

SQUADRON OFFICER SCHOOL (SOS) 26D – A03 PRACTICE TEST (SAMPLE)

STUDY GUIDE



**SAMPLE STUDY GUIDE
WITH LIMITED QUESTIONS**

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THE FULL VERSION STUDY GUIDE**

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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. In the military command structure, what does a Service Component Command represent?**
 - A. A subordinate command representing one military branch under a combatant commander.
 - B. An independent joint force commanded at theater level.
 - C. A civilian department.
 - D. A field army unit.
- 2. J7 is associated with which function?**
 - A. Operations
 - B. Plans
 - C. Joint Force Development
 - D. Intel
- 3. In a combatant command, what is the JFACC and what kind of command do they hold?**
 - A. Joint Force Air Component Commander; TACON
 - B. Joint Force Air Component Commander; OPCON
 - C. Air Component Commander; TACON
 - D. Joint Task Force Air Component Commander; TACON
- 4. Which of the following is an example of competition below armed conflict?**
 - A. Direct invasion
 - B. Nuclear threats
 - C. Cyber attacks, disinformation, economic pressure, coercion, influence operations
 - D. Open warfare
- 5. Which statement best describes the role of a wing commander in mission execution?**
 - A. Provide overarching leadership, ensure readiness and safety, manage resources, and enforce policy.
 - B. Direct only ceremonial duties.
 - C. Manage only training budgets.
 - D. Focus on maintenance tasks exclusively.

- 6. What is the purpose of joint doctrine in the U.S. military?**
- A. To standardize single-service operations and focus on service-specific goals
 - B. To promote rapid-fire tactics
 - C. To centralize all decision making within one service
 - D. To ensure interoperable operations and coordinated effort across services to achieve common objectives
- 7. What is the competition continuum?**
- A. Cooperation, competition below armed conflict, crisis, armed conflict
 - B. War and peace
 - C. Systemic competition
 - D. Diplomatic and economic channels
- 8. Which statement best captures the application of airpower in joint operations?**
- A. Through control of airspace, precision effects, and rapid global reach integrated with joint and allied efforts.
 - B. Rely on airpower to replace ground forces entirely.
 - C. Focus only on air superiority with no joint integration.
 - D. Use airpower for show with no effect.
- 9. Which functional area is designated as A3?**
- A. Ops
 - B. Manpower
 - C. Intel
 - D. Communications
- 10. Which phrase lists the Major Performance Areas?**
- A. Execute the Mission, Leading People, Managing Resources, Improving the Unit
 - B. Execute the Mission, Leading People, Managing Resources, Enhancing the Unit
 - C. Execute the Mission, Leading People, Managing Programs, Improving the Unit
 - D. Execute the Mission, Leading Teams, Managing Resources, Improving the Unit

Answers

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

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Explanations

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1. In the military command structure, what does a Service Component Command represent?

- A. A subordinate command representing one military branch under a combatant commander.**
- B. An independent joint force commanded at theater level.
- C. A civilian department.
- D. A field army unit.

In this structure, a Service Component Command is the organization that represents and commands all forces from a single military service within a combatant command. It operates as a subordinate command under the combatant commander, providing that service's forces to plan, train, and execute the CCMD's missions and coordinating its capabilities with the other components. This arrangement lets the joint force integrate Army, Navy, Air Force, Marines, or Space Force assets while preserving each service's own chain of command back to its service headquarters. For example, the Army Component Command would contribute Army units, the Navy Component Command would contribute naval forces, and the Air Force Component Command would contribute airpower, all under the CCMD's overall direction. It is not a civilian department, an independent theater-level joint force, or a field army unit.

2. J7 is associated with which function?

- A. Operations
- B. Plans
- C. Joint Force Development**
- D. Intel

J7 focuses on preparing the force for joint operations by developing and integrating how we fight together. This includes crafting joint doctrine, coordinating education and training programs, and designing exercises to validate concepts and build interoperability across services. That focus on doctrine, training, and leader development is exactly what Joint Force Development is about, making it the best fit. For context, other J-categories handle different functions: operations deals with executing current and upcoming missions, plans develops campaigns and contingencies, and intelligence (intel) handles gathering and analyzing information.

3. In a combatant command, what is the JFACC and what kind of command do they hold?

- A. Joint Force Air Component Commander; TACON**
- B. Joint Force Air Component Commander; OPCON
- C. Air Component Commander; TACON
- D. Joint Task Force Air Component Commander; TACON

In a combatant command, the air component is led by the Joint Force Air Component Commander. This commander plans, coordinates, and directs all air operations across the joint force to support the command's objectives. The authority they hold over air forces is TACON, meaning they can direct the execution of specific air missions, assign tasks, and orchestrate air assets to achieve the mission, but they don't have the broad, overarching control that comes with OPCON. OPCON would be a wider, less limited form of authority than what is typically granted for the air component within a joint operation, and the standard arrangement is TACON to allow integrated air effects while preserving service component control for other responsibilities. The official title and the TACON authority align with how theater air operations are normally organized; other designations like Air Component Commander (without the "Joint Force") or Joint Task Force Air Component Commander aren't the standard terms used for the CCMD air component, and they don't reflect the typical command relationship.

4. Which of the following is an example of competition below armed conflict?

- A. Direct invasion
- B. Nuclear threats
- C. Cyber attacks, disinformation, economic pressure, coercion, influence operations**
- D. Open warfare

Competition below armed conflict focuses on non-kinetic tools and strategies adversaries use to contest objectives without engaging in full-scale war. The example listed—cyber attacks, disinformation, economic pressure, coercion, and influence operations—fits this idea perfectly. These methods are designed to shape outcomes, degrade capabilities, or influence decision-makers while staying under the threshold of open hostilities. They can be sustained, multidimensional, and harder to attribute, which makes them well-suited for operating in the gray zone between peace and war. Direct invasion and open warfare involve actual fighting and crossing into armed conflict, so they do not illustrate competition below that threshold. Nuclear threats, while coercive and highly dangerous, represent extreme escalation and potential move toward war, not the restrained, below-threshold competition described here. Thus, the listed cyber, disinformation, economic, coercive, and influence tools are the archetype of competition below armed conflict.

5. Which statement best describes the role of a wing commander in mission execution?

- A. Provide overarching leadership, ensure readiness and safety, manage resources, and enforce policy.**
- B. Direct only ceremonial duties.
- C. Manage only training budgets.
- D. Focus on maintenance tasks exclusively.

In mission execution, the wing commander acts as the principal leader who shapes how operations unfold across the entire wing. They set priorities for missions, establish risk management and safety standards, and make sure the unit adheres to policy and procedures. A big part of their role is allocated and managed resources—people, aircraft, facilities, and equipment—so missions have what they need when they need it, while staying within budget and policy constraints. By coordinating across squadrons, briefing leaders, and guiding decisions under changing conditions, they ensure that plans turn into safe, effective action. Ceremonial duties, budgets alone, or maintenance tasks by themselves don't capture this integrative leadership function. The wing commander must bring everything together—planning, safety, resources, policy enforcement, and cross-unit coordination—to execute missions successfully.

6. What is the purpose of joint doctrine in the U.S. military?

- A. To standardize single-service operations and focus on service-specific goals
- B. To promote rapid-fire tactics
- C. To centralize all decision making within one service
- D. To ensure interoperable operations and coordinated effort across services to achieve common objectives**

Joint doctrine provides a shared framework that lets different military services work together as a unified force. It standardizes the language, procedures, planning processes, and command-and-control concepts that across-service teams use to integrate air, land, sea, space, cyber, and special operations capabilities. This shared foundation helps commanders and staffs synchronize efforts, allocate resources effectively, and pursue common objectives with unity of effort, even when units come from different services. That's why the best answer emphasizes interoperable operations and coordinated effort across services to achieve common objectives. It's not about concentrating decision making in one service or about prioritizing service-specific goals, nor is it about applying rapid-fire tactics in isolation.

7. What is the competition continuum?

- A. Cooperation, competition below armed conflict, crisis, armed conflict
- B. War and peace**
- C. Systemic competition
- D. Diplomatic and economic channels

The competition continuum is the range of interstate interaction from peaceful relations to outright war. Naming it with the simplest dichotomy—war and peace—captures the two endpoints that bracket all other states in between. In real situations, you assess where a country's actions fall on that spectrum and choose your approach accordingly: peaceful competition is addressed with diplomacy, alliances, and economic tools, while moving toward escalation requires deterrence and readiness to prevent or manage conflict. The other options describe parts of the process or separate ideas (phases within the continuum, a different term like systemic competition, or the channels used) rather than the overall spectrum itself.

8. Which statement best captures the application of airpower in joint operations?

- A. Through control of airspace, precision effects, and rapid global reach integrated with joint and allied efforts.**
- B. Rely on airpower to replace ground forces entirely.
- C. Focus only on air superiority with no joint integration.
- D. Use airpower for show with no effect.

The concept being tested is that airpower in joint operations acts as a force multiplier that works in concert with the entire joint force and with allies. The best answer describes airpower shaping the battlespace through three essential capabilities: control of airspace to deny the enemy freedom of action, precision effects against key targets to achieve specific objectives, and rapid global reach to project power where and when it's needed. When these elements are integrated with ground, maritime, and other partners, airpower amplifies tempo, enables other forces to maneuver more safely, and helps sustain operations across theaters. This holistic, integrated approach is what makes airpower most effective in joint operations. The other ideas don't fit as well because they miss that integrated, collaborative use. Relying on airpower to replace ground forces entirely ignores how modern campaigns depend on combined arms and joint interoperability. Focusing only on air superiority without joint integration overlooks how airpower gains strength from coordination with other services. Using airpower merely for show fails to deliver real effects or outcomes, which is contrary to how airpower is intended to support decisive operations.

9. Which functional area is designated as A3?

- A. Ops**
- B. Manpower
- C. Intel
- D. Communications

The value labeled A3 corresponds to the Operations function. In Air Force staff structure, the A-series designations map to specific functional areas, with A3 dedicated to planning, coordinating, and executing missions, managing current operations, and ensuring overall readiness. Practically, this means A3 handles operation plans and orders, mission tasking, and the tempo of operations, aligning people and resources to accomplish the mission. That's why Ops is the correct designation. The other areas map to Manpower (staffing), Intel (intelligence), and Communications (networks and messaging), which is why they aren't A3.

10. Which phrase lists the Major Performance Areas?

- A. Execute the Mission, Leading People, Managing Resources, Improving the Unit**
- B. Execute the Mission, Leading People, Managing Resources, Enhancing the Unit
- C. Execute the Mission, Leading People, Managing Programs, Improving the Unit
- D. Execute the Mission, Leading Teams, Managing Resources, Improving the Unit

The four Major Performance Areas describe the main domains a leader is evaluated on: executing the mission, leading people, managing resources, and improving the unit. The phrase in this option lists those exact domains in the standard form: Execute the Mission, Leading People, Managing Resources, Improving the Unit. It aligns with the established framework by using the action-oriented verbs that correspond to each area and by covering the same scope—mission action, people leadership, resource stewardship, and ongoing unit improvement. The other phrasings shift or introduce nonstandard terms (such as "Managing Programs" or "Leading Teams") or change wording (like "Enhancing" instead of "Improving"), which do not fit the recognized Major Performance Areas.

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:

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

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