Change 8
The Impact of Turnover 9
The Impact of Prior Sales 9
The Role of Consultants 9
Review Questions 11

Chapter 2 - The Change Management Process 12

Change Management Process Steps 12
Dealing with Uncertainty 13
Creating a Sense of Urgency 13
Delivering Bad News 14
Members of the Guiding Coalition 15
Developing a Vision 15
Communicating Constantly 17
Eliminating Obstacles 19
Creating Wins 21
Rolling the Project Forward 21
Locking in Changes 22
Review Questions 25

Chapter 3 - Change Leadership 26

Management vs. Leadership 26
The Ideal Change Management Leader 27
Types of Change Agents 27
Leadership Challenges 28
Review Questions 31

Chapter 4 - Conflict Management 32

The Nature of Conflict 32

The Level of Conflict 32
Conflict Resolution 33
Dealing with Equity Issues 34
Review Questions 35

Chapter 5 - Evolutionary Change 36

Types of Evolutionary Change 36
Evolutionary Change Managers 36
Where Evolutionary Change Works Best 37
Attention to Evolutionary Change 37
Review Questions 39

Chapter 6 - Transformational Change 40

Transformational Change 40
Corporate Re-orientation 40
Corporate Re-creation 41
Transformational Change Leaders 41
Employee Transition Phases 41
Review Questions 43

Answers to Course Questions 44

Glossary 48

Index 49