



51A Middle Street, Newburyport, MA 01950

Phone: 800-588-7039

contact@bhfe.com

www.bhfe.com

Course Information

Course Title: *New Manager Guidebook*

#378624

Number of continuing education credit hours recommended for this course:

CPA: 16 (All states)

In accordance with the standards of the National Registry of CPE Sponsors, CPE credits have been granted based on a 50-minute hour.

National Registry of CPE Sponsors ID Number: 107615.

Sponsor numbers for states requiring sponsor registration

Florida Division of Certified Public Accountancy: 0004761 (Ethics #0011467)

Hawaii Board of Accountancy: 14003

New York State Board of Accountancy: 002146

Ohio State Board of Accountancy: CPE .51PSR

Pennsylvania Board of Accountancy: PX178025

Texas State Board of Accountancy: 009349

Course Description

A new manager can be overwhelmed with the responsibilities of the job, and cannot afford to learn through trial and error. *The New Manager Guidebook* provides the essential knowledge needed to excel as a manager. It is packed with detailed guidance about how to recruit, coach, and train employees, as well as how to develop plans, organize work, and motivate staff. The *Guidebook* thoroughly addresses the management of teams, special projects, and start-up businesses, always with a focus on avoiding errors and delivering within expectations.

Course Content

Publication/Revision date: 8/12/2024.

Author: Steven M. Bragg, CPA.

Final exam (online): Eighty questions (multiple-choice).

Program Delivery Method: NASBA QAS Self-Study (interactive)

Subject Codes/Field of Study

NASBA (CPA): Business Management and Organization

Course Level, Prerequisites, and Advance Preparation Requirements

Program level: Overview

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 Assignment & Objectives

- Recognize the activities involved in the practice of management.
- Identify the types of skills that a manager is most likely to need and not need.
- Recognize the sources of power.
- Specify the types of connections that different levels of managers need to develop as part of their personal networks.
- Recognize the activities that can make a manager more efficient.
- Describe the essential aspects of the various management theories.
- Identify the various steps in the planning process.
- Specify which levels of management are responsible for the different parts of the planning process.
- Identify the criteria for effective goals.
- Differentiate between scenario and contingency planning.
- Describe the negative effects of a structured planning process.
- Recognize the different activities that can be coordinated with a proper organizational structure.
- Differentiate between line and staff personnel.

- Identify the different organizational structures that can be used to orient a business in different ways.
- Describe the factors that impact the span of control.
- Describe the impact of a manager on her staff's emotional state.
- Recognize the sources of emotional intelligence.
- Differentiate between the different types of leadership styles.
- Provide examples of intrinsic and extrinsic rewards.
- Specify the underlying requirements for a program of employee empowerment.
- Describe how to deal with the negative effects of uncivil behavior.
- Point out several examples of office culture.
- Specify the techniques available for reaching a tipping point in gaining support for a change.
- Describe the causes of complacency within a business.
- Identify the members of a guiding coalition for a change management initiative.
- Describe how a completed change initiative can backslide, and how this can be prevented.
- Recognize the activities involved in a control system.
- Specify how the various budgets interact with each other.
- Describe how to calculate sales and cost variances.
- Recognize how the job bidding process is used.
- Specify how to identify better job candidates from their resumes.
- Identify the various red flags that may arise during an employment interview.
- Recognize the effects that can cause incorrect hiring decisions.
- Specify the reasons why performance appraisals have such a poor reputation.
- Describe the contents of and time apportionments for a performance appraisal.
- Identify the targeted improvement areas for coaching, and situations in which coaching may not be accepted.
- Specify the main events covered in a coaching session.
- Discuss how to deal with an employee who refuses to speak.
- Identify coaching errors and efficiencies.
- Describe how to improve the return on a training investment.
- Specify the training that can be useful for a new manager.
- Recognize the techniques available for improving the efficiency of decision making.
- List the steps involved in making a decision.
- Identify the characteristics of the different types of teams.
- Recognize how a self-directed team can be set up to manage itself.
- Specify the alternatives available for gaining a high level of coherence in a dispersed team.
- Identify the different types of project management tools and their characteristics.
- Recognize the types of problems that the manager of a start-up is likely to face.
- Specify the risk mitigation techniques that could be used in a start-up business.
- Specify the various indicators of an unethical manager.
- Identify the components of a fair decision-making process.
- Describe the circumstances under which employees are more likely to follow the ethical lead of their manager.
- Identify the characteristics and purposes of the habits of an effective manager.

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 300 books and courses, including *New Controller Guidebook*, *GAAP Guidebook*, and *Payroll Management*. He has also written the science fiction novel *Under an Autumn Sun*, first book in *The Auditors* trilogy.

Copyright © 2024 by AccountingTools, Inc. All rights reserved.

Published by AccountingTools, Inc., 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.

Table of Contents

Chapter 1 - Introduction to Management	1
Core Management Activities.....	1
Essential Areas for a Manager to Emphasize	2
Essential Management Behavior	3
Listening Skills.....	4
Coaching Skills	5
The Sources of Power.....	6
How to Influence People	6
Networking.....	7
Managing Upward.....	8
Tactics for Management Efficiency	8
Common New Manager Mistakes	8
How to Delegate.....	9
A Day in the Life of a Manager.....	9
The Effectiveness of Managers	10
Chapter 2 - Management Philosophies	13
Scientific Management.....	13
General Administrative Theory	14
Bureaucracy Model	15
Mintzberg’s Managerial Roles	15
Theory X and Theory Y	15
Employee Empowerment	16
Management by Walking Around	16
Total Quality Management.....	16
Constraint Analysis	17
Chapter 3 - Planning Activities	19
The Mission Statement.....	19
Strategy and Tactics	20
Criteria for Effective Goals	21
High-Level Planning	22
SWOT Analysis.....	23
Competitive Strategies	25
Strategy for a Multi-Unit Business.....	25
Decentralized Planning.....	27
Planning for Individual Functions.....	27
Planning Alignment Issues	28
Scenario Planning.....	28
Contingency Planning	29
Planning Iterations.....	29
Level of Goal Challenge.....	30
Plan Execution.....	30
Management by Objectives.....	30
Performance Dashboards	31
Other Plan Execution Activities.....	31
Planning Benefits and Concerns.....	32
Chapter 4 - Organizational Structures	35
Organizing as a Management Function.....	35
Organizational Structure.....	37
Organization Chart	38
Functional Organizational Structure.....	40

Organic Organizational Structure.....	42
Divisional Organizational Structure.....	42
Matrix Organizational Structure.....	43
Levels of Management.....	44
Span of Control.....	45
Chapter 5 - Leadership.....	48
The Difference between a Manager and a Leader.....	48
Manager Introspection.....	48
Emotional Intelligence.....	49
Core Skills of Great Leaders.....	49
Authentic Leadership.....	52
The Introvert or Extrovert as a Leader.....	53
Chapter 6 - Motivating Employees.....	56
Motivational Enhancements.....	56
Intrinsic and Extrinsic Rewards.....	56
Hierarchy of Needs.....	58
Two-Factor Theory.....	59
Job Design.....	60
Empowerment.....	60
Understanding Employees.....	61
Ongoing Support.....	61
Capitalizing on the Uniqueness of Individuals.....	62
Persuasion Techniques.....	62
Negative Motivation.....	64
The Effects of Incorrect Rewards.....	64
The Reactive Effects of an Initial Failure.....	64
The Effects of Disempowerment.....	65
The Effects of Company Administration.....	65
Dealing with Uncivil Behavior.....	65
Chapter 7 - Corporate Culture.....	68
The Need for Corporate Culture.....	69
The Foundation of Corporate Culture.....	69
The Downside of Corporate Culture.....	70
Chapter 8 - Change Management.....	73
When Change Initiatives are Most Necessary.....	73
Tipping Point Leadership.....	74
Development Laboratories.....	75
Bottom-Up and Top-Down Change.....	75
Change Management Process Steps.....	76
Creating a Sense of Urgency.....	77
Members of the Guiding Coalition.....	78
Developing a Vision.....	79
Communicating Constantly.....	80
Eliminating Obstacles.....	83
Creating Wins.....	84
Rolling the Project Forward.....	84
Locking in Changes.....	85
The Ideal Change Management Leader.....	87
Chapter 9 - Management Control Activities.....	89
The Control System.....	89
Management by Exception.....	89
Control Issues.....	90
Budgetary Controls.....	91

General Reporting Format.....	94
Revenue Reporting.....	96
Selling Price Variance.....	96
Sales Volume Variance.....	97
Overview of Cost of Goods Sold Variance Reporting.....	98
Purchase Price Variance.....	98
Material Yield Variance.....	100
Labor Rate Variance.....	101
Labor Efficiency Variance.....	101
Variable Overhead Spending Variance.....	102
Variable Overhead Efficiency Variance.....	103
Fixed Overhead Spending Variance.....	104
Problems with Variance Analysis.....	104
Which Variances to Report.....	105
How to Report Variances.....	106
Ratio Analysis.....	107
Open Book Management.....	107
The Tension between Employee Freedom and Operational Control.....	108
Expanding the Focus of Management.....	108
Chapter 10 - Employee Recruiting and Appraisal.....	112
Recruitment Principles.....	112
Internal Hiring.....	113
External Hiring.....	114
General Hiring Principles.....	115
The Hiring Priority.....	115
Respect for Candidates.....	115
Resume Analysis.....	116
Conducting the Interview.....	117
Initial Interview Impressions.....	117
Interview Questions.....	118
Interviewer Comments.....	121
Interviewing Red Flags.....	122
Applicant Evaluation.....	122
The Onboarding Concept.....	124
The Need for Onboarding.....	125
The Performance Appraisal.....	126
Benefits of the Performance Appraisal.....	126
Issues with Performance Appraisals.....	127
The Ideal Performance Appraisal Environment.....	128
The Performance Discussion.....	129
Conveying the Message.....	129
The Core Discussion.....	129
Employee Reactions.....	130
Future Planning.....	131
Raises.....	132
The Performance Appraisal Review Form.....	132
Phrasing Suggestions.....	134
Chapter 11 - Coaching.....	137
The Reason for Coaching.....	137
Forward-Looking Coaching.....	138
The Coaching Difference.....	138
Investigating the Need for Coaching.....	139
Goal Setting for Coaching Sessions.....	139
Coaching Sessions.....	141
Coaching Models.....	142

Coaching Inquiries	142
Probing Questions	143
Coaching Observations.....	144
The Transition to Action Steps.....	144
Breaking Out of the Box	144
When Responses are Questionable.....	145
Role Playing	145
Dealing with Silence	145
Coaching Session Preparation.....	145
Coaching Session Prep Form	145
On-the-Spot Coaching.....	146
The Ideal Coach	146
The Poor Coach.....	146
Coaching Mistakes	147
Lack of Time to Coach.....	148
The Efficient and Effective Coach	148
The Role of Coaching in Employee Rankings	149
Chapter 12 - Employee and Manager Training	151
Reasons for Training	151
Reasons Why Training Fails	152
Training Strategy.....	152
Motivations for Training	153
The Positive Impact of Management Support.....	153
Transferring Training to the Workplace.....	154
Training for New Managers	154
Experiences for High-Potential Managers.....	155
Chapter 13 - Manager Decision Making.....	158
The Decision-Making Environment	158
Decision Making Efficiency.....	159
Essential Decisions for Management	159
Decision Making Tools	160
Steps in the Decision-Making Process	161
Identify the Problem or Opportunity.....	161
Diagnose the Problem or Opportunity	161
Develop a Set of Alternatives	162
Select an Alternative	162
Implement the Chosen Alternative	163
Obtain Feedback	163
Approaches to Decision Making	164
Chapter 14 - Managing Teams	167
Types of Teams	167
Recommendation Teams.....	167
Ongoing Activity Teams.....	168
Design Teams	168
Management Teams.....	169
Customer Account Teams.....	169
Style of the Team Leader	169
Collaboration Issues	170
Conflict Resolution	170
Dealing with Counterproductive Behavior.....	171
Internal Conflict Resolution	171
The High-Performance Team.....	172
Leadership Sharing.....	173
Self-Directed Teams.....	173

Managing the Dispersed Team	175
Emotional Connection	176
Forms of Communication	178
Rules	178
Summary	178
The Leader of a Dispersed Team.....	179
Chapter 15 - Project Management.....	181
The Project Planning and Control System.....	181
The Work Breakdown Structure.....	182
Task Relationship Identification.....	184
Bottom-Up Estimating	185
Gantt Charts	187
Critical Path Method (CPM)	188
Program Evaluation and Review Technique (PERT).....	190
Differences between CPM and PERT	192
Project Management Constraints.....	192
Resource Leveling.....	195
Types of Start-Up Managers	198
Criteria for Success	198
Start-Up Strategy.....	199
Start-Up Planning.....	200
Pitfalls to Avoid	200
Late-Stage Issues.....	201
Start-Up Risk Management	201
Chapter 17 - Manager Ethics.....	204
Ethical Infrastructure.....	204
Detection Theory	205
Punishment of Unethical Behavior	205
Letting off Steam	206
Fairness of the Decision-Making Process	206
The Role of Leaders.....	206
The Effect of Unethical Leaders	207
Signs of an Unethical Leader	208
The Code of Conduct	208
The Dangers of Anonymous Feedback	210
Profits versus Stakeholder Considerations	212
Corporate Social Responsibility	213
The Complexity of Ethical Issues.....	214
Decision Making Approaches	214
The Ethics Committee	215
Whistle Blowing.....	215
Chapter 18 - 7 Habits of Effective Managers	217
Habit #1 – Live Among the Staff	217
Habit #2 – Be Aware of Your Demeanor.....	218
Habit #3 – Offload Decisions.....	218
Habit #4 – Correct Recurring Problems	218
Habit #5 – Reiterate Plans at a Medium Level of Detail.....	219
Habit #6 – Focus Attention on a Few Changes	219
Habit #7 – Develop Employees.....	219
Answers to Chapter Questions	221

Glossary	238
Index	242

Preface

Management is a unique occupation, where success is defined by the ability to persuade others to get work done. Someone newly promoted to the role may find management to be quite difficult, and has little time to learn through trial and error. *The New Manager Guidebook* greatly increases a new manager's odds of success by dealing with every management essential, including how to organize work, motivate employees, and monitor outcomes. The *Guidebook* also shares insights into the best ways to recruit, coach, and train employees, as well as give them useful performance appraisals. In addition, it delves into the details of how to manage teams, run projects, and oversee start-up operations.

You can find the answers to many questions about management in the following chapters, including:

- What kind of organizational structure should I use?
- What methods can I use to motivate my employees?
- What steps should I follow to make changes in my area of responsibility?
- What kinds of variances should I review to see how the business is performing?
- What general principles should I follow when looking for job candidates?
- How can I coach my staff to be better employees?
- How can I be more efficient in making decisions?
- How do I deal with conflicts within a team?
- What tools are available for scheduling a project?
- What are the main pitfalls to avoid when managing a start-up business?
- How can I influence employees so that they'll follow higher ethical standards?

The New Manager Guidebook is designed for anyone who has just been promoted into a management position. It can be used as a reference tool for dealing with many issues that new managers are likely to encounter.

Centennial, Colorado
July 2024