

Squadron Officer School (SOS) 26D - A03 Practice Test (Sample)

Study Guide



Everything you need from our exam experts!

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Introduction

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

This guide was designed to help you do exactly that.

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

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

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

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

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

Let's begin.

How to Use This Guide

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

1. Start with a Diagnostic Review

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

2. Study in Short, Focused Sessions

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

3. Learn from the Explanations

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

4. Track Your Progress

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

5. Simulate the Real Exam

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

6. Repeat and Review

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

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

Questions

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- 1. What is Mission Command?**
 - A. Delegating authority and empowering subordinates to act within commander's intent.**
 - B. Centralized control with no subordinate initiative.**
 - C. A formal process for logistics.**
 - D. A type of air operation.**

- 2. J6 is associated with which function?**
 - A. Manpower**
 - B. Logistics**
 - C. Command, Control, Comms, and Assessment**
 - D. Intel**

- 3. What is mission command and how does it empower subordinates?**
 - A. Mission command is centralized decision-making with strict oversight; empowers subordinates by providing detailed orders for every task.**
 - B. Mission command is a policy requiring subordinate compliance with directives.**
 - C. Mission command is a leadership style that avoids delegation.**
 - D. Mission command is empowering subordinates with intent, information, trusted initiative, and decreased micromanagement; fosters initiative and adaptability.**

- 4. What does deontology emphasize?**
 - A. Focuses on following moral rules and moral principles.**
 - B. Focuses on the consequences of actions.**
 - C. Focuses on the character of the person.**
 - D. Maximizes overall happiness.**

- 5. Name two ethical frameworks commonly considered in military decision making.**
 - A. Virtue ethics and relativism**
 - B. Deontological ethics and utilitarian ethics**
 - C. Egoism and contractualism**
 - D. Pragmatism and nihilism**

- 6. How would someone using Virtue Ethics handle a legal but questionable order?**
- A. They would seek loopholes**
 - B. They would delegate to subordinates**
 - C. They would consider character, integrity, and doing what a good person should do.**
 - D. They would follow orders if legal**
- 7. What are the ABC's of Communication core principles?**
- A. Accuracy, Brevity, Clarity**
 - B. Speed, Clarity, Brevity**
 - C. Integrity, Accuracy, Timeliness**
 - D. Clarity, Brevity, Tone**
- 8. What does ACE aim to increase?**
- A. Administrative efficiency.**
 - B. Public support.**
 - C. Budget transparency.**
 - D. Resiliency, survivability, and combat power generation.**
- 9. Which functional area is designated as A2?**
- A. Plans and Requirements**
 - B. Intel**
 - C. Manpower**
 - D. Ops**
- 10. What does 'service before self' emphasize in professional behavior?**
- A. Prioritizes duty to mission and others over personal interests; fosters sacrifice, accountability, and teamwork.**
 - B. Promotes self-interest over mission.**
 - C. Encourages disregard for safety.**
 - D. Diminishes accountability.**

Answers

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

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Explanations

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1. What is Mission Command?

- A. Delegating authority and empowering subordinates to act within commander's intent.**
- B. Centralized control with no subordinate initiative.**
- C. A formal process for logistics.**
- D. A type of air operation.**

Mission Command is about delegating authority and empowering subordinates to act within the commander's intent. It relies on a clear understanding of the mission's purpose, the desired end state, and the constraints or boundaries within which subordinates may operate. By pushing decision-making down to the level where information is freshest, it enables faster, more adaptable actions and maintains unity of effort even in complex or changing situations. The commander provides the intent and critical tasks, but trusts teams to exercise disciplined initiative and to adjust approaches as needed while staying aligned with the overall objective. If circumstances shift, these leaders report back, reorient, and continue moving toward the end state, rather than waiting for orders at higher levels. The other options describe centralized control, a logistics process, or a type of operation, which do not capture this emphasis on freedom to act within an intent and the resulting agility.

2. J6 is associated with which function?

- A. Manpower**
- B. Logistics**
- C. Command, Control, Comms, and Assessment**
- D. Intel**

J6 focuses on providing the systems and services that let leaders command and control forces through reliable, secure communications, plus continuously assessing how well those systems perform. It covers the networks, voice and data services, encryption, and cyber aspects that keep information flowing for decision-making, as well as the processes to evaluate readiness, reliability, and security of those capabilities. The assessment element ensures feedback loops—testing, exercises, audits, and metrics—that drive improvements and resilience in C2, so commanders have timely, trusted information. This combination—command and control through robust communications with ongoing evaluation—is why this option best fits J6.

3. What is mission command and how does it empower subordinates?

- A. Mission command is centralized decision-making with strict oversight; empowers subordinates by providing detailed orders for every task.
- B. Mission command is a policy requiring subordinate compliance with directives.
- C. Mission command is a leadership style that avoids delegation.
- D. Mission command is empowering subordinates with intent, information, trusted initiative, and decreased micromanagement; fosters initiative and adaptability.**

Mission command means empowering subordinates by communicating a clear intent, sharing the information they need to make good decisions, granting trusted initiative, and reducing micromanagement. In dynamic situations, the people closest to the action must be able to adapt—so your guidance focuses on the purpose and boundaries of the mission, not every step they must take. When you give them the intent, the relevant information, and the authority to act within that framework, they can resolve problems, exploit opportunities, and adjust plans rapidly without waiting for orders from above. This approach builds initiative and adaptability, because decisions are made at the appropriate level with a full understanding of the desired end state. Centralized decision-making, mere compliance policies, or a style that avoids delegation typically slow responses and suppress initiative, making operations less effective in uncertain environments.

4. What does deontology emphasize?

- A. Focuses on following moral rules and moral principles.**
- B. Focuses on the consequences of actions.
- C. Focuses on the character of the person.
- D. Maximizes overall happiness.

Deontology emphasizes duties and universal moral rules as the basis for ethical judgments. An action is right if it follows these rules or obligations, regardless of the consequences. So, doing the right thing means adhering to moral principles—like honesty, promises, or fairness—because that's what one owes morally, not because it would produce a better outcome. This contrasts with evaluating actions by their results, by the character of the person (virtue ethics), or by maximizing happiness (utilitarianism).

5. Name two ethical frameworks commonly considered in military decision making.

- A. Virtue ethics and relativism**
- B. Deontological ethics and utilitarian ethics**
- C. Egoism and contractualism**
- D. Pragmatism and nihilism**

In military decision making, two widely considered frameworks are deontological ethics and utilitarian ethics. Deontology focuses on duties, rules, and obligations—actions are judged by whether they align with moral norms and laws, regardless of outcomes. This is essential in the military for upholding international law, rules of engagement, and the responsibilities of the chain of command, ensuring actions are morally permissible because they are the right duties to follow. Utilitarian ethics, on the other hand, evaluates actions by their consequences, aiming to maximize overall good and minimize harm. This matters in mission planning and risk assessment where leaders must weigh trade-offs, determine the best overall impact, and consider civilian safety and mission success. Using both frameworks together gives a balanced approach: follow clear duties and legal/ethical standards, while also considering the practical outcomes and potential harm of decisions. The other pairings don't align as consistently with how military leaders are trained to analyze and justify actions, since they focus less on established duties or the broad consequences that shape mission ethics.

6. How would someone using Virtue Ethics handle a legal but questionable order?

- A. They would seek loopholes**
- B. They would delegate to subordinates**
- C. They would consider character, integrity, and doing what a good person should do.**
- D. They would follow orders if legal**

Virtue Ethics centers on the actor's character and what a virtuous person would do in a given situation. When faced with a legal but questionable order, a person guided by virtue asks whether carrying out the order would express true qualities like honesty, justice, courage, and benevolence. They consider what a good person with integrity would do, even if that means not simply following the letter of the law or deferring to authority. They weigh whether acting in this way would cultivate virtue or enable vice, and they may seek guidance, raise concerns, or refuse the order if it conflicts with moral duties. In short, the right course is grounded in doing what a good person should do, not merely following legality or deferring to others. That emphasis on character and integrity is what makes this approach the best fit for handling a questionable order.

7. What are the ABC's of Communication core principles?

- A. Accuracy, Brevity, Clarity**
- B. Speed, Clarity, Brevity**
- C. Integrity, Accuracy, Timeliness**
- D. Clarity, Brevity, Tone**

Focusing on information that is accurate, concise, and easy to understand captures what makes communication effective in practice. Accuracy means the message reflects reality, facts, and intent without errors, which prevents false conclusions and costly follow-ups. Brevity keeps the message tight—only what's necessary—so the recipient can quickly grasp the point without wading through extraneous words. Clarity ensures the wording is precise and unambiguous, reducing room for misinterpretation and confusion. Together, these elements ensure messages are correct, efficiently delivered, and readily understood, which is why they form the best set of principles here. Other aspects like speed or tone can be important in different contexts, but they don't by themselves guarantee correctness and clarity. Speed without accuracy, or tone without clear content, won't reliably inform or guide action.

8. What does ACE aim to increase?

- A. Administrative efficiency.**
- B. Public support.**
- C. Budget transparency.**
- D. Resiliency, survivability, and combat power generation.**

ACE focuses on keeping fighting capability strong even under stress. It aims to increase resiliency—the ability to absorb disruption and keep operating; survivability—the capacity to avoid or withstand damage; and the ability to generate combat power—the ongoing capability to produce effect on the battlefield. This combination ensures forces can persist, survive, and continue delivering decisive effects despite adversity. Administrative efficiency, public support, and budget transparency are important for overall effectiveness, but they do not directly enhance the unit's fighting capability in contested conditions, which is what ACE targets.

9. Which functional area is designated as A2?

- A. Plans and Requirements**
- B. Intel**
- C. Manpower**
- D. Ops**

In this staff structure, the A2 slot is the intelligence function. It concentrates on gathering, analyzing, and distributing information about threats, adversaries, and the operating environment to inform decisions. This intel work—threat assessments, intelligence summaries, and estimates—provides the situational awareness that shapes planning and how operations are executed. The other areas play different roles: Plans and Requirements focuses on developing plans and identifying what is needed to accomplish missions; Manpower handles personnel and staffing; Ops is about directing and carrying out missions. So, assigning intelligence to the A2 designation fits its role of delivering timely information that guides both planning and execution.

10. What does 'service before self' emphasize in professional behavior?

- A. Prioritizes duty to mission and others over personal interests; fosters sacrifice, accountability, and teamwork.**
- B. Promotes self-interest over mission.**
- C. Encourages disregard for safety.**
- D. Diminishes accountability.**

Service before self means putting the mission and your teammates ahead of personal wants or convenience. In professional behavior, that translates to choosing actions that support mission success and the welfare of others even when it requires sacrifice or extra effort. It requires accountability—owning your duties, following through, and accepting consequences—so trust builds and responsibilities are met. It also strengthens teamwork because everyone can rely on others to subordinate personal interests for the group's good, including maintaining safety and adherence to standards. So this principle isn't about personal gain or cutting corners; it's about committing to the team and the mission, even at a personal cost.

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Next Steps

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

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

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

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

<https://sos26dao3.examzify.com>

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

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