

WESTERN GOVERNORS UNIVERSITY (WGU) MGMT4400 C721 CHANGE MANAGEMENT PRACTICE TEST (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

VISIT US ONLINE FOR
THE FULL VERSION STUDY GUIDE

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



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	15

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. Balogun and Hope-Hailey's Model Horizontal Axis End Result: Transformation and Realignment. Which option correctly identifies the Horizontal Axis description?**
 - A. End Result: Transformation and Realignment
 - B. Nature of Change: Incremental and Big Bang
 - C. Evolution
 - D. Revolution
- 2. Which level of intervention corresponds to broad, organization-wide change?**
 - A. Developmental
 - B. Transitional
 - C. Transformational
 - D. Systemic
- 3. The flywheel concept emphasizes what kind of effort?**
 - A. A consistent, momentum-building effort in one direction
 - B. A single dramatic pivot
 - C. A rapid product launch
 - D. A year-end fundraising campaign
- 4. Business intelligence, or data mining, is the high-tech analysis of a company's data for what purpose?**
 - A. To make a better strategic decision
 - B. To assign tasks to employees
 - C. To manage vendor contracts
 - D. To audit tax compliance
- 5. Which principle is defined as the process of aligning and developing the capacities of a team to create the results its members truly desire?**
 - A. Systems thinking
 - B. Personal mastery
 - C. Mental models
 - D. Team learning

- 6. CSR is defined as an organization's self-imposed efforts toward positive social, environmental, and ethical impact, considering its core identity and industry.**
- A. An organization's monetary charitable donations only.
 - B. An organization's self-imposed efforts toward positive social, environmental, and ethical impact, considering its core identity and industry.
 - C. Government-mandated compliance programs.
 - D. A marketing strategy to enhance brand image.
- 7. Which concept describes an autonomous unit designed to facilitate entrepreneurship within an organization?**
- A. New Venture Team
 - B. Skunkworks
 - C. Champion
 - D. Critic
- 8. Level 1 leader is best described as:**
- A. A highly capable individual who contributes through talent, knowledge, skills, and good work habits.
 - B. A team member who ensures team meets objectives.
 - C. A competent manager.
 - D. An effective leader.
- 9. Innovation is used to:**
- A. Develop new products or services, processes, or business models starting from a creative idea to the launch, enabling response to market demands or business imperatives.
 - B. Increase advertising spend only.
 - C. Replace all human labor with automation.
 - D. Preserve existing processes unchanged.
- 10. Which dimension would include "Activity planning" and "Commitment planning"?**
- A. Managing the Transition
 - B. Depicting Change
 - C. Motivating Change
 - D. Creating a Vision

Answers

SAMPLE

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

SAMPLE

Explanations

SAMPLE

1. Balogun and Hope-Hailey's Model Horizontal Axis End Result: Transformation and Realignment. Which option correctly identifies the Horizontal Axis description?

- A. End Result: Transformation and Realignment**
- B. Nature of Change: Incremental and Big Bang
- C. Evolution
- D. Revolution

In Balogun and Hope-Hailey's Change Model, the horizontal axis captures the end result of the change initiative—whether the outcome is a transformation or a realignment. A transformation means a broad, fundamental overhaul of strategy, structure, and capabilities across the organization, while a realignment involves adjusting existing components to fit new conditions without a full-scale overhaul. This axis is about what the change ultimately achieves, not how fast it happens or the method used. The vertical axis, by contrast, describes the nature or pace of change—incremental versus big bang. So choices that refer to pace or to the process (evolution, revolution) don't describe the horizontal end-state dimension. Therefore, the option that labels the horizontal axis as End Result: Transformation and Realignment matches the model's structure exactly.

2. Which level of intervention corresponds to broad, organization-wide change?

- A. Developmental
- B. Transitional
- C. Transformational**
- D. Systemic

Broad, organization-wide change means a deep shift that touches how the organization thinks, operates, and interacts across all parts of the enterprise. That level of impact goes beyond adding new skills or moving from one state to another; it redefines the way the organization functions at a fundamental level. In this framework, that pervasive, mindset-and-operating-model change is described as transformational—designed to alter culture, strategy, and core processes so everyone moves in the same new direction. Developmental changes focus on building capabilities within the current system, transitional changes move from one state to another without reshaping the underlying culture, and systemic changes, while broad, are framed around reorganizing the entire system's structure and policies. The emphasis on deep, organization-wide transformation across culture and operations makes transformational the best fit for broad, organization-wide change.

3. The flywheel concept emphasizes what kind of effort?

- A. A consistent, momentum-building effort in one direction**
- B. A single dramatic pivot
- C. A rapid product launch
- D. A year-end fundraising campaign

The flywheel concept centers on steady, momentum-building effort in one direction. Rather than chasing a single breakthrough, you push consistently in the same direction, and the small, ongoing improvements add up. Each action creates value, reduces friction, and makes the next step easier, so momentum compounds and the wheel spins faster over time. In change efforts, this means sustaining aligned actions, reinforcing new behaviors, and continuously delivering value to stakeholders so momentum grows rather than fading after a big, isolated move. A single dramatic pivot, a rapid product launch, or a year-end fundraising campaign are one-off or time-bound events. They can generate attention or short-term results, but they don't cultivate the ongoing, self-reinforcing momentum that the flywheel approach emphasizes.

4. Business intelligence, or data mining, is the high-tech analysis of a company's data for what purpose?

A. To make a better strategic decision

B. To assign tasks to employees

C. To manage vendor contracts

D. To audit tax compliance

Business intelligence and data mining are about turning a broad array of organizational data into insights that drive decision making, especially at the strategic level. By analyzing patterns, trends, and relationships across the business, these techniques help leaders understand where to allocate resources, what opportunities to pursue, and what risks to anticipate. The goal is to inform decisions that shape the company's direction and long-term success. While BI can inform many activities, the core purpose is to support better strategic decisions. The other options—task assignment, managing vendor contracts, and auditing tax compliance—are specific operational or compliance tasks. They may benefit from data insights, but they aren't the primary aim of business intelligence or data mining, which is to guide high-level planning and strategic choices.

5. Which principle is defined as the process of aligning and developing the capacities of a team to create the results its members truly desire?

A. Systems thinking

B. Personal mastery

C. Mental models

D. Team learning

Team learning is the principle defined as the process of aligning and developing the capacities of a team to create the results its members truly desire. When a group learns together, members share knowledge, reflect on practice, and synchronize their mental models and actions toward a common vision, which boosts collaboration and collective problem solving. This leads to outcomes that individuals working alone could not achieve, because the team builds coordinated capabilities and a shared understanding. This stands in contrast to personal mastery, which focuses on growth of individuals; mental models, which deal with the assumptions we hold; and systems thinking, which looks at the broader interconnections of the whole system rather than the development of the team's collective capacity.

6. CSR is defined as an organization's self-imposed efforts toward positive social, environmental, and ethical impact, considering its core identity and industry.

A. An organization's monetary charitable donations only.

B. An organization's self-imposed efforts toward positive social, environmental, and ethical impact, considering its core identity and industry.

C. Government-mandated compliance programs.

D. A marketing strategy to enhance brand image.

The concept being tested is how CSR is defined as voluntary actions aimed at creating positive social, environmental, and ethical outcomes. This definition highlights that CSR is self-imposed and purposeful, not required by law, and it should align with what the organization stands for and the industry it operates in. That alignment helps ensure initiatives are authentic and relevant to the company's identity and context rather than generic or insincere. Monetary donations alone are too narrow because CSR encompasses a broad range of activities beyond philanthropy, including ethical sourcing, environmental stewardship, fair labor practices, and governance improvements. Government-mandated programs describe compliance rather than voluntary, strategic efforts to make a positive impact. Using CSR as a marketing tactic emphasizes improving image over real social, environmental, or ethical outcomes. The best choice captures CSR as voluntary, impact-driven work that fits the organization's identity and industry.

7. Which concept describes an autonomous unit designed to facilitate entrepreneurship within an organization?

A. New Venture Team

B. Skunkworks

C. Champion

D. Critic

An autonomous unit designed to foster entrepreneurship inside an organization is called a New Venture Team. This type of team is cross-functional and given its own mandate, resources, and decision-making authority to identify, test, and develop new business opportunities within the company. The goal is to move quickly, learn through experimentation, and create value without being hampered by the parent organization's everyday processes. This structure supports intrapreneurship—bringing innovative ideas to life inside the existing company while staying aligned with overall strategy. Skunkworks also aims for rapid development, but it's typically a secretive, high-speed R&D effort rather than a formal internal venture designed to cultivate multiple new businesses. A Champion is an advocate for a project, helping remove obstacles, while a Critic plays the role of questioning assumptions. Neither represents an autonomous unit focused on launching new entrepreneurial ventures.

8. Level 1 leader is best described as:

- A. A highly capable individual who contributes through talent, knowledge, skills, and good work habits.**
- B. A team member who ensures team meets objectives.
- C. A competent manager.
- D. An effective leader.

Level 1 in this model focuses on the individual's capabilities and personal effectiveness. It describes a Highly Capable Individual—someone who contributes through talent, knowledge, skills, and good work habits. This fits best because Level 1 centers on what one person can do on their own, before taking on team leadership or broader management responsibilities. As you move up, Level 2 emphasizes contributing as part of a team to meet objectives, Level 3 focuses on organizing people and resources as a competent manager, and Level 4 highlights leading with a vision that motivates others. So describing a highly capable individual captures the essence of Level 1 most accurately.

9. Innovation is used to:

- A. Develop new products or services, processes, or business models starting from a creative idea to the launch, enabling response to market demands or business imperatives.**
- B. Increase advertising spend only.
- C. Replace all human labor with automation.
- D. Preserve existing processes unchanged.

Innovation is about creating and applying new ideas to deliver value, usually by developing new products or services, new processes, or new business models from concept to launch. This approach lets an organization respond to evolving market demands or strategic imperatives, guiding how to create and deliver something novel and useful. The description above best fits because it captures the full scope and purpose of innovation—from a creative idea through to implementation that meets real needs. In contrast, simply increasing advertising spend focuses on promotion rather than creating new value; aiming to replace all human labor with automation represents a specific, extreme use of technology rather than broad innovative change; and preserving existing processes unchanged runs counter to pursuing new value and improvement.

10. Which dimension would include "Activity planning" and "Commitment planning"?

- A. Managing the Transition**
- B. Depicting Change
- C. Motivating Change
- D. Creating a Vision

Activity planning and commitment planning live in the dimension that focuses on moving the organization through the actual change and ensuring people stay engaged throughout the transition. Activity planning involves laying out concrete steps, sequencing tasks, assigning resources, and setting timelines so the change can be executed smoothly. Commitment planning centers on securing and sustaining buy-in from leaders and stakeholders, addressing concerns, and maintaining sponsorship to keep the transition on track. The other dimensions tackle different aspects: depicting change focuses on communicating and illustrating the change; creating a vision focuses on articulating the desired future state; and motivating change concentrates on building the motivation and desire to adopt the change.

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