

Western Governors University (WGU) MGMT4400 C721 Change Management Practice Test (Sample)

Study Guide



Everything you need from our exam experts!

Copyright © 2026 by Examzify - A Kaluba Technologies Inc. product.

ALL RIGHTS RESERVED.

No part of this book may be reproduced or transferred in any form or by any means, graphic, electronic, or mechanical, including photocopying, recording, web distribution, taping, or by any information storage retrieval system, without the written permission of the author.

Notice: Examzify makes every reasonable effort to obtain accurate, complete, and timely information about this product from reliable sources.

SAMPLE

Table of Contents

Copyright 1

Table of Contents 2

Introduction 3

How to Use This Guide 4

Questions 5

Answers 8

Explanations 10

Next Steps 16

SAMPLE

Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 - 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

Questions

SAMPLE

- 1. Reactive change occurs when:**
 - A. Proactive planning occurs to avoid threats**
 - B. Changes in practices after a threat or opportunity has already occurred**
 - C. Big bang with realignment**
 - D. Minor process tweaks**

- 2. Greiner's Organizational Life Cycle Stage 1 is best described by which combination?**
 - A. It resembles a typical startup with frequent informal communication and entrepreneurial leadership.**
 - B. It emphasizes formal processes and centralized control.**
 - C. It is characterized by a hierarchical, risk-averse leadership style.**
 - D. It focuses on optimizing mature markets.**

- 3. Which trait characterizes an effective change leader?**
 - A. They avoid risk and prefer the status quo**
 - B. They define themselves as a change leader and embrace risk as part of the change process**
 - C. They focus solely on short-term results**
 - D. They delegate all change activities to others**

- 4. Which concept describes a separate small, informal, autonomous and often secretive group that focuses on breakthrough ideas for businesses?**
 - A. Skunkworks**
 - B. New Venture Team**
 - C. Champion**
 - D. Sponsor**

- 5. Which term describes practices that promote change and adaptation within the organization?**
 - A. Built to change organizations**
 - B. Operational and functional-level strategies**
 - C. Human capital**
 - D. Executive Information System**

- 6. Contingency theory posits that organizational dimensions must fit together. Which dimensions are listed?**
- A. Strategy, Structure, People, Work, Rewards**
 - B. Culture, Technology, Finance, Marketing**
 - C. Leadership, Change, Performance, Innovation**
 - D. Planning, Control, Execution, Quality**
- 7. What constitutes an internal change?**
- A. Changes to an organization's operating system**
 - B. Changes in external market conditions**
 - C. Mergers with other firms**
 - D. Changes in international law**
- 8. Which set comprises the four roles of innovation?**
- A. Innovator, Champion, Sponsor, Critic**
 - B. Designer, Tester, Builder, Maintainer**
 - C. Inventor, Leader, Investor, Auditor**
 - D. Idea Generator, Gatekeeper, Investor, Reviewer**
- 9. Duncan's Model is described as a simple big-picture approach for mapping an organization's fit with what?**
- A. External regulatory pressures**
 - B. Customer demand**
 - C. Environmental uncertainty**
 - D. Internal process efficiency**
- 10. Strategy innovation involves...**
- A. Preserving existing industry methods**
 - B. Following competitors' strategies exactly**
 - C. Challenging existing industry methods to meet newly emerging customer needs, add value, and create new markets and customer groups**
 - D. Focusing only on price reductions**

Answers

SAMPLE

1. B
2. A
3. B
4. A
5. A
6. A
7. A
8. A
9. C
10. C

SAMPLE

Explanations

SAMPLE

1. Reactive change occurs when:

- A. Proactive planning occurs to avoid threats**
- B. Changes in practices after a threat or opportunity has already occurred**
- C. Big bang with realignment**
- D. Minor process tweaks**

Reactive change is about adjusting practices after a threat or opportunity has already appeared. When an event occurs and the organization responds by modifying how things are done, that's reactive. This fits the scenario described because the change follows the occurrence, not in anticipation of it. Proactive planning, by contrast, happens before threats arise or opportunities show up, aiming to prevent problems or capture advantages in advance. A big bang with realignment describes a sudden, sweeping overhaul rather than a response to an event after it happens. Minor process tweaks are small, incremental adjustments that may not be tied to a specific triggering event.

2. Greiner's Organizational Life Cycle Stage 1 is best described by which combination?

- A. It resembles a typical startup with frequent informal communication and entrepreneurial leadership.**
- B. It emphasizes formal processes and centralized control.**
- C. It is characterized by a hierarchical, risk-averse leadership style.**
- D. It focuses on optimizing mature markets.**

Early in Greiner's model, the organization operates in a creativity-driven, entrepreneurial mode. It's small and informal, with founders or early leaders directing the vision and taking quick, hands-on actions to seize opportunities. Communication tends to be casual and frequent, roles are flexible, and formal processes are not yet in place. This startup-like environment—vibrant, fast, and informal—best matches a stage characterized by entrepreneurial leadership and informal communication. As organizations grow, they shift toward more formal processes and centralized control, or more hierarchical leadership, or a focus on optimizing mature markets; those features describe later stages, not Stage 1.

3. Which trait characterizes an effective change leader?

- A. They avoid risk and prefer the status quo
- B. They define themselves as a change leader and embrace risk as part of the change process**
- C. They focus solely on short-term results
- D. They delegate all change activities to others

Effective change leaders embrace the uncertainty that comes with transformation and position themselves as the driver of that change. When someone defines themselves as the change agent, they own the vision, motivate others, and steer the organization through the unfamiliar. This willingness to take calculated risks is essential because real change often requires moving beyond the comfort of the current state and trying new approaches, while still planning and engaging stakeholders to manage potential downsides. This mindset keeps the transformation moving forward, aligns people around a future state, and builds resilience as obstacles arise. In contrast, avoiding risk and sticking with the status quo prevents progress, focusing only on short-term results neglects the broader, lasting impact of change, and delegating all change activities to others signals a lack of accountability and leadership needed to drive a cohesive effort.

4. Which concept describes a separate small, informal, autonomous and often secretive group that focuses on breakthrough ideas for businesses?

- A. Skunkworks**
- B. New Venture Team
- C. Champion
- D. Sponsor

Skunkworks describes a small, informal, highly autonomous team inside a larger organization that is dedicated to pursuing breakthrough ideas and rapid development. This setup is designed to move fast, cut through heavy bureaucracy, and often operate with a degree of secrecy to protect innovative work and maintain momentum. The team is usually cross-functional, empowered to make quick decisions, and focused on delivering early prototypes or new capabilities rather than incremental improvements. The term comes from Lockheed's famous Advanced Development Projects, where a tight-knit group could push radical concepts forward with minimal interference. In practice, you'd see a skunkworks unit with a clear mandate, limited governance overhead, and a culture that embraces experimentation and risk. By comparison, a New Venture Team is about forming a new business initiative within the company and may still follow standard governance; a Champion advocates for a project, and a Sponsor provides resources and support, but neither implies the small, autonomous, secretly oriented group described here.

5. Which term describes practices that promote change and adaptation within the organization?

- A. Built to change organizations**
- B. Operational and functional-level strategies**
- C. Human capital**
- D. Executive Information System**

The concept being tested is designing the organization to be adaptable and change-ready. A term that describes practices that promote change and adaptation across the organization refers to building the organization in a way that it can quickly reconfigure, learn, and adopt new strategies, technologies, or shifts in the environment. This means having flexible structures, cross-functional collaboration, modular processes, clear change governance, and ongoing capability development embedded into how the organization operates. When change is baked into the design, initiatives are more easily implemented and sustained. Operational and functional-level strategies focus on optimizing how parts of the organization run today, not on fostering wide-ranging adaptability. Human capital centers on the people and their skills, which are important but don't by themselves establish a system-wide change-promoting posture. An Executive Information System is a tool for delivering data to leaders; it aids decision making but does not inherently establish the broader practices that enable ongoing change.

6. Contingency theory posits that organizational dimensions must fit together. Which dimensions are listed?

- A. Strategy, Structure, People, Work, Rewards**
- B. Culture, Technology, Finance, Marketing**
- C. Leadership, Change, Performance, Innovation**
- D. Planning, Control, Execution, Quality**

In contingency theory, organizational effectiveness comes from aligning several interdependent elements so the whole system supports the chosen direction. The five dimensions that must fit together are strategy, structure, people, work, and rewards. Strategy sets what the organization is aiming to accomplish; structure determines how authority and tasks are arranged to carry out that strategy; people bring the skills, motivations, and roles needed; work covers the actual processes and activities the organization performs; rewards ensure incentives align with the desired outcomes and behaviors. When these elements are in harmony—strategy aligned with structure and work, supported by capable and motivated people, and reinforced by appropriate rewards—the organization can execute effectively in its environment. The other option groupings include important topics in management, but they do not represent the specific set of dimensions traditionally cited for fitting within this contingency perspective.

7. What constitutes an internal change?

A. Changes to an organization's operating system

B. Changes in external market conditions

C. Mergers with other firms

D. Changes in international law

Internal change happens from within the organization, altering how it operates, its processes, systems, or culture. Changing the organization's operating system directly modifies the internal machinery that runs the business, and it's something the organization controls and implements on its own. External factors come from outside: shifts in market conditions affect the organization from the outside; mergers involve integrating with another firm, which is an external actor; changes in international law come from regulatory environments beyond the organization. So the internal change option best fits the concept.

8. Which set comprises the four roles of innovation?

A. Innovator, Champion, Sponsor, Critic

B. Designer, Tester, Builder, Maintainer

C. Inventor, Leader, Investor, Auditor

D. Idea Generator, Gatekeeper, Investor, Reviewer

The four roles that drive innovation effectively cover idea generation, broad support, resources, and critical review. An Innovator brings new ideas and creative approaches to the table, turning possibilities into tangible concepts to explore. A Champion builds momentum by rallying stakeholders, communicating the value, and keeping the effort aligned with what people care about, helping others see why the idea matters. A Sponsor provides the necessary resources and formal backing, removing obstacles, securing funding or approvals, and ensuring the initiative remains funded and connected to strategic goals. A Critic adds healthy rigor by challenging assumptions, surfacing risks, and asking tough questions to strengthen the plan and prevent untested optimism from driving decisions. This combination is ideal because it moves an idea from conception to viable implementation: creative generation, persuasive support, available resources, and rigorous evaluation. Other groupings either pull in roles from different domains (like design or maintenance) or mix terms in a way that doesn't consistently provide the necessary balance of advocacy, funding, and critical assessment.

9. Duncan's Model is described as a simple big-picture approach for mapping an organization's fit with what?

- A. External regulatory pressures**
- B. Customer demand**
- C. Environmental uncertainty**
- D. Internal process efficiency**

Duncan's Model focuses on how an organization should structure itself to match the level of uncertainty in its environment. It presents a simple, big-picture view: when the environment is uncertain and turbulent, organizations tend to be more flexible and decentralized; when the environment is stable, they can be more formal and centralized. This idea helps explain why an organization's design should reflect how predictable or unpredictable outside conditions are. External regulatory pressures or internal process goals are not the primary focus of this mapping, and while customer demand is part of the environment, the model specifically emphasizes uncertainty rather than demand level.

10. Strategy innovation involves...

- A. Preserving existing industry methods**
- B. Following competitors' strategies exactly**
- C. Challenging existing industry methods to meet newly emerging customer needs, add value, and create new markets and customer groups**
- D. Focusing only on price reductions**

Strategy innovation is about rethinking how value is created and delivered to meet newly emerging customer needs, add value, and open up new markets and customer groups. It goes beyond sharpening what already exists or copying rivals; it seeks to redefine the offering, often through new business models, capabilities, or delivery methods that unlock untapped demand. By challenging established industry methods, it allows a company to create a distinctive position and generate growth in areas competitors haven't yet explored. Preserving existing industry methods stays with the status quo and focuses on incremental improvements, which isn't about renewing strategy or creating new markets. Following competitors' strategies exactly is imitation, not innovation, because it replicates what others are doing instead of discovering unique value. Focusing only on price reductions is a tactical move that can erode margins and doesn't capture the broader, transformative approach of redefining value and markets.

Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

<https://wgu-mgmt4400c721.examzify.com>

We wish you the very best on your exam journey. You've got this!

SAMPLE