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FINANCIAL EDUCATORS

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Course Information

Course Title: *Change Management* #366722

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 (for ethics): 002146
Ohio State Board of Accountancy: M0021
Pennsylvania Board of Accountancy: PX178025
Texas State Board of Accountancy: 009349

Course Description
Leading a change effort is arguably one of the most difficult management tasks. Organizational inertia, excessive comfort with the status quo, and resources being focused on existing systems make it quite difficult to successfully enact change. The *Change Management* course shows how to break through these barriers for 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. In short, this course helps practitioners conduct successful change management campaigns within their organizations.

Course Content
Publication/Revision date: 4/27/2022.
Author: Steven M. Bragg, CPA.
Final exam (online): Fifteen questions (multiple-choice).

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

Instructions for Taking This Course

- **Log in to your secure account at www.bhfe.com. Go to "My Account."**
- **You must complete this course within one year** of purchase (If the course is "Expired," contact us and we will add the latest edition of the course to your account (no charge).
- **To retain the course-PDF after completion (for future reference) and to enable enhanced navigation:** From "My Account," Download and save the course-PDF to your computer. This will enable the search function (Menu: Edit>Find) and bookmarks (icon on left side of document window).
- **Complete the course by** following the learning objectives listed for the course, studying the text, and, if included, 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 Online Exam

- **Log in to your secure account at www.bhfe.com. Go to "My Account."**
- A passing grade of at least **70%** is required on the exam for this course.
- You will have three attempts to pass the exam (call or email us after three unsuccessful attempts for instructions).
- The exam is not timed, and it does not need to be completed in one session.
- For a printed copy of the exam questions, open the exam and press "Print Exam."
- Once you pass the exam, the results (correct/incorrect answers) and certificate of completion appear in "My Account." A confirmation email is also sent.
- CFP Board and IRS credit hours, if applicable, are reported on Tuesdays and at the end of the month.

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.
- Specify 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.
- Specify 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 more than 250 books and courses, including *New Controller Guidebook*, *GAAP Guidebook*, and *Payroll Management*.

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Table of Contents

Course Information ..... **ii**

Learning Objectives ..... **iii**

Chapter 1 Overview of Change Management **1**

Learning Objectives 1
Introduction 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 6
How to Structure a Project to Succeed 6
Drivers of Change 7
Tipping Point Leadership 7
Development Laboratories 8
Bottom-Up and Top-Down Change 9
The Impact of Turnover 9
The Impact of Prior Sales 10
The Role of Consultants 10
Summary 10
Review Questions 12

Chapter 2 The Change Management Process **13**

Learning Objectives 13
Introduction 13
Change Management Process Steps 13
Dealing with Uncertainty 14
Creating a Sense of Urgency 14
Delivering Bad News 16
Members of the Guiding Coalition 16
Developing a Vision 17
Communicating Constantly 18
Eliminating Obstacles 21
Creating Wins 22
Rolling the Project Forward 23
Locking in Changes 23
Summary 25
Review Questions 26

Chapter 3 Change Leadership **27**
Learning Objectives 27
Introduction 27
Management vs. Leadership 27
The Ideal Change Management Leader 28
Types of Change Agents 29
Leadership Challenges 30
Summary 31
Review Questions 32

Chapter 4 Conflict Management **33**
Learning Objectives 33
Introduction 33
The Nature of Conflict 33
The Level of Conflict 33
Conflict Resolution 34
Dealing with Equity Issues 35
Summary 35
Review Questions 36

Chapter 5 Evolutionary Change **37**
Learning Objectives 37
Introduction 37
Types of Evolutionary Change 37
Evolutionary Change Managers 37
Where Evolutionary Change Works Best 38
Attention to Evolutionary Change 38
Summary 39
Review Questions 40

Chapter 6 Transformational Change **41**
Learning Objectives 41
Introduction 41
Transformational Change 41
Corporate Re-orientation 41
Corporate Re-creation 42
Transformational Change Leaders 42
Employee Transition Phases 42
Summary 43
Review Questions 44

Answers to Course Questions **45**

Glossary **49**

Index **50**