

PMI-PBA Exam Gold 1250 – Free Sample Questions

Questions

1) A business analyst prepares a situation statement for a medical center and includes a proposed mobile appointment application as part of the statement. Why is this situation statement considered inappropriate?

- A) It combines unrelated problems
- B) It lacks measurable performance indicators
- C) It introduces a solution before analyzing the current and future states
- D) It focuses only on technical feasibility

2) A business analyst compares an organization's practices with those of government agencies to identify potential future-state capabilities. Which technique best supports this analysis?

- A) Affinity diagramming
- B) Market analysis
- C) Benchmarking
- D) Stakeholder mapping

3) A stakeholder requests immediate implementation of a payroll system. From a needs assessment perspective, which initial action would be inappropriate?

- A) Evaluating alternative solutions
- B) Evaluating a payroll solution using competitor benchmarks
- C) Collecting data to clarify the business need
- D) Analyzing organizational constraints

4) Benchmarking results, standardized cost estimating data, industry risk studies, and risk databases are examples of which type of business analysis influencers?

- A) Enterprise environmental factors
- B) Business rules catalogs

- C) Governance frameworks
- D) Quality management standards

5) Which statement best defines requirements in the context of business analysis?

- A) Risks associated with solution delivery
- B) Items requested or needed by stakeholders to solve problems or achieve opportunities
- C) System behaviors validated after implementation
- D) Needs defined only by customers

6) A medical care center offers a comfortable waiting lobby, but competing centers provide free coffee and wireless internet. What should the business analyst do next?

- A) Reduce waiting time by limiting appointments
- B) Analyze the gap and consider adding services such as food and wireless access
- C) Prepare a business case for opening a new center
- D) Update operational procedures

7) A business analyst is advising senior management on the organization's strategic direction. Which technique is most appropriate to support this role?

- A) Enterprise environmental factor analysis
- B) Lessons learned reviews
- C) Business architecture techniques
- D) Requirements traceability matrices

8) A business analyst wants to focus gap analysis on features that deliver immediate business value to support near-term growth. Which technique best supports this objective?

- A) Gap analysis
- B) Feature injection
- C) Competitive analysis
- D) Feature modeling

9) Defining high-quality requirements primarily depends on a clear understanding of which element?

- A) Stakeholders
- B) Enterprise environmental factors
- C) Change control procedures
- D) Quality management plans

10) An organization learns that its current IT system vendor will discontinue support. What is the most appropriate next step for the business analyst?

- A) Perform a needs assessment
- B) Escalate the issue to governance
- C) Collect additional technical data
- D) Approve solution scope

Answer Key & Explanations

1) C — It introduces a solution before analyzing the current and future states

Domain: Needs Assessment

Explanation: A situation statement should describe the problem, its impacts, and the business context without proposing solutions. Introducing a solution too early prevents proper analysis of root causes.

2) C — Benchmarking

Domain: Needs Assessment

Explanation: Benchmarking compares organizational practices with external organizations to identify potential future capabilities and improvement opportunities.

3) B — Evaluating a payroll solution using competitor benchmarks

Domain: Needs Assessment

Explanation: Needs assessment focuses on understanding the problem or opportunity first. Evaluating a specific solution prematurely bypasses clarification of the actual business need.

4) A — Enterprise environmental factors

Domain: Needs Assessment

Explanation: Industry data, benchmarking results, and risk studies are external influences that affect analysis work but are not controlled by the organization.

5) B — Items requested or needed by stakeholders to solve problems or achieve opportunities

Domain: Needs Assessment

Explanation: Requirements represent stakeholder needs and expectations intended to address problems or enable opportunities.

6) B — Analyze the gap and consider adding services such as food and wireless access

Domain: Needs Assessment

Explanation: Comparing current offerings with competitors highlights service gaps. Gap analysis helps identify enhancements that improve competitiveness.

7) C — Business architecture techniques

Domain: Needs Assessment

Explanation: Business architecture techniques help analyze organizational structure, capabilities, and processes, supporting strategic decision-making.

8) B — Feature injection

Domain: Needs Assessment

Explanation: Feature injection emphasizes identifying high-value features early, supporting focused gap analysis aligned with immediate business value.

9) A — Stakeholders

Domain: Needs Assessment

Explanation: High-quality requirements depend on a deep understanding of stakeholder needs, expectations, and behaviors.

10) A — Perform a needs assessment

Domain: Needs Assessment

Explanation: When a problem is identified, the business analyst should begin with a needs assessment to define the issue and understand impacts before evaluating solutions.