Mock Exam

Design Thinking Foundational Level

2018 Syllabus

Version 0.9.2

Alliance for Qualification

A4Q
Design Thinking
DT

Revision History

Version	Date	Remarks
Version 2018	5 August 2018	1. Release version

Answer Key

Question Number	Correct Answer	K-Level	LO
1	D	K1	DTFL-1.1.0
2	A	K1	Keyword-CH1
3	D	K2	DTFL-1.2.0
4	A	K2	DTFL-1.3.0
5	D	K2	DTFL-1.4.0
6	A	K1	DTFL-2.3.1
7	B	K1	Keyword-CH2
8	B	K2	DTFL-2.1.1
9	D	K2	DTFL-2.1.2
10	C	K2	DTFL-2.1.3
11	A	K2	DTFL-2.1.4
12	A	K2	DTFL-2.1.5
13	A	K2	DTFL-2.1.6
14	A	K2	DTFL-2.1.7
15	B	K2	DTFL-2.1.8
16	B	K2	DTFL-2.2.1
17	A	K2	DTFL-2.2.2
18	A	K2	DTFL-2.2.3
19	A	K2	DTFL-2.2.4
20	A	K2	DTFL-2.3.2
21	A	K2	DTFL-2.3.3
22	C	K2	DTFL-2.3.4
23	A	K2	DTFL-2.3.5
24	C	K1	Keyword-CH3
25	A	K2	DTFL-3.2.1
26	A	K2	DTFL-3.2.2
27	D	K2	DTFL-3.2.3
28	B	K2	DTFL-3.2.4
29	D	K2	DTFL-3.2.5
30	A	K2	DTFL-3.2.6
31	A	K2	DTFL-3.2.7
32	C	K2	DTFL-3.2.8
33	B	K2	DTFL-3.2.9
34	D	K2	DTFL-3.2.10
35	D	K2	DTFL-3.2.11
36	A	K3	DTFL-3.1.1
37	A	K3	DTFL-3.1.2
38	D	K3	DTFL-3.1.3
39	B	K3	DTFL-3.1.4
40	D	K4	DTFL-3.3.1

Questions with Justifications

1. Exam

Question 1	DTFL-1.1.0	K1

Which of the following CORRECTLY resembles a design thinking process attribute?

A. INCORRECT: This answer contradicts section 1.1 by suggesting prototypes be nearly finished solutions early in the process.

B. INCORRECT: This answer contradicts section 1.1 by suggesting the process is not iterative.

C. INCORRECT: This answer contradicts section 1.1 by suggesting the design team does not need to engage the users. It is rarely the case where the team has the necessary experiences and other considerations to substitute for actual users.

D. CORRECT: Exploring a variety of solution alternatives is an attribute of the design thinking process as described in section 1.1.

Question 2	Keyword-CH1	K1

Which of the following BEST describes the term "design thinking mindset"?

A. CORRECT: This answer comes from the glossary.

B. INCORRECT: This is a fictional definition.

C. INCORRECT: This is a fictional definition has somewhat believable qualities to it, but it is inferior to the actual definition provided as an option to this question.

D. INCORRECT: This fictional definition is a contradiction to the correct definition.

Question 3	DTFL-1.2.0	K2

Which of the following is NOT an example of a business use of design thinking?

A. INCORRECT: This is a business model example.

B. INCORRECT: This is an example of business strategy development.

C. INCORRECT: This is an example of commercial service development.

D. CORRECT: Although this is a product development project, the intended use is a social service.

Question 4	DTFL-1.3.0	K2

Which of the following statements about differences among design thinking methodologies is CORRECT?

A.   CORRECT: Section 1.3 mentions the number of stages among several methodologies and they are different.

B.   INCORRECT: Section 1.3 mentions that there is a lack of research that would cause one to avoid a methodology. Limited resources and educational value are the primary reasons more methodologies were not mentioned.

C.   INCORRECT: This is a non-difference. Any method not using divergent thinking is not a design thinking method as per section 1.3 and 1.1 (as referenced in 1.3).

D.   INCORRECT: This is a non-difference. Any method not consulting with end-users is not a design thinking method as per section 1.3 and 1.1 (as referenced in 1.3).

Question 5	DTFL-1.4.0	K2

Which of the following statements is the BEST example of the design thinking mindset?

A.   INCORRECT: This example appears to show that the manager is imposing his/her will and is not being mindful by stepping out. This contradicts the need for mindfulness and team members being equals.

B.   INCORRECT: Section 1.4 mentions that team members are flexible, brave, imaginative and expansive in their thinking. This example does not exhibit those attributes.

C.   INCORRECT: This choice has two significant issues. The first is brainstorming over the phone. The other is verbal communication instead of visual. There is a lack of presence, which affects their mindfulness. This choice contradicts section 1.4.

D.   CORRECT: In section 1.4, it is mentioned that design is an emotional process. This an example of the team wanting to know the emotional influence the prototype is having.

Question 6	DTFL-2.3.1	K1

Which of the following CORRECTLY resembles a notable finding in a Design Council research report on design thinking?

A.   CORRECT: This answer is essentially the sentence in section 2.3.1 "With the world changing so quickly, an "ideal" methodology would not be relevant long enough to be established."

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B.   INCORRECT: This contradicts the finding in section 2.3.1.

C.   INCORRECT: Per section 2.3.1, design processes have been adapted to the business not the other way around.

D.   INCORRECT: There is no such finding suggested in section 2.3.1. Design Council does not suggest that Double Diamond is the best approach to design thinking.

Question 7	Keyword-CH2	K1

Which of the following BEST describes the term "social norm"?

A.   INCORRECT: Sociology definition for "social fact" as provided by sociologydictionary.org. Social norm is contained within social fact, and so it is broader in scope than social norm.

B.   CORRECT: This definition comes from the glossary.

C.   INCORRECT: Sociology definition for "social control" as provided by sociologydictionary.org. Relevant to social norms in terms of this concept relates to their enforcement.

D.   INCORRECT: Sociology definition for "social action" as provided by sociologydictionary.org. Relevant to social norms in terms of this concept relates to a person being aware of social norms and seeking to conform to them.

Question 8	DTFL-2.1.1	K2

Which of the following BEST explains the need for empathy in design thinking?

A.   INCORRECT: This choice is a combination of the importance of trust and incorrectly asserts that convergent thinking is needed for trust.

B.   CORRECT: Section 2.1.1 discusses the importance of trust and the relationship between trust and empathy. This statement consolidates some of those ideas.

C.   INCORRECT: This choice is a combination of the importance of trust and incorrectly asserts that visual thinking is needed for trust.

D.   INCORRECT: This choice is a combination of the importance of trust and incorrectly asserts that assumption testing is needed for trust.

Question 9	DTFL-2.1.2	K2

Which of the following statements BEST exemplifies the use of ethnography in design thinking?

A. INCORRECT: This is an example of brainstorming and empathy. This particularly activity is not using ethnography.

B. INCORRECT: This is prototyping and empathy, but this activity does not involve ethnography.

C. INCORRECT: The data the team analyzes in part came from ethnographic research, but that research phase transitioned once the findings were established.

D. CORRECT: The process of interviewing a stakeholder is an ethnography exercise. Most opportunities to engage stakeholders for the purposes of understanding a problem and its viable solutions can be considered ethnography. See section 2.1.2.

Question 10	DTFL-2.1.3	K2

Which of the following statements about the use of divergent thinking in design thinking is CORRECT?

A. INCORRECT: This choice suggests that ethnography is divergent thinking.

B. INCORRECT: This choice suggests that divergent thinking is convergent thinking.

C. CORRECT: This answer is a paraphrase of section 2.1.3.

D. INCORRECT: This choice associates the meaning of empathy with divergent thinking.

Question 11	DTFL-2.1.4	K2

Which of the following statements BEST exemplifies the use of convergent thinking in design thinking?

A. CORRECT: The process of reducing the number of prototypes will require analysis and possible blending of compatible features prior to establishing the final prototype. This is consistent with section 2.1.4.

B. INCORRECT: This is not an example of convergent thinking. This is an example of ethnography.

C. INCORRECT: This is an example of ethnography.

D. INCORRECT: This is an example of divergent thinking.

Question 12	DTFL-2.1.5	K2

Which of the following statements BEST exemplifies the use of visual thinking in design thinking?

A. CORRECT: The team is using visual thinking to construct the storyboard visuals. This is consistent with section 2.1.5.

B. INCORRECT: Although the data may be tabulated and graphed the primary mode of communication is language and numerically based, since the analytical challenge is an assumption test.

C. INCORRECT: This choice associates an aspect of ethnography with visual thinking.

D. INCORRECT: Visual thinking may be used but is not a dominant activity in this scenario.

Question 13	DTFL-2.1.6	K2

Which of the following BEST explains the purpose of assumption testing in design thinking?

A. CORRECT: This choice is consistent with section 2.1.6.

B. INCORRECT: This choice suggests that ignorance from the lack user-centered design practices is risky. Assumption testing requires that an unfounded notion exists prior to testing (testing known "knowns"). Key difference between this choice and the right one is to being uninformed vs. mistaken. In this context the team would be avoiding unknown unknowns, which requires ethnography among other tools to address.

C. INCORRECT: This choice is associating the purpose of convergent thinking with assumption testing.

D. INCORRECT: This choice associates the purpose of divergent thinking with assumption testing.

Question 14	DTFL-2.1.7	K2

Which of the following BEST explains the purpose of prototyping in design thinking?

A. CORRECT: This answer is consistent with section 2.1.7.

B. INCORRECT: This choice associates the purpose of empathy with the term prototyping. Prototypes will elicit feelings, but it requires empathy to interpret them.

C. INCORRECT: This choice associates the purpose of assumption testing with prototyping. Prototypes enable assumptions to be tested, but they do not in themselves collect and analyze data relevant to determining if a hypothesis has been disproved or not.

D. INCORRECT: This choice associates a phase within ethnography with prototyping.

Question 15	DTFL-2.1.8	K2

Which of the following statements BEST states when to focus on learning and when to expect to validate within design thinking?

A. INCORRECT: This choice stops learning short and suggests that validation is achieved at the end of the design thinking process.

B. CORRECT: This is a paraphrase of section 2.1.8.

C. INCORRECT: This choice addresses learning properly, but the degree of validation achieved is over stated.

D. INCORRECT: This choice stops learning short and suggests that a soft launch will result in market validation, which is false.

Question 16	DTFL-2.2.1	K2

Which of the following statements BEST describes the type of people needed for design thinking projects?

A. INCORRECT: This choice is weaker because relative to the correct answer this person is not as committed to the effort nor is this person specifically creative or works well with other people.

B. CORRECT: This a paraphrase of a selection of sentences within 2.2.1 that describe good people to have on the team.

C. INCORRECT: This choice is weaker relative to the right answer because this person does not have particularly good people skills and doesn't listen as well. One subtle weakness is the explicit lack of creativity. An expert in a field has likely developed analytical skills in order to achieve expert status, but creativity may not be cultivated within some fields.

D. INCORRECT: This choice is relatively weaker than the correct answer. This person lacks an area of expertise. Another person is needed or no members are experts. Familiarity with several fields is a bonus, but expertise may be necessary if the field is critical to the project. A good listener is important, but effective communication is needed to share ideas and work with stakeholders.

Question 17	DTFL-2.2.2	K2

Which of the following BEST describes an effective use of a design thinking space?

A. CORRECT: Design thinking involves a number of different styles of activity. A flexible space is more likely to accommodate the team's current needs. Important artifacts should always be accessible in order to utilize them.

B. INCORRECT: The designation of zones structures the room, which limits flexibility. This structure could interfere with efforts. Having the important artifacts visible is good, but designating them to a "gallery" prevents them from being organic inputs to current efforts.

C. INCORRECT: This space has no where to sit and no place to set tools. This space would be hard to work in for long periods of time. Some activates like brainstorming would be uncomfortable to perform here.

D.   INCORRECT: This bull pen serves conflicting needs. Team members needing time away from group activity or small groups for unstructured discussion will interfere with those not engaged. The personal workspaces will restrict space flexibility. Artifacts not present are out of sight out of mind.

Question 18	DTFL-2.2.3	K2

Which of the following statements BEST describes the types of materials needed for design thinking projects?

A.   CORRECT: This answer is consistent with section 2.2.3.

B.   INCORRECT: Fun and exciting are nice. However, if they interfere with thought processes or the outputs are somehow valued beyond their actual contribution to the design process, then these tools and materials should only be used when a specific objective dictates.

C.   INCORRECT: Approved requests are a necessity for every choice, but what isn't clear is whether they are fit for purpose. This ambiguity weakens this answer.

D.   INCORRECT: This choice positions style over substance.

Question 19	DTFL-2.2.4	K2

Which of the following statements BEST describes the potential dynamic between design thinking teams and the organization?

A.   CORRECT: This answer is a paraphrase of content in section 2.2.4.

B.   INCORRECT: The section does not suggest a firm with cross-functional collaboration will swiftly reassign resources.

C.   INCORRECT: The first sentence is fairly consistent with the syllabus. The second suggests the business will change to accommodate any result. This is not consistent with the syllabus.

D.   INCORRECT: The syllabus does not suggest a firm as described would actively thwart design thinking. As a point of inconsistency, the second sentence suggests that the business is willing to change in order to accommodate any innovation. Even though the group which made it extremely difficult to function is willing to embrace any result?

Question 20	DTFL-2.3.2	K2

Which of the following is an output that results from the Define stage of the Double Diamond design thinking approach?

A.   CORRECT: This answer is consistent with section 2.3.2.

B.   INCORRECT: This is the output of Deliver.

C.   INCORRECT: This is an output from Designing for Growth.

D.   INCORRECT: This is an output described by Lewrick et. al.

Question 21	DTFL-2.3.3	K2

Which of the following BEST states a design thinking mindset attribute the Stanford d.School advocates?

A.   CORRECT: This answer is consistent with section 2.3.3.

B.   INCORRECT: This choice contradicts their "Show don't tell" recommendation.

C.   INCORRECT: This choice contradicts their suggestion to act instead of analyze.

D.   INCORRECT: This choice contradicts their suggestion that the team be mindful of the process and work towards the goal of the current stage instead the anarchy implied in the choice.

Question 22	DTFL-2.3.4	K2

Which of the following Designing for Growth design thinking approach stages involves the most intense convergent thinking effort?

A.   INCORRECT: Level of convergent thinking is less.

B.   INCORRECT: Level of convergent thinking is less.

C.   CORRECT: This answer is consistent with section 2.3.4. Intensity of convergent thinking is symmetric or consistent with the preceding divergent thinking effort. A lot of work is involved in processing all of the divergent thinking results into a manageable collection of enriched concepts.

D.   INCORRECT: Level of convergent thinking is less.

Question 23	DTFL-2.3.5	K2

Which of the following BEST provides an accurate comparison between design thinking and agile software development projects?

A.   CORRECT: This answer is consistent with section 2.3.5.

B.   INCORRECT: This choice is wrong in two ways. Neither methodologies are linear. Design thinking tasks, durations and resources are only partly known in advance and much less so than in Agile software development.

C.   INCORRECT: This choice is wrong in three ways. Neither method is cautious in pace nor would describing iterative progress as circular (helical, maybe). Design thinking is not less risky.

D.   INCORRECT: This choice is wrong in two ways. The pace of the methodologies is not deliberate, and the processes are not linear.

Question 24	Keyword-CH3	K1

Which of the following BEST describes the term "competitive advantage"?

A.   INCORRECT: This answer contradicts the glossary definition by seeking vulnerability to as well as opportunity over the competition.

B.   INCORRECT: This answer is essentially the opposite of the correct answer. This might be called "competitive disadvantage".

C.   CORRECT: This definition comes from the glossary.

D.   INCORRECT: This answer replaces advantage over competitors with advantage over partners. Partners are not commonly considered competition.

Question 25	DTFL-3.2.1	K2

Which of the following pairs of tools is considered MOST appropriate for the What if stage within the Designing for Growth design thinking approach?

A.   CORRECT: This answer is consistent with section 3.2.1.

B.   INCORRECT: Assumption testing is not performed in What if.

C.   INCORRECT: Rapid prototyping is not performed in What if.

D.   INCORRECT: Mind mapping and assumption testing are not performed in What if.

Question 26	DTFL-3.2.2	K2

Which of the following relationships BEST describes the relationship between the level of abstraction presented and mental imagery needed to understand the ideas being shared?

A.   CORRECT: This answer is consistent with section 3.2.2.

B.   INCORRECT: This answer flips the relationship described in section 3.2.2.

C.   INCORRECT: This answer flips the relationship described in section 3.2.2.

D.   INCORRECT: This answer flips the relationship described in section 3.2.2.

Question 27	DTFL-3.2.3	K2

Which of the following statements BEST explains the number of stakeholders recommended for the journey mapping activity within the Designing for Growth design thinking approach?

A. INCORRECT: This answer has too few stakeholders.

B. INCORRECT: This choice has too many participants.

C. INCORRECT: This choice has too few participants. It suggests the person helping with correcting the team's understanding will be formally interviewed despite their previous help with providing feedback.

D. CORRECT: This answer is consistent with section 3.2.3.

| Question 28 | DTFL-3.2.4 | K2 |

Which of the following unordered sets of Designing for Growth stages BEST reflects the recommended times for when the value chain analysis tool could be used?

A. INCORRECT: This choice should not be referencing What works.

B. CORRECT: This answer is consistent with section 3.2.4.

C. INCORRECT: This choice should not be referencing What if.

D. INCORRECT: This choice should not be including What if.

| Question 29 | DTFL-3.2.5 | K2 |

Which of the following statements BEST explains the primary purpose of mind mapping in the Designing for Growth design thinking approach?

A. INCORRECT: This tool requires folks beyond the core team. The tool is convergent not divergent.

B. INCORRECT: This answer suggests the consultants are a crucial element, but this is not suggested in the syllabus. The "design criteria" document is specified in 3.2.1 as a document not describing what is to be built. This document is the primary outcome of this tool.

C. INCORRECT: This answer suggests divergent thinking but describes a convergent outcome. The output of solution concepts is premature. This occurs after brainstorming in the What if stage.

D. CORRECT: This tool requires folks beyond the core team. The tool is convergent not divergent.

Question 30	DTFL-3.2.6	K2

Which of the following statements BEST explains the primary purpose of brainstorming in the Designing for Growth design thinking approach?

A.   CORRECT: This answer is consistent with section 3.2.6.

B.   INCORRECT: This answer suggests that the activity is unguided. This is not the case, in fact, considerable energy is spent prior to and during the activity to provide guidance. The size of the group is much too large.

C.   INCORRECT: This answer suggests this activity is a form of convergent thinking and will yield prototypes instead of a large collection of ideas.

D.   INCORRECT: This answer suggests that this activity is unguided. It also suggests only the core team is involved.

Question 31	DTFL-3.2.7	K2

Which of the following convergence profiles BEST fits the profile suggested for concept development in the Designing for Growth approach?

A.   CORRECT: This answer is consistent with section 3.2.7.

B.   INCORRECT: Too many solution concepts to construct and manage. There will not be enough time or money to pursue more than one concept at the end.

C.   INCORRECT: Too many initial solution concepts to construct. Consolidating to one promising concept limits the team's to explore other viable options with stakeholders. Stakeholders have no real influence over what solution concept will be pursued, which contradicts the notion that the collective stakeholder opinion counts most when making design commitments.

D.   INCORRECT: Too few initial concepts to export at the beginning. Consolidating to one promising concept limits the team's to explore other viable options with stakeholders. Stakeholders have no real influence over what solution concept will be pursued, which contradicts the notion that the collective stakeholder opinion counts most when making design commitments.

Question 32	DTFL-3.2.8	K2

Which of the following unordered sets of Designing for Growth stages BEST reflects the recommended times for when the assumption testing tool could be used?

A.   INCORRECT: This choice should not be referencing What if, and it is missing What works.

B.   INCORRECT: This choice should not be referencing What if and is missing What wows.

C.   CORRECT: This answer is consistent with section 3.2.8.

D.   INCORRECT: This choice should not be including What if, and it is missing What wows and What works.

Question 33	DTFL-3.2.9	K2

Which of the following statements BEST explains the purpose of rapid prototyping within the Designing for Growth approach?

A.   INCORRECT: Quality control is not the objective of rapid prototyping.

B.   CORRECT: This answer is consistent with section 3.2.9.

C.   INCORRECT: Manufacturing engineering is not the objective of rapid prototyping.

D.   INCORRECT: Broad marketing the solution is likely contradictory given the sensitivity of innovation, but marketing to investors may be desirable. However, this is not the objective of rapid prototyping.

Question 34	DTFL-3.2.10	K2

Three people are commonly involved in customer co-creation sessions. Which of the following statements BEST explains the role of each of these people during customer co-creation within the Designing for Growth approach?

A.   INCORRECT: Only one stakeholder should be involved. The level of documentation occurring is low given the number stakeholders and the challenges of facilitating them.

B.   INCORRECT: Only one stakeholder should be involved. Documentation will be better having someone dedicated to it. Multiple unmanaged stakeholders may prove to challenging to document. The session may or may not accomplish its objectives without facilitation. Chances are high the objectives will not be accomplished.

C.   INCORRECT: A stakeholder advocate is not documenting but acting as a buffer, interpreter and support for the stakeholder. This role should not be necessary in a cooperative explorative effort with able adults who speak the same language as the team members. Disabilities and age may require this role, but this should cause the group to grow to 4 people and not be introduced at the expense of documentation.

D.   CORRECT: As section 3.2.10 describes, the team should be prepared to facilitate and document. Facilitating is an intense effort that can make accurate documentation difficult to perform. It is common to have a second person document.

Question 35	DTFL-3.2.11	K2

Which of the following statements BEST describes the conditions to be met prior to performing a learning launch within the Designing for Growth approach?

A. INCORRECT: The design criteria document is not relevant to the learning launch.

B. INCORRECT: Being of high fidelity is important, but if does not reflect stakeholder insights recent to the current iteration, the risk of value test failure is higher. The napkin pitch is not relevant to the learning launch.

C. INCORRECT: The quality of the prototype is too low for learning launch. The design brief is not relevant to the learning launch.

D. CORRECT: This answer is consistent with section 3.2.11.

Question 36	DTFL-3.1.1	K3

What Designing for Growth stage is the team currently in, and what is the tool that is Most appropriate to evaluate, consolidate and present the data the team is working with? The answers below are pairs of stages and of tools.

A. CORRECT: This answer is consistent with sections 3.1.1and 3.2.5. The team is at the end of the What is stage. They need to use mind mapping to synthesis and hone in on key information they uncovered. The resulting design criteria will be a useful document going forward.

B. INCORRECT: What if is the wrong stage. "Value chain analysis" is the wrong tool.

C. INCORRECT: What wows is the wrong stage. Visualization is the wrong tool.

D. INCORRECT: What works is the wrong stage. Brainstorming is the wrong tool.

Question 37	DTFL-3.1.2	K3

What Designing for Growth stage is the team in? What tool do you recommend they use next instead of rapid prototyping? What stage should they be in to use this tool? The answers below are triples of Current Stage: Recommended Tool: Recommended Stage.

A. CORRECT: This answer is consistent with sections 3.1.2, 3.2.7 and 3.1.3. The team wanted to be in What wows, but got ahead of themselves. They did not perform concept development, which would have structured the ideas sufficiently for prototyping. They skipped assumption testing as well, but that is not worth doing until the concepts are formed. The team needs to go back to What if to complete concept development.

B. INCORRECT: The team wanted to be in What wows, but got ahead of themselves. They skipped assumption testing as well, but that is not worth doing until the

concepts are formed. The team needs to go back to What if to complete concept development not staying in What wows.

C.   INCORRECT: The team did not want to be in What if. They did not perform concept development, which would have structured the ideas sufficiently for prototyping. Mind mapping in this situation is not relevant. The team does not need to go to What is.

D.   INCORRECT: The team did not want to be in What is. They did not perform concept development, which would have structured the ideas sufficiently for prototyping. Journey mapping in this situation is not relevant. The team does not need to go to What works.

Question 38	DTFL-3.1.3	K3

What Designing for Growth stage is the team MOST likely in? What section of the 'Gliding Service' napkin pitch would you direct their attention to? The answers below are pairs of Current Stage: Napkin Pitch Section.

A.   INCORRECT: The stage where prototyping is performed is What wows not in What works. Section 3.1.2 mentions the sections of the napkin pitch. The word 'method' is a synonym for 'approach.' The students missed an approach entry while they were crafting the prototype. Needs is the wrong section.

B.   INCORRECT: The stage where prototyping is performed is What wows. Section 3.1.2 mentions the sections of the napkin pitch. The word 'method' is a synonym for 'approach.' The students missed an approach entry while they were crafting the prototype. Benefit is the wrong section.

C.   INCORRECT: The stage where prototyping is performed is What wows. Section 3.1.2 mentions the sections of the napkin pitch. The word 'method' is a synonym for 'approach.' The students missed an approach entry while they were crafting the prototype. Competition is the wrong section.

D.   CORRECT: This answer is consistent with sections 3.1.2 and 3.1.3. The stage where prototyping is performed is What wows. Section 3.1.2 mentions the sections of the napkin pitch. The word 'method' is a synonym for 'approach.' The students missed an approach entry while they were crafting the prototype.

Question 39	DTFL-3.1.4	K3

What Designing for Growth stage is the team MOST likely in? What type of document should the team update as the lessons from these experiments are learned? What tool is the team using in this scenario? The answers below are triples of Current Stage: Document: Tool being used.

A. INCORRECT: The current stage is What works. The document essential for maintaining outstanding assumptions and hypotheses is the learning guide, not the design criteria. Despite how practical this exercise is, this is not a learning launch. Restaurant customers are involved but they have been enlisted to collaborate with the design effort.

B. CORRECT: This answer is consistent with sections 3.1.4 and 3.2.10. The current stage is What works. The document essential for maintaining outstanding assumptions and hypotheses is the learning guide. Despite how practical this exercise is, this is customer co-creation. Restaurant customers are involved but they have been enlisted to collaborate with the design effort.

C. INCORRECT: The current stage is not What wows. The document essential for maintaining outstanding assumptions and hypotheses is the learning guide, not the design criteria. Despite how practical this exercise is, this is customer co-creation. Restaurant customers are involved but they have been enlisted to collaborate with the design effort.

D. INCORRECT: The current stage is not What wows. The document essential for maintaining outstanding assumptions and hypotheses is the learning guide, not the napkin pitch. This exercise is not assumption testing.

Question 40	DTFL-3.3.1	K4

What design thinking considerations would you point out to the leaders for rollout planning?

A. INCORRECT: At least from the company's perspective, this recommendation is based on an untested assumption. Bicycles and scooters are simply different. The differences are sufficient to question the validity of the analogy.

B. INCORRECT: Having a recognized brand will help with initial interest. However it will not address weak execution and poor value. Market advantage is only advantage if the differentiators are of value to the end user. Beating the competition in something no one wants is not much of a win.

C. INCORRECT: The effort showed that important assumptions were not reliable. This lesson is worth learning and avoiding going forward. What will the commercial design team build instead? Based on what understanding? What untested assumptions will the commercial design team make? Design is a constant skirmish between requirements and priorities. Giving up before the battle starts makes the design thinking effort rather pointless.

D. CORRECT: The recommendation is consistent with 3.3.1 paragraph 2. Personal Transport Devices management should seriously consider assumptions that were proven to be weak. They may be risks for the London effort. Those features, qualities and insights that are common and different should help product management spot where city specific design changes may be necessary.