100 original practice MCQs

Five sets of twenty. Application practice covering Sessions 1–4, not official questions or exam predictions. Each question has one best answer. Mark a whole set before viewing explanations.

Set 1

Q001 · Framework tested: Customer versus payer

A team reports that many people use its coupon offer, but cannot explain which business benefits enough to fund it. Under Jeffrey's three-question lens, what should it clarify first?

A. Compare the founders' technical skills with those of coupon competitors.

B. Identify the paying customer and the urgent problem the offer solves.

C. Estimate total coupon distribution before reconsidering the revenue model.

D. Ask users to rank visual designs before discussing the funding arrangement.

Source: S1 lecture 01:02:19–01:11:51

Q002 · Framework tested: Feedback and growth

After rejection, a founder says the result proves she is not entrepreneurial. Which response best applies the assigned mindset reading?

A. Treat the rejection as feedback about an approach that can be improved.

B. Replace the venture immediately so the rejection cannot affect her record.

C. Preserve confidence by discussing the pitch only with supportive friends.

D. Demonstrate tenacity by repeating the unchanged pitch to the same buyer.

Source: Law, provided PDF pp9–12

Q003 · Framework tested: Useful constraints

A small team has a tight prototype budget. Which managerial response best follows Johnson's argument?

A. Fund every proposed feature so the team can avoid all tradeoffs initially.

B. Postpone all customer contact until a conventional launch budget is secured.

C. Narrow the test while preserving the resources needed to learn from it.

D. Remove testing support so scarcity itself becomes the team's main teacher.

Source: Johnson, Why Innovators Love Constraints, provided PDF pp2–4

Q004 · Framework tested: Execution to direction

An AI-assisted team produces more proposals, but none solves a customer priority. What contribution does The Promotion You Never Asked For suggest is now most needed?

A. Increase proposal volume so that more visible effort signals the team's value.

B. Count AI interactions to identify which employees are doing the most work.

C. Wait for a complete career roadmap before giving the team a new objective.

D. Choose a worthwhile problem and take responsibility for the resulting outcome.

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

Q005 · Framework tested: Tar-pit investigation

A founder proposes a friends-meeting app because the interface seems simple. Many earlier teams attempted it. What is the best next step under Friedman's advice?

A. Reject the idea because previous failures establish that it can never work.

B. Launch a more polished interface to establish that this team executes better.

C. Use the number of earlier attempts as sufficient proof of a ready market.

D. Investigate earlier attempts and the structural obstacle that stopped them.

Source: Friedman assigned video 03:12–05:37

Q006 · Framework tested: Selected-sample reasoning

A student sees that SaaS represents 31% of a historical YC top-100 sample and concludes a new SaaS startup has a 31% chance of success. What is the main error?

A. Historical company valuations establish current buyer willingness to pay, making local demand tests unnecessary.

B. The percentage should be applied to transactional companies instead of SaaS.

C. The sample proves only enterprise software can produce a valuable business.

D. A share among selected winners is being treated as an overall success probability.

Source: Epstein assigned video 03:10–04:19; S2 lecture 00:00–00:01:39

Q007 · Framework tested: Jobs behind feature requests

Lean Canvas users request PDF export, font choices and colors. Maurya discovers that they need to present the canvas to investors. Which response best follows the article?

A. Add a broad design suite to establish a more complete product category.

B. Test a presentation mode against the shared job behind those requests.

C. Implement all three requests because user-proposed solutions define the problem.

D. Ignore the requests because customers cannot contribute to product discovery.

Source: Maurya, Love the Problem Not Your Solution, provided PDF pp6–8

Q008 · Framework tested: Market versus execution risk

Two teams face different uncertainties: one does not know whether customers want its new category; the other knows demand exists but struggles to deliver reliably. What distinction matters most?

A. The first faces market risk; the second mainly faces execution risk.

B. Both should settle risk by seeking unanimous approval from experienced founders.

C. Both have the same risk because every startup needs an innovative feature.

D. The first should improve delivery; the second should assume demand is absent.

Source: Currier, Hidden Patterns, provided PDF pp6–7

Q009 · Framework tested: Institutional payer and end user

An AI service could help underserved families, but they cannot afford it. Under Godin's sponsored model, which route best fits?

A. Require each family to become a paying customer first, using affordability as the main validation test for the service.

B. Sell the families' data to any bidder to remove the need for a sponsor.

C. Find an aligned institution with budget, distribution and a legible impact case.

D. Build a large audience first and leave the question of who funds it unresolved.

Source: Godin, AI together, May 5 2026, The sponsored model

Q010 · Framework tested: Forcing function

A B2B pilot performs well but stalls because nobody has urgency or a defensible reason to buy. What would Godin advise the bootstrapper to look for?

A. More free features so a purchase can happen without an internal advocate.

B. A general AI trend to cite without linking it to the buyer's situation.

C. A real existing crisis that gives an internal champion reason to act now.

D. A cheaper model supplier so organizational buying motives become irrelevant.

Source: Godin, AI together, May 5 2026, The forcing function

Q011 · Framework tested: One segment per canvas

A team places parents, schools, advertisers and hospitals into one early canvas, each with different needs. What is the most useful correction?

A. Remove the problem box until a single solution attracts all four segments.

B. Keep all groups together so the initial market appears large enough to fund.

C. Replace early-adopter definitions with total population estimates for each group.

D. Separate materially different customer/problem hypotheses into distinct canvases.

Source: S3 lecture 02:20:18–02:24; Maurya Lean Canvas assigned video

Q012 · Framework tested: Separate market, problem, product

A team changes target customers, the problem statement and its product after every interview. Why is that weak learning under Klein's argument?

A. It changes too many variables to identify which assumption caused the result.

B. It fails because customer interviews must never change a founder's initial plan.

C. It fails because interviewing more segments always improves statistical confidence.

D. It fails because the first completed product should define the market permanently.

Source: Klein, Stop Validating Your Product, supplied PDF pp1–4 and complete original, Validate a Problem

Q013 · Framework tested: Demand test before full build

A team cites Dropbox's demo video to justify testing interest before building a full system. What is the strongest interpretation of a positive waiting-list response?

A. It supports demand interest but does not yet establish retention or profitability.

B. It is useless evidence because an MVP must contain every essential future feature.

C. It establishes recurring revenue because viewers have already seen the workflow.

D. It proves the final product's reliability without needing a working implementation.

Source: Dhiman, MVP, supplied PDF pp8–10

Q014 · Framework tested: Evidence-driven segment revision

The initial irrigation canvas targeted corn farmers, but later field learning supported rice farmers. Which account preserves the case's lesson?

A. The case proves that rice must be the first adopter for every irrigation venture.

B. The adopter hypothesis changed when evidence contradicted the starting canvas.

C. The team changed markets without learning because any pivot means random searching.

D. The first canvas established corn as the target, so later evidence was irrelevant.

Source: S3 slides pp44,52–53; lecture 01:00–01:13

Q015 · Framework tested: Incumbent overshoot

An incumbent adds features for its largest clients while a simpler entrant serves previously excluded buyers. What mechanism does the assigned article highlight?

A. Serving current premium customers can leave a lower-end or new-market opening.

B. Large customers always demand the cheapest solution available in any market.

C. Every feature improvement weakens the incumbent regardless of customer demand.

D. The entrant must match every premium feature before any buyer can value it.

Source: Suster, Innovator's Dilemma, provided PDF pp3–6

Q016 · Framework tested: Pure strategy

A founder declares an inspiring mission but cannot explain the industry problem or a focused route to change it. What is missing from Ryu's pure strategy?

A. A guarantee that the incumbent will respond in a predictable and friendly way.

B. A larger mission statement that can appeal equally to every possible customer.

C. A diagnosis of the situation linked to a concrete plan of attack.

D. A requirement that all employees share the founder's personal background.

Source: Ryu, Startup as Insurgent, supplied PDF pp4–5

Q017 · Framework tested: Transfer restrictions versus ROFR

Founders want the company to be able to block an unwanted share transfer, not merely match an outsider's offer. Which distinction matters?

A. A right of first refusal gives the company an automatic veto over every outside sale, even when it declines to match.

B. Vesting removes every need to specify who may buy already vested shares.

C. A founder's board seat automatically prevents transfers of the founder's shares.

D. A consent-based transfer restriction gives different control from a matching right.

Source: Kupor, prenup, supplied PDF p4

Q018 · Framework tested: Culture contribution

Under Ward's approach, a capable candidate has different interests and working experiences from the existing team. What should the hiring manager assess?

A. Whether every interviewer likes the candidate before the manager can decide.

B. Whether the candidate adds valuable strengths and contributes to the evolving culture.

C. Whether the candidate shares the existing team's interests closely enough to preserve its culture without changing it.

D. Whether a polished interview can substitute for evidence of actual work.

Source: Ward, How to Hire, supplied PDF pp5–6,8–9

Q019 · Framework tested: Meaning and fair compensation

A manager pays fairly but staff cannot see why routine work matters. Which response most directly addresses meaning in the assigned three-M framework?

A. Make every task harder without adding tools or explaining the resulting benefit.

B. Connect each role's work and decisions to the useful larger purpose it serves.

C. Replace adequate pay with a more emotional account of the founder's future exit.

D. Require employees to adopt identical interests so membership becomes visible.

Source: Yakowicz/Kanter, supplied PDF pp1–3; authorized recovered Meaning paragraph

Q020 · Framework tested: Timely hiring and correction

A founder interprets hire fast, fire fast as permission to skip screening and dismiss people abruptly. What correction best fits Suster's article?

A. Delay every hiring decision until all uncertainty about future performance disappears.

B. Use résumé prestige as the single decisive test of future contribution.

C. Screen, decide without impossible certainty, and handle clear mismatches respectfully.

D. Retain every mismatch indefinitely so rapid hiring cannot create visible mistakes.

Source: Suster, Hire Fast Fire Fast, supplied PDF pp2–4

Set 2

Q021 · Framework tested: Bootstrapping and later capital

A founder argues that Qualtrics' later fundraising contradicts the bootstrapping reading. Which interpretation is strongest?

A. Taking any outside capital proves the initial learning process had no value.

B. The reading recommends avoiding outside investors throughout the company's life, even when a scaling need has been demonstrated.

C. Bootstrapping means postponing all recruitment until revenue is predictable.

D. Bootstrapping can develop discipline and control before outside capital helps scaling.

Source: Smith, Why Every Startup Should Bootstrap, provided PDF pp1–3

Q022 · Framework tested: Grit with learning

A founder keeps pursuing the same implementation despite repeated evidence that it fails the customer. What would distinguish useful grit from rigidity?

A. Persist in solving the important problem while revising the disproven approach.

B. Stop collecting feedback so the team can protect its persistence from doubt.

C. Repeat the implementation until customers accept that the founder is committed.

D. Abandon the mission whenever one small experiment produces a weak result.

Source: S1 lecture 02:26:19–02:27:40; Maurya Problem reading pp10–12

Q023 · Framework tested: Independence and collaboration

A founder refuses specialist help because independence supposedly means doing everything alone. What is the best correction from Law's twenty traits?

A. Take initiative while collaborating with people whose strengths complement yours.

B. Choose collaborators only when their skills duplicate the founder's strongest area.

C. Delegate every important decision so personal responsibility cannot impede teamwork.

D. Avoid feedback until self-reliance has been demonstrated through a complete launch.

Source: Law, provided PDF pp6–7,15

Q024 · Framework tested: Outcome versus activity measures

A manager wants to assess AI-enabled work. Which measure is most consistent with the linked NFX essay?

A. The number of generated drafts retained in the shared project folder.

B. The number of hours employees remain visibly engaged with AI tools.

C. The proportion of tasks assigned to AI regardless of customer consequences.

D. Evidence that the team chose well and delivered a useful outcome.

Source: Levy-Weiss, Promotion, September 2026, You Don't Get to Ease Into the 15%

Q025 · Framework tested: Founder-market fit

A construction expert and an app developer consider a blueprint tool versus an unrelated fashionable social app. What makes the PlanGrid analogy useful?

A. Construction expertise proves that customers will pay for any construction application.

B. A fashionable category is preferable because specialist knowledge limits the market.

C. The founders should select whichever idea has the fewest named competitors.

D. Their combined experience may make them especially suited to the construction problem.

Source: Friedman video 06:41–07:55; S2 lecture 00:10:16–00:11:25

Q026 · Framework tested: Two-sided marketplace

A marketplace attracts buyers but offers too little relevant inventory for them to transact. What should the team prioritize?

A. Increase buyer sign-ups while assuming suppliers will appear after enough publicity.

B. Describe sign-up growth as a network effect even when users receive no extra value.

C. Switch immediately to subscriptions without learning why transactions do not occur.

D. Create a workable match between supply and demand in a focused initial market.

Source: Epstein assigned video 04:42–06:11

Q027 · Framework tested: Metrics and causal explanation

After simplifying its workflow, a team observes lower engagement. Which response best follows Maurya's warning about Innovator's Bias?

A. Change the segment and the entire product together to recover the metric quickly.

B. Investigate why behavior changed before defending or replacing the design.

C. Assume the interface is better because the team spent considerable effort on it.

D. Keep the design and stop tracking engagement until users become accustomed to it.

Source: Maurya Problem reading, provided PDF pp8–10

Q028 · Framework tested: Opportunity creation

A student says Currier rejects any idea unless users can already articulate a painful problem. Which correction preserves the assigned reading?

A. Currier also considers creating an opportunity that expands what people can do.

B. Currier requires a radically new technology for every worthwhile opportunity.

C. Currier treats an unarticulated problem as proof that customer learning is unnecessary.

D. Currier's view makes Jeffrey's specific-customer discipline irrelevant in class.

Source: Currier Hidden Patterns, supplied PDF p6

Q029 · Framework tested: Theory of profit

A startup wraps a widely available model with hidden prompts and claims this alone creates a durable business. What is the best challenge under Godin's essay?

A. Focus only on whether the interface can deliver the lowest possible token price.

B. Require the startup to own a data center before testing any customer problem.

C. Ask about trusted specific data, network value, resourceful buyers and bootstrappability.

D. Assume access to the underlying capability is exclusive because the startup wrote a unique prompt and keeps that prompt hidden.

Source: Godin, AI together, theory of profit; Naked AI is a trap

Q030 · Framework tested: Value without new technology

Jeffrey discusses a pack of bananas at different ripeness stages. Why is it relevant to entrepreneurial problem-solving?

A. It proves that customers universally prefer buying the largest available quantity.

B. It shows every food problem should first be addressed through an AI application.

C. It shows that observing customer behavior is unnecessary whenever the underlying product has been sold successfully for many years.

D. It changes the offer to address spoilage and shopping frequency without new technology.

Source: S3 lecture 00:25:21–00:30:30; slide p18

Q031 · Framework tested: Unfair advantage

An early team has a plausible problem hypothesis but no defensible unfair advantage yet. How should it complete the initial canvas?

A. Write passion as the advantage so every box is complete before customer discovery.

B. Leave that assumption honestly unresolved while testing the promising core hypothesis.

C. Copy a competitor's advantage statement because validated models should be reused.

D. Postpone customer tests until an exclusive patent or established network proves the venture has an advantage that competitors cannot copy.

Source: S3 lecture 02:25:38–02:26:06; Maurya assigned Lean Canvas video

Q032 · Framework tested: Mission with adaptable means

A founder treats revising the operating model as betraying the mission. Which response best follows the Babson article?

A. Replace prototypes with a more detailed final plan before seeking new evidence.

B. Keep the purpose coherent while testing and refining the means of achieving it.

C. Protect the mission by keeping the first product and target market unchanged.

D. Change mission after every setback so no product assumption must be examined.

Source: Babson, Intentional Iteration, supplied PDF pp2–4

Q033 · Framework tested: Purpose versus vanity

A startup celebrates fundraising and press attention but cannot explain why its work matters. What question best reflects Marandiz's critique?

A. How can the team make its current convenience feature sound like every global cause?

B. Which new fundraising announcement would best demonstrate that the product is needed?

C. What meaningful human problem or opportunity deserves this sustained effort?

D. Why not abandon all customer discovery because purpose alone guarantees adoption?

Source: Marandiz, Visionary, supplied PDF pp1–6

Q034 · Framework tested: MVP fidelity

A team needs to understand whether people recognize a proposed problem, not yet whether a finished workflow is reliable. Which MVP choice is most defensible?

A. Build the full delivery infrastructure before asking customers about the problem.

B. Use a low-fidelity test designed to reveal interest and problem understanding.

C. Release a knowingly broken service and treat complaints as validated learning.

D. Select the most polished prototype because realism answers every uncertainty equally.

Source: Dhiman MVP, supplied PDF pp5–8

Q035 · Framework tested: Focused insurgent strategy

A team inspired by Guidewire wants to attack every insurance market at once. What would most strengthen its analogy to Ryu's case?

A. Use a diagnosis to choose a focused initial attack rather than all insurance segments.

B. Make personal hostility toward incumbent employees the team's main daily goal.

C. Treat the team's lack of resources as direct evidence that it will reproduce the case's eventual success if it keeps working.

D. Keep the scope broad so the mission cannot exclude any potential supporter.

Source: Ryu Insurgent, supplied PDF pp4–6

Q036 · Framework tested: Double-trigger acceleration

Founders want equity protection if an acquisition occurs and the acquirer then does not retain them. Which arrangement matches that two-event intention?

A. An acceleration clause activated solely by the acquisition closing itself.

B. An acceleration clause tied to acquisition plus the specified employment event.

C. A right of first refusal on vested founder shares that also allows the company to match an outside buyer's purchase offer.

D. A permanent founder board seat regardless of whether employment continues.

Source: Kupor prenup, supplied PDF pp5–6

Q037 · Framework tested: Asymmetric internal and external views

Employees compare their own buggy product with a rival's polished launch announcement and conclude their firm is uniquely failing. What should the leader do?

A. Explain the unequal comparison and return attention to customer evidence and progress.

B. Ban all discussion of competitors so staff cannot raise the concern again.

C. Promise that the next major feature release will defeat the rival decisively, giving the team a simple reason to disregard the announcement.

D. Repeat the rival's claims as verified evidence of its operating performance.

Source: Suster Naked Mirror, supplied PDF pp3–5

Q038 · Framework tested: Doers versus tellers

Two candidates speak well, but the manager lacks evidence of their ability to perform the actual work. What test is most consistent with Ward?

A. Remove all difficult tasks from the evaluation to avoid false positive decisions.

B. Extend informal conversation until personal chemistry becomes decisive.

C. Have candidates do relevant work and examine how they approach the task.

D. Use speaking confidence as a proxy because client-facing talent must be persuasive.

Source: Ward How to Hire, supplied PDF pp7–8

Q039 · Framework tested: Membership

Staff feel excluded from other departments. A manager proposes making everyone adopt identical interests. What is the better membership response?

A. Focus discussion on the founder's expected future exit value, so employees can replace cross-department contact with a shared financial dream.

B. Offer harder individual assignments without changing social connections.

C. Build cross-department relationships while allowing people to bring their individuality.

D. Create an exclusive inner circle to make belonging feel scarce and prestigious.

Source: Yakowicz/Kanter, supplied PDF p2, Make them members

Q040 · Framework tested: Always Be Recruiting

A manager waits until a vacancy becomes urgent before meeting any potential hires. Which change best applies Always Be Recruiting?

A. Make immediate offers to anyone available whenever the team becomes overloaded.

B. Stop meeting candidates until a flawless job description removes all uncertainty.

C. Maintain candidate relationships before a crisis creates pressure to make a rushed hire.

D. Make an offer to every available candidate without screening for intelligence, aptitude or fit.

Source: Suster Hire Fast Fire Fast, supplied PDF p2, Hire Slowly? / Always Be Recruiting

Set 3

Q041 · Framework tested: Worth doing and opportunity cost

An idea has a real payer and a technically solvable problem, but would consume years of founder effort for a small personal benefit. Which part of Jeffrey's lens remains unresolved?

A. Whether having a paying customer automatically removes all remaining uncertainty.

B. Whether any user can understand the product's basic functionality.

C. Whether selecting a fashionable technology would make the idea entrepreneurial.

D. Whether the opportunity is worth the time, effort and reputation committed.

Source: S1 lecture 01:02–01:11:51

Q042 · Framework tested: Proximity and feedback

An innovation team is insulated from colleagues and customers by elaborate handoff procedures. Which change best uses the mechanisms in Johnson's reading?

A. Add a larger reserve budget so the team can work without outside interruption.

B. Replace contact with a written assumption log reviewed only at final launch.

C. Shorten interaction and feedback loops so weak assumptions surface earlier.

D. Centralize every small decision to keep all uncertainty away from the team.

Source: Johnson Constraints, supplied PDF pp1–3

Q043 · Framework tested: Scrappiness and team selection

A bootstrapping team discovers it can demonstrate value creatively without the expensive setup it first assumed necessary. What benefit does this illustrate?

A. Outside funding must be rejected even when a later scaling need is demonstrated.

B. A creative demonstration eliminates the need to test actual willingness to pay.

C. The cheapest possible employment package is always the best recruiting strategy.

D. Resource limits can reveal capabilities and practical workarounds the team overlooked.

Source: Smith Bootstrap, supplied PDF pp1–3

Q044 · Framework tested: Focus versus action

A founder starts many experiments but repeatedly abandons the most important one for attractive side projects. Which improvement best combines focus and action?

A. Stop testing until a comprehensive plan anticipates every future opportunity.

B. Add more unrelated experiments so action becomes the team's unmistakable identity.

C. Prioritize and complete the test most relevant to the current important goal.

D. Choose the easiest task first regardless of its relevance to the business uncertainty.

Source: Law, supplied PDF pp19–20

Q045 · Framework tested: Competition with a new insight

A team notices many file-storage competitors but users still dislike manual uploads. How does the Dropbox example suggest evaluating the opportunity?

A. Investigate whether a specific insight removes the obstacle existing products leave unsolved.

B. Avoid user interviews because competitor presence is enough to validate the final product.

C. Enter without differentiation because a large competitor count guarantees buyers.

D. Reject the category because any existing competitor means the need is already satisfied.

Source: Friedman video 18:00–19:40

Q046 · Framework tested: Recurring revenue and retention

A SaaS startup adds customers but loses many existing users each month. Its founder calls subscriptions proof of predictable long-term growth. What should be challenged?

A. Recurring billing only compounds usefully if the product delivers value and retains users.

B. The top-100 YC model shares can be used to estimate this startup's customer lifetime.

C. Subscription businesses cannot ever create predictable revenue in any setting.

D. Acquisition growth makes retention irrelevant until the business becomes profitable.

Source: Epstein video 07:54–08:30,10:30–13:00; S2 01:30:37–01:33:09

Q047 · Framework tested: Innovate enough

A team plans to change the product, customer behavior, distribution and payment conventions simultaneously. Which concern best reflects Currier's first framework?

A. It may add unnecessary adoption risk by changing too many familiar elements at once.

B. The team should copy every incumbent feature before testing its one differentiator.

C. More simultaneous novelty automatically makes customer learning easier to interpret.

D. Any use of familiar elements prevents the idea from being genuinely entrepreneurial.

Source: Currier Hidden Patterns, supplied PDF pp3–4

Q048 · Framework tested: New versus repeat organizational purchases

A new B2B tool has no incumbent relationship inside the buyer. Which sales task does Godin distinguish from maintaining a repeat purchase?

A. Rely mainly on switching costs even though the organization has not adopted the tool.

B. Assume the buyer's staff will champion anything that can save some time.

C. Discuss only feature efficiency because organizational buyers lack personal motives.

D. Equip an internal champion with a defensible success story that also serves their career.

Source: Godin AI together, New vs. repeat purchases require different approaches

Q049 · Framework tested: Data control and adoption friction

An AI product automatically reads workplace communication to create useful reports, but employees fear surveillance. Which design question is central to Godin's argument?

A. How can collection become invisible enough that employees cannot question it?

B. How can a larger model make users' social concerns about data unnecessary?

C. How can users understand control and safety without making participation burdensome?

D. How can users be given many consent steps regardless of resulting participation?

Source: Godin AI together, A note on data stack reality

Q050 · Framework tested: Outcome-based value proposition

A canvas's value proposition lists camera resolution, file formats and storage features but no customer outcome. What improvement is most useful?

A. Replace the list with a familiar X-for-Y analogy and leave the benefit unstated.

B. Reduce price before checking whether the proposed outcome matters to the buyer.

C. Add more technical details so the offer looks harder for competitors to copy.

D. Express the valuable finished result the chosen customer wants to achieve.

Source: Maurya Lean Canvas assigned video; S3 lecture 00:39:32–00:43:50

Q051 · Framework tested: Validated problem, failed solution

A team has strong evidence that its chosen market experiences an urgent problem, but its prototype is not used. What diagnosis becomes more plausible under Klein?

A. All three variables should be abandoned together because the prototype failed.

B. The proposed product may fail to solve the already-supported market problem.

C. The market must not exist because every valid problem automatically sells any solution.

D. The team should reinterpret nonuse as confirmation that the solution is ahead of its time.

Source: Klein Stop Validating Your Product, complete original, closing paragraph; supplied PDF pp3–4

Q052 · Framework tested: Portfolio versus canvas focus

Babson discusses portfolios of opportunities, while Jeffrey asks for one customer/problem pair per canvas. Which interpretation avoids a false contradiction?

A. Treat the portfolio reading as permission to change products without analyzing results.

B. Explore related opportunities while representing and testing each hypothesis distinctly.

C. Put every portfolio idea into one canvas so a shared mission validates all segments.

D. Reject all adjacent opportunities because the first canvas can never be revised.

Source: Babson supplied PDF pp4–5; S3 lecture 02:20:18–02:24

Q053 · Framework tested: Painkiller versus nice-to-have

People praise an idea but keep using an adequate workaround and will not prioritize a trial. What is the most useful interpretation of the painkiller discussion?

A. Positive comments establish demand, so the team should immediately expand capacity.

B. The team must add advanced technology because all urgent needs require it.

C. The pain may be insufficiently urgent for this segment to change behavior now.

D. The workaround is irrelevant because it is not a formally competing product.

Source: S3 lecture 00:22:26–00:25:08

Q054 · Framework tested: Payment incentives and operating model

In the irrigation discussion, a technically functioning service still needs a workable way to collect payments through local arrangements. What lesson should a canvas capture?

A. Delivery and collection incentives are part of the business model to test.

B. Collection should be omitted because the canvas concerns product features only.

C. The original crop hypothesis must determine payment arrangements after the pivot.

D. A working installation validates revenue collection without further customer evidence.

Source: S3 lecture 01:13:29–01:17:08

Q055 · Framework tested: Cause without guaranteed success

A founder cites Guidewire's adversity to tell employees that sacrifice guarantees a successful outcome. What is the strongest correction?

A. A pure strategy can be replaced by inspiring stories once sacrifice becomes visible.

B. Shared purpose has no role because only compensation can motivate a startup team.

C. The team's difficulty itself establishes that it selected the correct market.

D. A cause can sustain effort, but adversity is not proof of eventual commercial success.

Source: Ryu Insurgent, supplied PDF pp6–8

Q056 · Framework tested: Founder governance after departure

A founder leaves employment but expects a permanent board seat simply because he helped start the company. What issue does Kupor recommend settling in advance?

A. Whether the founder's board seat should depend on continued employment.

B. Whether adding another product feature will resolve the cofounder disagreement.

C. Whether the company should retroactively cancel all vested equity without agreement.

D. Whether a right of first refusal automatically ends the founder's board membership.

Source: Kupor prenup, supplied PDF pp3–4

Q057 · Framework tested: Open communication without panic

A CEO wants to be transparent and broadcasts every passing fear and every minor victory as a crisis or breakthrough. What would Suster change?

A. Use competitor announcements as the only neutral guide for internal morale.

B. Stop discussing customer losses or financing challenges in any form.

C. Communicate honestly while avoiding the CEO's unfiltered emotional roller coaster.

D. Amplify each emotion further so employees can measure the founder's commitment.

Source: Suster Naked Mirror, supplied PDF p5, takeaways 3–4

Q058 · Framework tested: Trajectory versus credentials

A candidate lacks a prestigious résumé but shows rapid learning and excellent relevant work. Under Ward's heuristics, what deserves weight?

A. The missing prestige should veto the candidate regardless of demonstrated contribution.

B. The candidate's strengths and upward trajectory, assessed through credible work evidence.

C. The manager should hire only after every interviewer expresses the same enthusiasm.

D. Rapid learning proves the candidate will succeed in every role without support.

Source: Ward How to Hire, supplied PDF pp6–8

Q059 · Framework tested: Mastery with support

A manager wants staff to develop mastery and therefore assigns difficult work without training, tools or help. Which change best fits the reading?

A. Treat people as interchangeable so success depends only on task instructions.

B. Pair challenging problems with resources and support for developing deep skills.

C. Remove all difficult assignments so employees never encounter performance discomfort.

D. Replace skill development with a repeated promise of a lucrative company exit.

Source: Yakowicz/Kanter, supplied PDF p2, Make them masters

Q060 · Framework tested: Decision speed and reversible correction

A manager postpones a needed hire repeatedly, hoping to move from reasonable evidence to perfect confidence. What is Suster's decision lesson?

A. Act on no evidence because a fast decision is always better than a careful one.

B. Use enough evidence to act in time and retain the ability to correct a mismatch.

C. Wait until future employee performance becomes certain before making any offer.

D. Keep an unsuitable hire indefinitely to make the original decision appear consistent.

Source: Suster Hire Fast Fire Fast, supplied PDF pp1–4; 70%/90% illustration p1

Set 4

Q061 · Framework tested: Constructive skepticism

An adviser says an idea is foolish but gives no reason or testable concern. What would turn this into constructive skepticism?

A. Exclude skeptical advisers so the team can preserve the confidence needed to act.

B. Choose the most experienced adviser and follow the verdict without examining context.

C. Specify the weak assumption and an observation that could change the assessment.

D. Collect more dismissive opinions and treat their number as decisive evidence.

Source: S1 lecture 02:00–02:02; 01:10:16–01:11:51

Q062 · Framework tested: Self-awareness and acceptance

A founder recognizes a weakness in sales and arranges learning and complementary help. Which interpretation best fits the mindset reading?

A. The founder should delay every business test until all personal weaknesses disappear.

B. Accepting the current limitation can coexist with actively improving it.

C. Seeking help proves the founder has transferred responsibility for the outcome.

D. Acknowledging the weakness conflicts with the confidence required for independence.

Source: Law, supplied PDF pp14–15

Q063 · Framework tested: Choosing capital for the stage

An early team can cheaply test demand, but wants a large fundraise mainly to postpone uncomfortable customer conversations. What is the best bootstrapping challenge?

A. Test the demand assumption before using capital to conceal the uncertainty.

B. Reduce the price until the model can attract customers without any interviews.

C. Raise immediately because external investor interest is equivalent to customer evidence.

D. Reject all future investment even if the tested model later needs growth capital.

Source: Smith Bootstrap pp1–3; S1 lecture 02:43:58–02:55:04

Q064 · Framework tested: Interpreting illustrative percentages

A student uses the NFX essay's 85%/15% story to calculate exactly how much every employee's work will be automated. What should be corrected?

A. The smaller thinking share proves defining goals matters less than doing more tasks.

B. The percentages can be treated as a precise workforce forecast if the firm uses AI daily.

C. The story means clerical preparation never contributes anything to useful outcomes.

D. The diary illustrates the distinction between preparation and judgment, not a universal ratio.

Source: Levy-Weiss Promotion, Effort Was Never Enough, Licklider diary discussion

Q065 · Framework tested: Proxy evidence

A founder points to DoorDash as support for a related delivery model in a different region. How should the Rappi proxy lesson be used?

A. Treat it as support for plausibility while testing local demand and operating conditions.

B. Treat the other region's success as enough evidence to skip local validation.

C. Discard the analogue because only direct competitors can provide useful information.

D. Copy every operating choice because the original model has already eliminated execution risk.

Source: Friedman assigned video 10:46–11:15

Q066 · Framework tested: Flow of funds

A team compares processing payments directly with referring buyers and waiting for an affiliate commission. What advantage does Epstein highlight for the former?

A. Direct payment processing removes every regulatory and operational responsibility.

B. Being in the money flow can make collecting a fee natural and the service important infrastructure.

C. A transactional label guarantees network effects even without user interaction benefits.

D. Affiliate commission delays prove referrals can never form a useful business.

Source: Epstein assigned video 06:13–07:51

Q067 · Framework tested: Network effect versus virality

An app spreads through referral rewards, but adding users does not improve the experience for existing users. Which description is most accurate?

A. It has a strong network effect because any referral creates another user account.

B. It has an acquisition-sharing mechanism, but no demonstrated network effect yet.

C. It cannot have a business model because referral rewards always prevent revenue.

D. It has switching costs because invitations make users permanently unable to leave.

Source: S2 lecture 00:59:27–01:00:58; Epstein assigned video 05:21–06:11

Q068 · Framework tested: Contrarian insight versus disagreement

A founder is proud that advisers dislike the idea and calls that proof of nonconsensus opportunity. What additional work is necessary?

A. Identify the specific contrary insight and test why the skeptics may be wrong.

B. Replace customer evidence with the founder's willingness to accept social criticism.

C. Seek unanimous agreement before allowing any experiment to proceed.

D. Increase disagreement by making the offer less familiar to customers and advisers.

Source: Currier Hidden Patterns, supplied PDF pp5–6

Q069 · Framework tested: Economic versus social spreading tension

An organization adopts a collaboration tool because suppliers must use it to work efficiently with its staff. Which spreading mechanism best fits Godin's distinction?

A. Cost reduction alone: no relationship between users affects the decision to join.

B. Social tension: the only mechanism is embarrassment at lacking a fashionable feature.

C. Generic recommendation: sharing requires only a satisfied user's favorable opinion.

D. Economic tension: a useful collaboration gap encourages connected parties to join.

Source: Godin AI together, The spreading problem

Q070 · Framework tested: Payer-user distinction in the cattle cases

Farmers use an intervention, while a dairy corporation has a separate economic reason to pay. What should the founder investigate?

A. The payer's value case as well as the farmers' adoption and usage needs.

B. Only corporate procurement because users cannot influence actual implementation.

C. Only user enthusiasm because the organization controlling the budget is secondary.

D. Whether two differently named cattle slides necessarily describe one legal company.

Source: S3 lecture 00:33–00:37

Q071 · Framework tested: Existing alternatives

A team writes no competitors on its canvas because customers currently use spreadsheets and sometimes do nothing. What should be corrected?

A. Leave alternatives blank because a spreadsheet has no dedicated sales team.

B. Remove the customer segment until a directly comparable startup is discovered.

C. Treat doing nothing as proof that the customer has unlimited willingness to pay.

D. Record these current behaviors as alternatives the offer must be worth replacing.

Source: Maurya Lean Canvas assigned video, problem and alternatives discussion

Q072 · Framework tested: Minimum test without inventory

In the Zappos example, why test online shoe ordering before purchasing substantial inventory?

A. To avoid customer contact until the complete online catalog has been designed.

B. To prove that customer fulfillment quality can safely be ignored at every stage.

C. To validate every future warehouse and logistics assumption in one small experiment.

D. To learn whether customers would order while limiting an expensive untested commitment.

Source: Dhiman MVP, supplied PDF p10; S1 lecture 02:32:49–02:34:31

Q073 · Framework tested: Meaningful and tractable ambition

A founder responds to the mission essay by announcing a venture to solve all education problems, but cannot name an initial user or task. What is the best next move?

A. Keep the problem broad so the startup is not constrained by ordinary customer needs.

B. Assume a worthwhile cause removes the need to identify who will fund the service.

C. Replace the mission with a trending app category that is easier to describe to investors.

D. Translate the ambition into one specific problem a reachable initial customer experiences.

Source: Marandiz Visionary, supplied PDF pp4–6; Friedman video 02:45–03:09

Q074 · Framework tested: Stage of entrant threat

An incumbent dismisses a simpler product because its largest customers initially find it inadequate. What should an early antenna examine instead?

A. Whether current premium customers confirm that their own needs remain important.

B. Whether the entrant can immediately satisfy every existing enterprise checklist.

C. Whether overlooked buyers value it and its improving trajectory could become good enough.

D. Whether a single press announcement proves the entrant will certainly displace the incumbent.

Source: Suster Innovator's Dilemma, supplied PDF pp4–6; S3 01:22:49–01:32

Q075 · Framework tested: Naming an enemy

A founder wants to apply name the enemy to a slow, obsolete industry workflow. Which framing best preserves the strategic purpose?

A. Attack individual incumbent employees instead of investigating the customer's experience.

B. Make the harmful status quo concrete and explain the focused alternative.

C. Avoid any diagnosis and rely on the intensity of the team's opposition alone.

D. Describe every competitor as equally evil so the startup can pursue all segments.

Source: Ryu Insurgent, supplied PDF pp3–5

Q076 · Framework tested: Vesting and continuing contribution

Cofounders expect a long company-building journey but have not discussed how equity should reflect early departure. What does the prenup reading recommend?

A. Assume the conventional vesting term automatically fits every venture's development horizon.

B. Wait until conflict occurs so neither founder needs to discuss an uncomfortable possibility.

C. Agree fair contribution and vesting arrangements before a departure makes the discussion adversarial.

D. Promise that a later board vote can fairly rewrite any vested rights without consent.

Source: Kupor prenup, supplied PDF pp2–4

Q077 · Framework tested: Customers as compass

A team wants to copy every rival announcement, even though customers ask for different improvements. What course of action best fits Suster's takeaways?

A. Copy announcements first because the rival's public confidence is better evidence than users.

B. Use each new feature as a promised knockout blow to keep the team motivated.

C. Understand competitor moves, but prioritize customer feedback as the operating compass.

D. Ignore all competitor information because customer feedback makes industry shifts impossible.

Source: Suster Naked Mirror, supplied PDF pp4–5

Q078 · Framework tested: False negatives and correction

A hiring team avoids any candidate with an unconventional record because it fears a visible bad hire. What risk does Ward ask it to recognize?

A. Any unconventional candidate is necessarily better than an experienced conventional candidate.

B. Rejecting exceptional candidates creates an invisible opportunity cost that may never be corrected.

C. A mistaken hire has no cost because correction is always instantaneous and effortless.

D. The manager should stop evaluating candidates because false negatives cannot be observed directly.

Source: Ward How to Hire, supplied PDF pp4–5

Q079 · Framework tested: Fair pay as a necessary foundation

A founder underpays employees but argues that mastery, membership and meaning make compensation irrelevant. What is the best response?

A. The reading says inadequate or unfair pay remains an irritant; purpose does not excuse it.

B. The eventual IPO should be presented as a guaranteed substitute for present fairness.

C. Membership should be withdrawn from staff who ask questions about compensation.

D. All motivation should be reduced to salary because the three Ms apply only to founders.

Source: Yakowicz/Kanter, supplied PDF p1 and full public introduction

Q080 · Framework tested: Respectful separation

A manager has credible evidence of a persistent job mismatch and has decided separation is necessary. Which action best fits the reading?

A. Invent performance claims so the dismissal appears easier to justify to the team.

B. Keep the person uninformed indefinitely because delay avoids a difficult conversation.

C. Prepare legally, communicate candidly and treat the person with respect while acting promptly.

D. Act publicly and abruptly to demonstrate that the organization values decisiveness.

Source: Suster Hire Fast Fire Fast, supplied PDF p4

Set 5

Q081 · Framework tested: Entrepreneurship inside corporations

A corporation renames a committee an entrepreneurial team but requires multiple approvals before each small experiment. What is the strongest concern?

A. The team cannot be entrepreneurial unless it legally leaves the corporation first.

B. More branding should solve the delay because identity determines how approvals work.

C. The team should skip all safety and governance requirements to imitate a startup.

D. The label has changed without giving the team room for timely action and learning.

Source: S1 lecture 02:55:10–03:05:37

Q082 · Framework tested: Decisive but adaptable action

A founder has enough evidence for a small reversible trial but waits for certainty about the whole business. Which response best combines decisiveness and adaptability?

A. Commit to the full launch so later revision cannot weaken confidence in the decision.

B. Run the bounded trial and revise the next decision in light of what it reveals.

C. Continue planning until no competitor or customer behavior could surprise the team.

D. Change direction immediately whenever anyone raises an untested concern.

Source: Law supplied PDF pp17,20

Q083 · Framework tested: Boundary versus deprivation

A manager wants to apply constraints by removing access to the only tool needed to test a safety-critical assumption. What is the best critique?

A. Any budget boundary is harmful because innovation requires unrestricted spending.

B. The missing tool proves the team should replace the customer problem with an easier one.

C. Team proximity can compensate for the absence of any way to observe test outcomes.

D. The restriction destroys the learning capability rather than creating a productive boundary.

Source: Johnson Constraints, supplied PDF pp2–4

Q084 · Framework tested: Learning by building under uncertainty

A professional worries that AI has removed a familiar career ladder. Which action best reflects the essay's entrepreneurial response?

A. Choose whichever AI tool produces the most artifacts without examining their usefulness.

B. Demonstrate value mainly through longer working hours than automated systems require.

C. Wait for an employer to define a fully stable sequence of future AI-proof positions.

D. Apply expertise to a worthwhile problem, test a solution and own the learning and result.

Source: Levy-Weiss Promotion, How Do You Approach a Career Today?

Q085 · Framework tested: Building founder insight through discovery

A team interested in trucking lacks a concrete problem and wants to send a large survey immediately. What is the strongest first move in the AtoB and class-discovery logic?

A. Use the largest possible sample to compensate for not knowing which problem is being measured.

B. Talk directly with people in the space to learn the problems and language before surveying.

C. Wait until the founders already know the industry as deeply as established operators.

D. Ask respondents to endorse the founders' preferred app before investigating current work.

Source: Friedman assigned video, recipe 6 AtoB; S2 lecture 01:19:15–01:21:53

Q086 · Framework tested: Stage-appropriate model focus

An early team copies a mature platform's advertising, subscription, marketplace and services revenue streams at once. What is Epstein's most relevant advice?

A. Reject services or hardware categorically because the video proves they cannot create value.

B. Start with one coherent business model and understand its particular economics and risks.

C. Use all models so any absence of customer value can be hidden by another revenue stream.

D. Choose advertising solely because it needs no audience scale to generate meaningful income.

Source: Epstein assigned video 02:59–03:10,09:42–16:05

Q087 · Framework tested: Pivot with learning

A founder describes successive unconnected product launches as pivots but cannot state what was learned from any attempt. What is the strongest critique?

A. A useful pivot should identify the evidence and the assumption it changed.

B. Every failed launch should be counted as progress regardless of what was observed.

C. A pivot is legitimate only when the founder preserves the original implementation.

D. The team should avoid experiments because their outcomes might challenge its chosen direction.

Source: Maurya Problem reading supplied PDF pp10–12

Q088 · Framework tested: Cheap inference and specific data

A startup is organizing routine documents and matching structured records. It assumes the most expensive frontier model is essential. What alternative does Godin suggest investigating?

A. Whether owning a large data center is necessary before any small workflow can be tested.

B. Whether maximum model novelty can substitute for a clearly useful customer outcome.

C. Whether low inference cost alone guarantees adoption without addressing trust or distribution.

D. Whether cheaper open-source inference and specific trusted data can solve the structured job.

Source: Godin AI together, The cheap inference model

Q089 · Framework tested: Consumer versus organizational motives

A team pitches the same personal-status message to consumers and an organizational procurement committee. What distinction does Godin ask it to recognize?

A. Business buyers make decisions without personal or career consequences for anyone involved.

B. Consumers care only about functional convenience, so emotional motives can be ignored.

C. Organizational champions also need blame protection, credit and reduced uncertainty.

D. A lower price resolves every difference between consumer and organizational buying motives.

Source: Godin AI together, What people actually pay for; What businesses actually pay for

Q090 · Framework tested: Channels and early learning

An early founder refuses direct outreach because it will not scale to a large company. What is the strongest Lean Canvas response?

A. Treat any first successful outreach as proof the channel will scale indefinitely.

B. Replace the customer segment with everyone reachable through the cheapest ad platform.

C. Avoid acquisition experiments until the product has independently proven strong demand.

D. Use a workable first channel to learn now, while separately considering later scalability.

Source: Maurya Lean Canvas full assigned video, channels discussion

Q091 · Framework tested: Value creation metrics

A team celebrates page views but cannot say whether customers complete the action that delivers value. Which metric change is most useful?

A. Track revenue alone while ignoring whether users receive or repeat the promised benefit.

B. Use only founder effort because customer outcomes remain uncertain in early stages.

C. Track the value-producing action and the outcome that defines success for this model.

D. Add more traffic measures because a longer dashboard improves evidence quality.

Source: Maurya Lean Canvas assigned video, key metrics and cost structure discussion

Q092 · Framework tested: Value-based initial pricing

A team proposes a price by copying CloudFire's historical $49/year example. What should it do instead?

A. Anchor a simple initial offer in its own customer's alternatives and perceived value.

B. Add many plans first so every possible preference can be covered before testing.

C. Copy the example exactly because an assigned case establishes the correct price for startups.

D. Choose the lowest price available before investigating whether the problem is urgent.

Source: Maurya Lean Canvas video 13:48–16:18; S3 lecture 00:41:30–00:43:50

Q093 · Framework tested: Product-market fit versus profitability

Customers repeatedly want and use a product, but delivery and acquisition costs exceed revenue. Which conclusion best reflects Jeffrey's distinction?

A. Demand fit and profitability are different; the economics still require investigation.

B. Strong usage means costs can be ignored until every potential user has been acquired.

C. The slide's 7%/93% numbers determine whether this particular company is profitable.

D. Any financial loss proves no customer can genuinely value or need the product.

Source: S3 lecture 00:44–00:46:05; slide p37

Q094 · Framework tested: Controllable fatal risks

A team can cheaply polish its logo or test an assumption that could invalidate the business. What should guide the next experiment?

A. Choose the cheapest task regardless of whether its result could affect the venture decision.

B. Prioritize the consequential uncertainty the team can meaningfully test now.

C. Avoid serious risks until after the team has committed to scaling the current solution.

D. Start with the assumption the team is most confident will produce a positive result.

Source: S3 lecture 00:47:01–00:48:01

Q095 · Framework tested: Purpose and employee commitment

A team has an unglamorous but important industry problem. Which approach best combines Ryu's cause with the assigned motivation reading?

A. Make the impact and focused strategy clear while providing fair pay, support and belonging.

B. Promise a guaranteed exit because employees and founders necessarily want identical rewards.

C. Use the mission to justify permanent underpayment and lack of learning resources.

D. Replace the industry problem with a fashionable category so staff need no explanation of impact.

Source: Ryu Insurgent supplied PDF pp5–7; Yakowicz/Kanter pp1–3

Q096 · Framework tested: Finite acquisition consideration

Founders propose immediate full vesting at acquisition, assuming the acquirer can fund any later retention awards without affecting the deal economics. What caution does Kupor raise?

A. Retention funding has no economic relationship to purchase consideration or existing holders.

B. Double-trigger terms are identical to single-trigger terms whenever a company is acquired.

C. Additional retention incentives still come from a finite purchase-value pot.

D. A right of first refusal automatically funds all future employee retention awards.

Source: Kupor prenup, supplied PDF pp5–6

Q097 · Framework tested: PR without knockout fantasies

A founder wants publicity to imply that one new feature has permanently defeated competitors. What is the most faithful response to Suster?

A. Communicate useful company news, but recognize that sustained execution matters more than knockout claims.

B. Avoid communicating with the market because PR has no effect on competitors or positioning.

C. Assume the feature is unique because competitors have no access to similar customer feedback.

D. Use exaggerated employee equity promises to make the external story convincing internally.

Source: Suster Naked Mirror, supplied PDF pp5–6, takeaways 5–8

Q098 · Framework tested: Hiring for needed leverage

A founder wants to celebrate progress by adding headcount, though the team cannot identify the work or leverage a new hire would create. What is Ward's challenge?

A. Headcount growth itself proves the organization is executing more effectively.

B. Hiring is unnecessary whenever existing employees are working hard.

C. Define the needed contribution before treating another hire as a sign of success.

D. The most prestigious available candidate should be hired even without a useful role.

Source: Ward How to Hire, supplied PDF pp2–4

Q099 · Framework tested: Meaning as a daily decision guide

A company prints a mission statement but staff cannot connect ordinary tasks to any useful impact. What is missing from the recovered Meaning paragraph's advice?

A. An exclusive membership group limited to the employees closest to the founder.

B. A harder workload, regardless of whether the tasks serve the stated purpose.

C. Reinforcing the larger purpose in everyday conversation so it guides priorities and decisions.

D. A more prominent poster, without changing how anyone understands their contribution.

Source: Yakowicz/Kanter, authorized recovered supplied PDF pp2–3

Q100 · Framework tested: Ward and Suster are not identical

A student merges Ward and Suster into one rule: hire people who feel culturally similar, quickly. What is the most important source-fidelity correction?

A. Ward rejects speed entirely, while Suster says candidate evidence should never be collected.

B. Ward stresses culture contribution and difference; Suster's intuition language is a distinct emphasis.

C. Both articles require unanimity from an interview committee before a decision can be made.

D. Both articles regard legal and respectful correction of mistakes as unnecessary.

Source: Ward How to Hire pp5–9; Suster Hire Fast Fire Fast pp3–4