Answer key and reasoning

Correct answer and reasons for all three distractors. Read alongside the separate question booklet.

Set 1

Q001 — B

A. **Not best.** Capability matters but does not establish a customer's reason to pay.

B. **Correct.** Usage alone does not establish who pays or what makes paying worthwhile.

C. **Not best.** Distribution does not resolve the missing buyer and value logic.

D. **Not best.** Design preferences address a lower-priority uncertainty than the payer.

S1 lecture 01:02:19–01:11:51 · Guide: S1-CORE

Q002 — A

A. **Correct.** Growth orientation separates a disappointing result from a fixed identity.

B. **Not best.** A rapid switch without diagnosis does not show what the rejection means.

C. **Not best.** Support is useful, but avoiding critical evidence blocks feedback-seeking.

D. **Not best.** Persistence without learning confuses tenacity with rigidity.

Law, provided PDF pp9–12 · Guide: S1-MINDSET

Q003 — C

A. **Not best.** Removing every tradeoff loses the focusing benefit described in the article.

B. **Not best.** That delays the fast feedback constraints can encourage.

C. **Correct.** Useful constraints focus ingenuity and feedback without making the test impossible.

D. **Not best.** Scarcity is not automatically productive when it removes learning capability.

Johnson, Why Innovators Love Constraints, provided PDF pp2–4 · Guide: S1-CONSTRAINTS

Q004 — D

A. **Not best.** The article explicitly challenges effort and volume as sufficient value measures.

B. **Not best.** Token or interaction counts are performative activity measures, not outcomes.

C. **Not best.** The article advocates initiative and learning under uncertainty, not waiting for certainty.

D. **Correct.** Direction and judgment matter more than the volume of automated execution.

Levy-Weiss, NFX September 2026, Effort Was Never Enough; How Do You Approach a Career Today? · Guide: S1-NFX

Q005 — D

A. **Not best.** Friedman says harder than it seems, not necessarily impossible.

B. **Not best.** Polish does not identify the obstacle that defeated previous attempts.

C. **Not best.** Repeated founder interest is not proof of customer adoption.

D. **Correct.** Tar pits look easy while hiding recurring adoption or structural difficulties.

Friedman assigned video 03:12–05:37 · Guide: S2-IDEAS

Q006 — D

A. **Not best.** Valuation and the current buyer's willingness to pay are different claims.

B. **Not best.** The original video confirms SaaS 31%; a slide copy error does not change it.

C. **Not best.** The data includes other models and does not prove exclusivity.

D. **Correct.** The sample lacks the full population of SaaS attempts and failures.

Epstein assigned video 03:10–04:19; S2 lecture 00:00–00:01:39 · Guide: S2-MODELS

Q007 — B

A. **Not best.** A larger speculative solution does not test the specific presentation job.

B. **Correct.** The underlying job can be served better than by implementing each requested feature.

C. **Not best.** Requests are evidence of a job, not a reliable specification of the best solution.

D. **Not best.** The article calls for understanding customer outcomes, not dismissing customers.

Maurya, Love the Problem Not Your Solution, provided PDF pp6–8 · Guide: S2-PROBLEM

Q008 — A

A. **Correct.** The distinction identifies whether to test demand or delivery capability first.

B. **Not best.** Consensus is not a substitute for testing the relevant assumption.

C. **Not best.** A common startup label does not erase different failure mechanisms.

D. **Not best.** That reverses the diagnosed uncertainties.

Currier, Hidden Patterns, provided PDF pp6–7 · Guide: S2-CURRIER

Q009 — C

A. **Not best.** The sponsored model specifically separates the payer from underserved end users.

B. **Not best.** The source requires data to serve users and the sponsor's mission, not arbitrary exploitation.

C. **Correct.** An institutional payer can fund free end-user value when interests and data use align.

D. **Not best.** Audience size alone does not establish sustainable sponsorship economics.

Godin, AI together, May 5 2026, The sponsored model · Guide: S2-SETH

Q010 — C

A. **Not best.** A richer product does not automatically create urgency or a champion.

B. **Not best.** The forcing function must create actual urgency, not just fashionable language.

C. **Correct.** Competitive, technological or public upheaval can create a purchasing forcing function.

D. **Not best.** Lower inference cost does not resolve the organizational decision barrier.

Godin, AI together, May 5 2026, The forcing function · Guide: S2-SETH

Q011 — D

A. **Not best.** A solution-first wait obscures rather than tests the customer problem.

B. **Not best.** A large-looking market does not make incompatible problems coherent.

C. **Not best.** Population totals do not identify urgency or a focused initial adopter.

D. **Correct.** One coherent hypothesis makes assumptions and experiments interpretable.

S3 lecture 02:20:18–02:24; Maurya Lean Canvas assigned video · Guide: S3-CANVAS

Q012 — A

A. **Correct.** Separating market, problem and product makes feedback diagnostically useful.

B. **Not best.** Klein supports discovery and revision; the issue is uncontrolled changes.

C. **Not best.** More varied interviews do not isolate which hypothesis is being tested.

D. **Not best.** That preserves product attachment rather than validating a problem.

Klein, Stop Validating Your Product, supplied PDF pp1–4 and complete original, Validate a Problem · Guide: S3-KLEIN

Q013 — A

A. **Correct.** The test generates useful learning within its limited scope.

B. **Not best.** A learning-oriented MVP can use a much smaller test than the full product.

C. **Not best.** Viewing a demonstration is not recurring paid usage.

D. **Not best.** Interest in a demo does not test actual delivery reliability.

Dhiman, MVP, supplied PDF pp8–10 · Guide: S3-MVP

Q014 — B

A. **Not best.** A context-specific learning result is not a universal crop rule.

B. **Correct.** Corn was the initial hypothesis, not the final learned adopter. Corn farmers needed real-time water despite cloudy interruptions; rice canals stored water, so intermittent solar pumping fit better. Rice scale also improved revenue and customer-acquisition economics.

C. **Not best.** The lesson is a pivot tied to evidence, not arbitrary switching.

D. **Not best.** The subsequent slides explicitly overturn that initial assumption.

S3 slides pp44,52–53; lecture 01:00–01:13 · Guide: S3-RICE

Q015 — A

A. **Correct.** The incumbent's rational priorities can blind it to an initially inferior entrant.

B. **Not best.** The case emphasizes premium requirements and cost structures, not universal price preference.

C. **Not best.** The dilemma concerns particular incentives and market trajectories, not all improvement.

D. **Not best.** Different buyers can value simplicity, price or access before feature parity.

Suster, Innovator's Dilemma, provided PDF pp3–6 · Guide: S3-DILEMMA

Q016 — C

A. **Not best.** Strategy addresses uncertainty; it does not require such a guarantee.

B. **Not best.** Broader aspiration does not supply diagnosis or focus.

C. **Correct.** A diagnosis without a plan is empty; a plan without diagnosis is wishful thinking.

D. **Not best.** The reading calls for a cause, not demographic or biographical sameness.

Ryu, Startup as Insurgent, supplied PDF pp4–5 · Guide: S4-RYU

Q017 — D

A. **Not best.** ROFR is generally a matching mechanism, not a blanket prohibition.

B. **Not best.** Vesting addresses earning equity, not all subsequent transfer controls.

C. **Not best.** Board membership and share-transfer terms are separate governance questions.

D. **Correct.** A right of first refusal alone may permit a sale if the company declines to match.

Kupor, prenup, supplied PDF p4 · Guide: S4-PRENUP

Q018 — B

A. **Not best.** Ward does not require unanimous committee approval.

B. **Correct.** Ward rejects preserving culture by selecting only similar people.

C. **Not best.** That is the similarity gatekeeping Ward criticizes.

D. **Not best.** The doer-versus-teller distinction favors work evidence over performance in an interview.

Ward, How to Hire, supplied PDF pp5–6,8–9 · Guide: S4-WARD

Q019 — B

A. **Not best.** Difficulty without support is not mastery and does not clarify meaning.

B. **Correct.** The recovered paragraph emphasizes positive impact and daily clarity about contribution.

C. **Not best.** The article preserves fair-pay needs and distinguishes employees' motives from IPO dreams.

D. **Not best.** Membership honors individuality rather than demanding superficial conformity.

Yakowicz/Kanter, supplied PDF pp1–3; authorized recovered Meaning paragraph · Guide: S4-MOTIVATION

Q020 — C

A. **Not best.** The article opposes paralysis in pursuit of impossible certainty.

B. **Not best.** A perfect résumé is not the prescribed substitute for evaluation.

C. **Correct.** Speed is paired with recruitment effort, legal preparation and professional treatment.

D. **Not best.** Timely correction is part of the argument, not avoiding all visible error.

Suster, Hire Fast Fire Fast, supplied PDF pp2–4 · Guide: S4-SPEED

Set 2

Q021 — D

A. **Not best.** Later financing does not erase earlier learning or control benefits.

B. **Not best.** It discusses choosing partners for scale, not a permanent ban.

C. **Not best.** Attracting a self-believing team is one of its stated benefits.

D. **Correct.** The article presents early bootstrapping and later funding as compatible stages.

Smith, Why Every Startup Should Bootstrap, provided PDF pp1–3 · Guide: S1-BOOTSTRAP

Q022 — A

A. **Correct.** Grit and problem attachment support learning; solution attachment obstructs it.

B. **Not best.** Removing evidence prevents curiosity and useful problem-solving.

C. **Not best.** Commitment does not invalidate contrary customer evidence.

D. **Not best.** A test failure does not automatically disprove the broader mission.

S1 lecture 02:26:19–02:27:40; Maurya Problem reading pp10–12 · Guide: S1-CORE

Q023 — A

A. **Correct.** Independence and collaboration are both included; they are not opposites.

B. **Not best.** Complementarity can address weaknesses identified through self-awareness.

C. **Not best.** Collaboration does not remove the responsibility to act and decide.

D. **Not best.** That delays learning without being required by independence.

Law, provided PDF pp6–7,15 · Guide: S1-MINDSET

Q024 — D

A. **Not best.** Draft count measures execution volume, not value.

B. **Not best.** Hours are one of the performative substitutes the essay critiques.

C. **Not best.** Automation share alone does not establish a worthwhile result.

D. **Correct.** The essay centers judgment and ownership rather than visible busyness.

Levy-Weiss, Promotion, September 2026, You Don't Get to Ease Into the 15% · Guide: S1-NFX

Q025 — D

A. **Not best.** Team fit is promising but not proof of demand.

B. **Not best.** That ignores the team's distinctive ability to notice and solve the problem.

C. **Not best.** Competition alone is not a reliable quality filter.

D. **Correct.** Founder-market fit asks whether this team fits this opportunity.

Friedman video 06:41–07:55; S2 lecture 00:10:16–00:11:25 · Guide: S2-IDEAS

Q026 — D

A. **Not best.** More one-sided demand need not fix the missing useful supply.

B. **Not best.** A network effect requires increased user value, not just a larger count.

C. **Not best.** Changing payment terms does not diagnose the marketplace imbalance.

D. **Correct.** Both sides must be useful together before reinforcing network effects can emerge.

Epstein assigned video 04:42–06:11 · Guide: S2-MODELS

Q027 — B

A. **Not best.** Large uncontrolled changes obscure what caused the result.

B. **Correct.** Metrics reveal what happened; diagnosis and experiments help explain why.

C. **Not best.** Effort invested is not evidence of a customer's outcome.

D. **Not best.** Suppressing contrary evidence reinforces the bias.

Maurya Problem reading, provided PDF pp8–10 · Guide: S2-PROBLEM

Q028 — A

A. **Correct.** His fourth framework explicitly distinguishes problem-solving from opportunity creation.

B. **Not best.** His innovate-enough framework does not require novelty on every dimension.

C. **Not best.** Opportunity creation still carries market uncertainty to investigate.

D. **Not best.** The sources have distinct emphases; one does not erase the other.

Currier Hidden Patterns, supplied PDF p6 · Guide: S2-CURRIER

Q029 — C

A. **Not best.** A cost-only race does not establish durable differentiated value.

B. **Not best.** His bootstrappable model is conceptual rather than infrastructure-intensive.

C. **Correct.** These address the four components of his proposed theory of profit.

D. **Not best.** The essay rejects hidden prompts as sufficient defensibility.

Godin, AI together, theory of profit; Naked AI is a trap · Guide: S2-SETH

Q030 — D

A. **Not best.** The lesson concerns timing and spoilage, not a universal quantity preference.

B. **Not best.** The case demonstrates a useful nontechnical response.

C. **Not best.** Understanding the usage tradeoff is what makes the recombination useful.

D. **Correct.** The benefit comes from solving a behavior tradeoff, not technological novelty.

S3 lecture 00:25:21–00:30:30; slide p18 · Guide: S3-OBSERVE

Q031 — B

A. **Not best.** Generic enthusiasm is easily matched and does not establish defensibility.

B. **Correct.** Jeffrey says the box may be blank at the start; invented certainty is not useful.

C. **Not best.** Copying an advantage claim does not make the same asset yours.

D. **Not best.** The initial snapshot need not contain a mature moat.

S3 lecture 02:25:38–02:26:06; Maurya assigned Lean Canvas video · Guide: S3-CANVAS

Q032 — B

A. **Not best.** The article challenges perfectionism and fixed-plan thinking.

B. **Correct.** Intentional iteration permits changing the method without abandoning the mission.

C. **Not best.** The initial implementation is not identical to the mission.

D. **Not best.** Arbitrary purpose changes avoid the disciplined learning process.

Babson, Intentional Iteration, supplied PDF pp2–4 · Guide: S3-ITERATE

Q033 — C

A. **Not best.** Inflated rhetoric does not establish a tractable mission.

B. **Not best.** Funding is not proof of meaningful customer value.

C. **Correct.** The essay challenges vanity signals as substitutes for significant ambition.

D. **Not best.** The article's mission argument does not eliminate demand uncertainty.

Marandiz, Visionary, supplied PDF pp1–6 · Guide: S3-MISSION

Q034 — B

A. **Not best.** That commits resources before the relevant early uncertainty is tested.

B. **Correct.** Fidelity should match the current learning question.

C. **Not best.** Minimum scope does not justify an unusable test.

D. **Not best.** High fidelity is not automatically the best fit for early problem exploration.

Dhiman MVP, supplied PDF pp5–8 · Guide: S3-MVP

Q035 — A

A. **Correct.** Guidewire's property-and-casualty focus makes the strategic direction specific.

B. **Not best.** The enemy can be a broken order or workflow, not personal abuse.

C. **Not best.** Weakness and adversity do not guarantee success.

D. **Not best.** An inclusive slogan is not a focused plan of attack.

Ryu Insurgent, supplied PDF pp4–6 · Guide: S4-RYU

Q036 — B

A. **Not best.** That is a single trigger, not the two-event intention.

B. **Correct.** That is the double-trigger concept discussed in the reading.

C. **Not best.** ROFR governs transfer offers, not employment-related acceleration.

D. **Not best.** Board control is a different issue from accelerated equity vesting.

Kupor prenup, supplied PDF pp5–6 · Guide: S4-PRENUP

Q037 — A

A. **Correct.** Internal flaws and external PR are not equivalent information sets.

B. **Not best.** The reading recommends frequent open communication rather than silence.

C. **Not best.** The article specifically cautions against knockout-feature fantasies.

D. **Not best.** PR is not an inside view of actual operating performance.

Suster Naked Mirror, supplied PDF pp3–5 · Guide: S4-MIRROR

Q038 — C

A. **Not best.** Avoiding evidence cannot improve the quality of the decision.

B. **Not best.** Chemistry can reinforce similarity bias without testing execution.

C. **Correct.** A work test distinguishes doing ability from interview storytelling.

D. **Not best.** Confidence in interviews does not establish employee effectiveness.

Ward How to Hire, supplied PDF pp7–8 · Guide: S4-WARD

Q039 — C

A. **Not best.** IPO motivation is not the membership mechanism.

B. **Not best.** That may relate to mastery but does not directly address exclusion.

C. **Correct.** Membership comes through inclusion and knowing the whole person, not conformity.

D. **Not best.** The article distinguishes membership from exclusivity.

Yakowicz/Kanter, supplied PDF p2, Make them members · Guide: S4-MOTIVATION

Q040 — C

A. **Not best.** ABR is preparation, not an instruction to skip screening.

B. **Not best.** That recreates the delay and impossible-certainty problem.

C. **Correct.** An ongoing pipeline supports timely decisions without abandoning evaluation.

D. **Not best.** Suster supports opportunistic hiring of exceptional people, not hiring every available person without the screening he expressly requires.

Suster Hire Fast Fire Fast, supplied PDF p2, Hire Slowly? / Always Be Recruiting · Guide: S4-SPEED

Set 3

Q041 — D

A. **Not best.** Payer evidence does not settle economics or personal opportunity cost.

B. **Not best.** That may matter, but the scenario's unresolved issue is opportunity cost.

C. **Not best.** Technology fashion does not determine whether the commitment is worthwhile.

D. **Correct.** Worth doing is broader than feasibility or the existence of some revenue.

S1 lecture 01:02–01:11:51 · Guide: S1-CORE

Q042 — C

A. **Not best.** A cushion can delay exposing problems rather than improve feedback.

B. **Not best.** Recording assumptions is useful, but delayed review loses fast feedback.

C. **Correct.** Proximity and rapid feedback can generate learning and useful combinations.

D. **Not best.** Extra handoffs do not strengthen direct learning.

Johnson Constraints, supplied PDF pp1–3 · Guide: S1-CONSTRAINTS

Q043 — D

A. **Not best.** The article allows appropriate partners and later scaling capital.

B. **Not best.** A demo is not automatically evidence of purchasing commitment.

C. **Not best.** Self-believing teammates do not make low pay a universal optimum.

D. **Correct.** This is the scrappiness benefit illustrated by the reading's demonstration example.

Smith Bootstrap, supplied PDF pp1–3 · Guide: S1-BOOTSTRAP

Q044 — C

A. **Not best.** Focus does not require paralysis or perfect foresight.
B. **Not best.** More activity intensifies the distraction rather than resolving it.
C. **Correct.** Action orientation needs focus; sheer activity can scatter effort.
D. **Not best.** Ease is not the reading's relevance-and-priority test.

Law, supplied PDF pp19–20 · Guide: S1-MINDSET

Q045 — A

A. **Correct.** Competition can coexist with unmet demand; automatic syncing was a distinctive insight.
B. **Not best.** The team's own solution and adoption assumptions still need testing.
C. **Not best.** Demand evidence does not remove the need for a meaningful insight.
D. **Not best.** The case shows the opposite: many products did not solve the need well.

Friedman video 18:00–19:40 · Guide: S2-IDEAS

Q046 — A

A. **Correct.** A subscription format does not repair a leaky bucket or validate lifetime assumptions.
B. **Not best.** Selected company counts do not measure this product's retention.
C. **Not best.** The issue is the missing retention evidence, not impossibility.
D. **Not best.** Churn can undermine growth and economics from the beginning.

Epstein video 07:54–08:30,10:30–13:00; S2 01:30:37–01:33:09 · Guide: S2-MODELS

Q047 — A

A. **Correct.** Innovate enough balances meaningful novelty with familiar supporting structure.
B. **Not best.** Keeping familiarity does not require feature parity or a full build.
C. **Not best.** Multiple novel dimensions complicate adoption and diagnosis.
D. **Not best.** The framework explicitly supports retaining familiar elements.

Currier Hidden Patterns, supplied PDF pp3–4 · Guide: S2-CURRIER

Q048 — D

A. **Not best.** A nonuser is not yet locked into the new tool.

B. **Not best.** A modest benefit is not automatically a career-safe reason to advocate.

C. **Not best.** The essay names blame avoidance and credit as important motives.

D. **Correct.** New purchases require someone to advocate; repeats rely more on relationship and switching dynamics.

Godin AI together, New vs. repeat purchases require different approaches · Guide: S2-SETH

Q049 — C

A. **Not best.** Concealment does not establish trust or control.

B. **Not best.** The adoption challenge is social, not resolved by model capability alone.

C. **Correct.** The essay identifies tension between frictionless capture and reassuring control.

D. **Not best.** Control alone may fail if the process becomes too burdensome.

Godin AI together, A note on data stack reality · Guide: S2-SETH

Q050 — D

A. **Not best.** A high-concept analogy can orient people but is not itself the UVP.

B. **Not best.** Discounting cannot substitute for a relevant benefit.

C. **Not best.** Extra features do not automatically clarify customer value or defensibility.

D. **Correct.** A UVP explains a compelling benefit, not merely the feature inventory.

Maurya Lean Canvas assigned video; S3 lecture 00:39:32–00:43:50 · Guide: S3-CANVAS

Q051 — B

A. **Not best.** That discards supported learning and makes diagnosis harder.

B. **Correct.** Separately validating market and problem helps isolate the product as the next issue.

C. **Not best.** A real problem does not validate the team's implementation.

D. **Not best.** That defends the product without evidence.

Klein Stop Validating Your Product, complete original, closing paragraph; supplied PDF pp3–4 · Guide: S3-KLEIN

Q052 — B

A. **Not best.** The reading emphasizes intentional iteration, not random switching.

B. **Correct.** Portfolio-level exploration and hypothesis-level clarity operate at different levels.

C. **Not best.** A shared mission does not merge different customer problems.

D. **Not best.** The canvas is a snapshot; learning can change the opportunity.

Babson supplied PDF pp4–5; S3 lecture 02:20:18–02:24 · Guide: S3-ITERATE

Q053 — C

A. **Not best.** That treats low-cost praise as purchasing or adoption commitment.

B. **Not best.** Urgency and technological novelty are separate.

C. **Correct.** Compliments do not establish a high-priority need or readiness to act.

D. **Not best.** Existing alternatives include informal workarounds and doing nothing.

S3 lecture 00:22:26–00:25:08 · Guide: S3-OBSERVE

Q054 — A

A. **Correct.** Technical success did not settle collections. Co-op members avoided confronting neighbors, and a blanket commission did not ensure tasks were done. Jeffrey proposed task-linked payments and locally based company employees; the rice farmer remained the customer.

B. **Not best.** Revenue, channels and costs are integral canvas concerns.

C. **Not best.** Updated field learning should also inform operating and collection assumptions.

D. **Not best.** Operational and payment assumptions remain distinct risks.

S3 lecture 01:13:29–01:17:08 · Guide: S3-RICE

Q055 — D

A. **Not best.** Purpose does not remove the need for diagnosis and a plan.

B. **Not best.** Ryu's summon-to-a-cause argument says otherwise.

C. **Not best.** Pain experienced by founders is not demand validation.

D. **Correct.** The case illustrates uncertainty and emotional burden, not a universal guarantee.

Ryu Insurgent, supplied PDF pp6–8 · Guide: S4-RYU

Q056 — A

A. **Correct.** Founder status and continuing governance authority need not be inseparable.

B. **Not best.** This is a governance arrangement, not a product-design issue.

C. **Not best.** The reading balances fairness and rejects unilateral retrospective rewrites.

D. **Not best.** Share transfer rights do not themselves determine board seats.

Kupor prenup, supplied PDF pp3–4 · Guide: S4-PRENUP

Q057 — C

A. **Not best.** External PR is not the recommended performance compass.

B. **Not best.** The source allows discussing real difficulties; silence is not the remedy.

C. **Correct.** Open communication need not transmit every extreme feeling to the team.

D. **Not best.** That worsens the volatility the reading warns about.

Suster Naked Mirror, supplied PDF p5, takeaways 3–4 · Guide: S4-MIRROR

Q058 — B

A. **Not best.** That substitutes credentials for the qualities Ward emphasizes.

B. **Correct.** Ward favors ability and learning potential over a weakness-free pedigree.

C. **Not best.** Ward gives ownership to the hiring manager rather than requiring unanimity.

D. **Not best.** Trajectory is a promising indicator, not a universal guarantee.

Ward How to Hire, supplied PDF pp6–8 · Guide: S4-WARD

Q059 — B

A. **Not best.** The reading values skill development and individuality.

B. **Correct.** The reading explicitly connects mastery with appropriate tools and support.

C. **Not best.** Mastery involves development, not eliminating meaningful challenge.

D. **Not best.** A founder's IPO motivation is not the mastery mechanism.

Yakowicz/Kanter, supplied PDF p2, Make them masters · Guide: S4-MOTIVATION

Q060 — B

A. **Not best.** The source does not advocate recklessness or skipping evaluation.

B. **Correct.** The numerical confidence illustration argues against costly delay, not against screening.

C. **Not best.** That level of certainty is unavailable and can make action too late.

D. **Not best.** Timely professional correction is part of the proposed discipline.

Suster Hire Fast Fire Fast, supplied PDF pp1–4; 70%/90% illustration p1 · Guide: S4-SPEED

Set 4

Q061 — C

A. **Not best.** Avoiding all criticism prevents useful learning.

B. **Not best.** Jeffrey cautions that advice must be interpreted, not automatically obeyed.

C. **Correct.** A constructive skeptic helps improve or test the idea rather than only dismiss it.

D. **Not best.** Agreement without reasoning does not identify what to learn.

S1 lecture 02:00–02:02; 01:10:16–01:11:51 · Guide: S1-CORE

Q062 — B

A. **Not best.** Learning and action do not require becoming weakness-free first.

B. **Correct.** Self-acceptance is not treating weaknesses as permanent; self-awareness enables action.

C. **Not best.** Collaboration does not automatically remove responsibility.

D. **Not best.** The reading includes self-awareness alongside independent initiative.

Law, supplied PDF pp14–15 · Guide: S1-MINDSET

Q063 — A

A. **Correct.** Resource discipline encourages learning rather than equating funding with validation.

B. **Not best.** A discount does not replace understanding the underlying need.

C. **Not best.** Investor interest and customer demand are different signals.

D. **Not best.** The reading allows later funding and partner choice.

Smith Bootstrap pp1–3; S1 lecture 02:43:58–02:55:04 · Guide: S1-BOOTSTRAP

Q064 — D

A. **Not best.** The essay argues the thinking and direction work matters more, not less.

B. **Not best.** Daily use does not make the historical illustration a universal forecast.

C. **Not best.** Its point is freeing time for judgment, not declaring all preparation worthless.

D. **Correct.** The story concerns Licklider's own work and is not a measurement of all current jobs.

Levy-Weiss Promotion, Effort Was Never Enough, Licklider diary discussion · Guide: S1-NFX

Q065 — A

A. **Correct.** A successful analogue informs a hypothesis without proving identical results elsewhere.

B. **Not best.** A proxy is not direct evidence of all local assumptions.

C. **Not best.** A proxy is explicitly similar without being a direct competitor.

D. **Not best.** A model can travel while operating conditions and execution risks differ.

Friedman assigned video 10:46–11:15 · Guide: S2-IDEAS

Q066 — B

A. **Not best.** The fee-capture argument does not establish absence of other risks.

B. **Correct.** Proximity to the transaction supports fee capture and can raise switching costs.

C. **Not best.** Fee capture and network effects are distinct mechanisms.

D. **Not best.** The video compares model characteristics, not a universal impossibility.

Epstein assigned video 06:13–07:51 · Guide: S2-MODELS

Q067 — B

A. **Not best.** Account growth alone does not establish increased value to others.

B. **Correct.** Virality concerns spreading; network effects require more participation to improve user value.

C. **Not best.** The scenario does not establish that broad claim.

D. **Not best.** Sharing does not demonstrate a cost of switching.

S2 lecture 00:59:27–01:00:58; Epstein assigned video 05:21–06:11 · Guide: S2-MODELS

Q068 — A

A. **Correct.** Disagreement can accompany an opportunity but is not itself evidence that the idea is good.

B. **Not best.** Tolerance for criticism does not validate demand.

C. **Not best.** That discards the potential value of a sound nonconsensus view.

D. **Not best.** Maximizing opposition is not the framework's objective.

Currier Hidden Patterns, supplied PDF pp5–6 · Guide: S2-CURRIER

Q069 — D

A. **Not best.** The scenario explicitly depends on relationships between collaborators.

B. **Not best.** That describes peer belonging rather than the scenario's collaboration need.

C. **Not best.** The essay distinguishes necessary gap-closing from optional endorsement.

D. **Correct.** The motivation is participating in shared work, not only enthusiasm or visible status.

Godin Al together, The spreading problem · Guide: S2-SETH

Q070 — A

A. **Correct.** A multi-party model must work for the budget holder and the end user.

B. **Not best.** The product still must be usable and beneficial in the field.

C. **Not best.** Enthusiasm cannot substitute for the payer's reason to fund it.

D. **Not best.** That source inconsistency is not needed to establish the payer-user lesson.

S3 lecture 00:33–00:37 · Guide: S3-OBSERVE

Q071 — D

A. **Not best.** An alternative is defined by the job it currently serves, not its sales organization.

B. **Not best.** A direct startup competitor is not required to identify a customer problem.

C. **Not best.** Inaction may instead indicate weak urgency or switching barriers.

D. **Correct.** Alternatives include workarounds and inaction, not just similar commercial products.

Maurya Lean Canvas assigned video, problem and alternatives discussion · Guide: S3-CANVAS

Q072 — D

A. **Not best.** The purpose is earlier learning, not delaying it.

B. **Not best.** A minimal test is not permission to neglect the value being tested.

C. **Not best.** The early test does not establish full-scale operating economics.

D. **Correct.** The small initial setup tests a key behavior before scaling resources.

Dhiman MVP, supplied PDF p10; S1 lecture 02:32:49–02:34:31 · Guide: S3-MVP

Q073 — D

A. **Not best.** An unbounded cause does not supply an actionable first test.

B. **Not best.** Purpose does not resolve the payer or viability questions.

C. **Not best.** That repeats the vanity-versus-purpose concern.

D. **Correct.** Meaningful purpose and a tractable starting point can coexist.

Marandiz Visionary, supplied PDF pp4–6; Friedman video 02:45–03:09 · Guide: S3-MISSION

Q074 — C

A. **Not best.** That information alone can reinforce the incumbent's existing blind spot.

B. **Not best.** The case explains why it may begin outside those requirements.

C. **Correct.** The initial premium-customer comparison can miss a developing competitive path.

D. **Not best.** A signal warrants investigation, not a guaranteed outcome.

Suster Innovator's Dilemma, supplied PDF pp4–6; S3 01:22:49–01:32 · Guide: S3-DILEMMA

Q075 — B

A. **Not best.** Personal abuse is not the useful customer-centered application.

B. **Correct.** The enemy gives a cause and diagnosis direction; it need not target individuals abusively.

C. **Not best.** The source still requires strategy: diagnosis plus plan.

D. **Not best.** Unfocused hostility does not create a coherent plan.

Ryu Insurgent, supplied PDF pp3–5 · Guide: S4-RYU

Q076 — C

A. **Not best.** The article asks founders to consider whether conventional timing is adequate.

B. **Not best.** The point of the prenup is to settle these questions before conflict.

C. **Correct.** Advance agreement helps protect continuing contributors while addressing founder fairness.

D. **Not best.** Retrospective unilateral changes are not the proposed solution.

Kupor prenup, supplied PDF pp2–4 · Guide: S4-PRENUP

Q077 — C

A. **Not best.** That makes PR rather than customers the compass.

B. **Not best.** The source cautions against overestimating knockout features.

C. **Correct.** The article distinguishes learning about competition from obsessively following it.

D. **Not best.** The reading allows understanding and learning from competitor developments.

Suster Naked Mirror, supplied PDF pp4–5 · Guide: S4-MIRROR

Q078 — B

A. **Not best.** Ward's argument does not make unconventionality sufficient evidence.

B. **Correct.** The false-negative argument challenges overcaution based only on visible false positives.

C. **Not best.** Correctability does not imply zero cost or justify recklessness.

D. **Not best.** The response is stronger evidence and judgment, not abandoning evaluation.

Ward How to Hire, supplied PDF pp4–5 · Guide: S4-WARD

Q079 — A

A. **Correct.** The three Ms supplement fair treatment rather than replace adequate compensation.

B. **Not best.** The reading distinguishes IPO dreams from employee needs.

C. **Not best.** That contradicts inclusion and does not address unfair pay.

D. **Not best.** The three Ms explicitly concern sustaining employee motivation.

Yakowicz/Kanter, supplied PDF p1 and full public introduction · Guide: S4-MOTIVATION

Q080 — C

A. **Not best.** Honesty and proper process are essential; fabrication is not supported.

B. **Not best.** The reading urges not delaying an evident mismatch.

C. **Correct.** Speed is paired with legal and professional responsibility.

D. **Not best.** Public humiliation is not the respectful approach described.

Suster Hire Fast Fire Fast, supplied PDF p4 · Guide: S4-SPEED

Set 5

Q081 — D

A. **Not best.** The discussion includes corporate entrepreneurship rather than excluding it.

B. **Not best.** A name change does not alter permissions or feedback cycles.

C. **Not best.** Useful autonomy does not mean abandoning legitimate safeguards.

D. **Correct.** The class discussion links small-team autonomy with the ability to experiment.

S1 lecture 02:55:10–03:05:37 · Guide: S1-CORE

Q082 — B

A. **Not best.** Decisiveness does not require an irreversible overcommitment.

B. **Correct.** Deciding and learning can proceed without pretending the future is certain.

C. **Not best.** That level of certainty is unattainable and blocks action.

D. **Not best.** Adaptability responds to evidence; it is not automatic reaction to every opinion.

Law supplied PDF pp17,20 · Guide: S1-MINDSET

Q083 — D

A. **Not best.** Useful boundaries can stimulate creativity and feedback.

B. **Not best.** The scenario first calls for preserving a valid and safe test.

C. **Not best.** Interaction does not replace an essential testing capability.

D. **Correct.** The reading does not imply that every form of resource deprivation improves innovation.

Johnson Constraints, supplied PDF pp2–4 · Guide: S1-CONSTRAINTS

Q084 — D

A. **Not best.** Output volume does not establish good direction or a valuable outcome.

B. **Not best.** Hours alone are not the proposed source of distinctive value.

C. **Not best.** The article presents careers as repeated new beginnings rather than a fixed ladder.

D. **Correct.** The essay frames the shift as a larger responsibility for direction and judgment.

Levy-Weiss Promotion, How Do You Approach a Career Today? · Guide: S1-NFX

Q085 — B

A. **Not best.** Sample size cannot repair poorly understood questions or missing problem definition.

B. **Correct.** Exploratory conversations build domain insight and reveal what later questions should ask.

C. **Not best.** AtoB illustrates deliberately developing expertise through contact and testing.

D. **Not best.** That seeks solution validation before problem understanding.

Friedman assigned video, recipe 6 AtoB; S2 lecture 01:19:15–01:21:53 · Guide: S2-IDEAS

Q086 — B

A. **Not best.** Their labor and capital constraints are cautions, not universal impossibility claims.

B. **Correct.** Mature combinations do not make simultaneous early-stage complexity a good default.

C. **Not best.** Model variety does not compensate for absent value and adds complexity.

D. **Not best.** The video cautions that advertising generally requires substantial organic reach.

Epstein assigned video 02:59–03:10,09:42–16:05 · Guide: S2-MODELS

Q087 — A

A. **Correct.** Random see-what-sticks changes lack the learning discipline in the article.

B. **Not best.** Experience without learning is not automatically validated progress.

C. **Not best.** A pivot can change implementation or another assumption when evidence warrants it.

D. **Not best.** Experiments are the mechanism for reducing mistaken commitment.

Maurya Problem reading supplied PDF pp10–12 · Guide: S2-PROBLEM

Q088 — D

A. **Not best.** The proposal favors bootstrappable structured uses rather than infrastructure ownership.

B. **Not best.** Technical glamour is not the business-value criterion.

C. **Not best.** Cheap inference is an opportunity, not proof of all other business assumptions.

D. **Correct.** The essay highlights unglamorous high-volume tasks that may not need maximum model capability.

Godin AI together, The cheap inference model · Guide: S2-SETH

Q089 — C

A. **Not best.** The champion's career stakes are central to the organizational discussion.

B. **Not best.** The consumer roots include status, affiliation and freedom from fear.

C. **Correct.** The article explicitly says consumer roots do not transfer directly to organizational buying.

D. **Not best.** Price alone does not settle defensibility, credit or uncertainty.

Godin AI together, What people actually pay for; What businesses actually pay for · Guide: S2-SETH

Q090 — D

A. **Not best.** Early access and scalable acquisition economics are distinct questions.

B. **Not best.** A channel should serve a coherent customer hypothesis, not erase it.

C. **Not best.** That leaves the route to real customers untested.

D. **Correct.** Channels should be tested early; the first route need not serve every future customer.

Maurya Lean Canvas full assigned video, channels discussion · Guide: S3-CANVAS

Q091 — C

A. **Not best.** Revenue matters but may not diagnose the underlying value mechanism.

B. **Not best.** Effort does not establish the value-producing action.

C. **Correct.** Key metrics should connect behavior to customer value and the business goal.

D. **Not best.** More activity counts need not reveal meaningful value.

Maurya Lean Canvas assigned video, key metrics and cost structure discussion · Guide: S3-CANVAS

Q092 — A

A. **Correct.** The historical example illustrates reasoning, not a universal price for other products.

B. **Not best.** The initial offer should be simple enough to learn from.

C. **Not best.** Different outcomes and customers imply different willingness to pay.

D. **Not best.** Low price does not compensate for weak relevance.

Maurya Lean Canvas video 13:48–16:18; S3 lecture 00:41:30–00:43:50 · Guide: S3-CANVAS

Q093 — A

A. **Correct.** PMF does not automatically establish a profitable business model.

B. **Not best.** Customer demand does not eliminate delivery or acquisition costs.

C. **Not best.** Jeffrey questions those figures and they do not calculate company economics.

D. **Not best.** Demand and current costs can differ.

S3 lecture 00:44–00:46:05; slide p37 · Guide: S3-OBSERVE

Q094 — B

A. **Not best.** Ease alone does not determine learning priority.

B. **Correct.** Testing a controllable fatal risk is more valuable than easy cosmetic progress.

C. **Not best.** That postpones learning until the mistaken commitment is more expensive.

D. **Not best.** Confirmation is not the same as reducing important uncertainty.

S3 lecture 00:47:01–00:48:01 · Guide: S3-OBSERVE

Q095 — A

A. **Correct.** Purpose can sustain commitment without replacing fair treatment or a workable plan.

B. **Not best.** The motivation article distinguishes founder IPO hopes from employee needs.

C. **Not best.** The motivation reading explicitly preserves fair pay and mastery support.

D. **Not best.** Fashion is not a substitute for meaningful work or diagnosis.

Ryu Insurgent supplied PDF pp5–7; Yakowicz/Kanter pp1–3 · Guide: S4-RYU

Q096 — C

A. **Not best.** The article says there are no free lunches when the purchase pot is fixed.

B. **Not best.** The second employment-related condition changes when acceleration occurs.

C. **Correct.** Acceleration design affects the incentives and allocation surrounding an acquisition.

D. **Not best.** ROFR does not create a source of money.

Kupor prenup, supplied PDF pp5–6 · Guide: S4-PRENUP

Q097 — A

A. **Correct.** The article values PR while warning against overestimating a decisive feature.

B. **Not best.** The source explicitly discusses the impact of good PR.

C. **Not best.** The article notes rivals often develop similar features from similar feedback.

D. **Not best.** The final takeaway cautions against oversetting hiring expectations.

Suster Naked Mirror, supplied PDF pp5–6, takeaways 5–8 · Guide: S4-MIRROR

Q098 — C

A. **Not best.** The reading's first principle rejects that equation.

B. **Not best.** Hard work does not establish whether an additional specialist could create leverage.

C. **Correct.** Hiring should solve a leverage problem rather than function as a vanity metric.

D. **Not best.** Prestige cannot substitute for a needed contribution.

Ward How to Hire, supplied PDF pp2–4 · Guide: S4-WARD

Q099 — C

A. **Not best.** Exclusivity is not the reading's approach to membership or meaning.

B. **Not best.** Difficulty is not a substitute for consequential contribution.

C. **Correct.** The paragraph links products' positive impact to the daily meaning of routine work.

D. **Not best.** Visibility of the slogan alone does not establish a meaningful connection.

Yakowicz/Kanter, authorized recovered supplied PDF pp2–3 · Guide: S4-MOTIVATION

Q100 — B

A. **Not best.** That invents extreme positions neither article supports.

B. **Correct.** Both discuss action and correction, but Ward explicitly challenges similarity-based gatekeeping.

C. **Not best.** Ward specifically gives responsibility to the hiring manager.

D. **Not best.** That contradicts the treatment of mismatches and professional separation.

Ward How to Hire pp5–9; Suster Hire Fast Fire Fast pp3–4 · Guide: S4-SPEED