

The-Open-Group

Exam Questions OGEA-103

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam



NEW QUESTION 1

- (Topic 1)

Which of the following best describes a purpose of the Gap Analysis technique?

- A. To validate non-functional requirements
- B. To establish quality metrics for the architecture
- C. To determine service levels for the architecture
- D. To identify missing functions

Answer: D

Explanation:

Gap analysis is a technique that is used to validate an architecture by highlighting the shortfall between the Baseline Architecture and the Target Architecture. One of the purposes of gap analysis is to identify missing functions that are either deliberately omitted, accidentally left out, or not yet defined in the Target Architecture. Missing functions are marked as gaps that need to be filled by developing or procuring the building blocks.

NEW QUESTION 2

- (Topic 1)

Complete the sentence Business Transformation Readiness Assessment is .

- A. a joint effort between corporate staff lines of business and IT planners
- B. to ensure the active support of powerful stakeholders
- C. a way to put building blocks into context thereby supporting re-usable solutions
- D. widely used to validate an architecture that is being developed

Answer: A

Explanation:

Business Transformation Readiness Assessment is a joint effort between corporate staff lines of business and IT planners to evaluate the readiness of the organization to undergo change. It involves assessing factors such as vision, commitment, capacity, capability, culture, and motivation that may influence the success of a business transformation initiative. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.2 Business Transformation Readiness Assessment.

NEW QUESTION 3

- (Topic 1)

Complete the following sentence. In the ADM documents which are under development and have not undergone any formal review and approval process are _____.

- A. Called ???draft???
- B. Invalid
- C. In between phases
- D. Known as ???Version 0.1???

Answer: A

Explanation:

In the ADM documents which are under development and have not undergone any formal review and approval process are called ??draft??. This indicates that they are subject to change and refinement as the architecture development progresses.

Reference: The TOGAF® Standard | The Open Group Website, Section 4.2.5 Architecture Deliverables.

NEW QUESTION 4

- (Topic 1)

Consider the following statements.

- * 1. All processes, decision-making, and mechanisms used will be established so as to minimize or avoid potential conflicts of interest.
- * 2. More effective strategic decision-making will be made by C-Level executives and business leaders.
- * 3. All actions implemented and their decision support will be available for inspection by authorized organization and provider parties.
- * 4. Digital Transformation and operations will be more effective and efficient.

Which statements highlight the value and necessity for Architecture Governance to be adopted within organizations?

- A. 1 & 4
- B. 1 & 3
- C. 2 & 4
- D. 2 & 3

Answer: B

Explanation:

Statements 1 and 3 highlight the value and necessity for Architecture Governance to be adopted within organizations. Architecture Governance is the practice and orientation by which Enterprise Architectures and other architectures are managed and controlled at an enterprise-wide level¹². It ensures that architectural decisions are aligned with the organization's strategy, objectives, and standards. Architecture Governance also involves establishing and maintaining processes, decision-making, and mechanisms to avoid or minimize potential conflicts of interest, such as between different stakeholders, business units, or projects³⁴. Moreover, Architecture Governance requires transparency and accountability for all actions implemented and their decision support, so that they can be inspected and evaluated by authorized parties, such as auditors, regulators, or customers⁵. References:

- The TOGAF Standard, Version 9.2 - Architecture Governance - The Open Group
- Architecture Governance - The Open Group
- Tutorial: Governance in TOGAF's Architecture Development Method (ADM)
- Architecture Governance in TOGAF: Ensuring Effective Management and Compliance
- The TOGAF Standard, Version 9.2 - Definitions - The Open Group

•[Architecture Governance in TOGAF: Ensuring Alignment and Control]

NEW QUESTION 5

- (Topic 1)

Which of the following best summarizes the purpose of Enterprise Architecture?

- A. Taking major improvement decisions.
- B. Guiding effective change.
- C. Controlling the bigger changes.
- D. Governing the Stakeholders.

Answer: B

Explanation:

EA applies architecture principles and practices to analyze, design, plan, and implement enterprise analysis that supports digital transformation, IT growth, and the modernization of IT2. EA also helps organizations improve the efficiency, timeliness, and reliability of business information, as well as the alignment, agility, and adaptability of the architecture to the changing needs and requirements3. Therefore, the best summary of the purpose of EA is to guide effective change.

References: 1: Enterprise architecture - Wikipedia 2: What is enterprise architecture? A framework for transformation 3: 3 The Purpose of Enterprise Architecture - The Open Group

NEW QUESTION 6

- (Topic 1)

What is defined as the effect of uncertainty on objectives?

- A. Vulnerability
- B. Risk
- C. Continuity
- D. Threat

Answer: B

Explanation:

Risk is defined as the effect of uncertainty on objectives, according to the ISO 31000 standard, which provides principles and guidelines for risk management1 Risk can be positive or negative, depending on whether the uncertainty affects the achievement or the failure of the objectives. Risk can also be expressed in terms of likelihood and impact, which indicate the probability and the consequence of the risk occurrence. Risk management is the coordinated activities to direct and control an organization with regard to risk. Risk management is an integral part of the TOGAF standard, as it helps to identify, assess, and treat the risks that may affect the architecture development and implementation2 References: 1: ISO 31000:2018, Risk management — Guidelines, Clause 3.1 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management

NEW QUESTION 7

- (Topic 1)

Consider the following ADM phases objectives.

	Objective
1	Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
2	Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
3	Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
4	Develop the Target Application Architecture that enables the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns

Which phase does each objective match?

- A. 1C-2B-3A-4C
- B. 1A-2B-3C-4D
- C. 1B-2D-3A-4C
- D. 1C-2D-3B-4A

Answer: A

Explanation:

? The objectives listed in the question correspond to the objectives of different phases of the TOGAF ADM (Architecture Development Method), which is a method for developing and managing an enterprise architecture1.

? The ADM consists of nine phases, each with a specific purpose and output. The phases are1:

? Based on the above definitions, we can match each objective with the corresponding phase as follows:

References:

- ? 1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)
- ? 2: The TOGAF Standard, Version 9.2, Chapter 9: Phase C: Information Systems Architectures
- ? 3: The TOGAF Standard, Version 9.2, Chapter 8: Phase B: Business Architecture
- ? 4: The TOGAF Standard, Version 9.2, Chapter 7: Phase A: Architecture Vision

NEW QUESTION 8

- (Topic 1)

What is present in all phases within the ADM and should be identified, classified and mitigated before starting a transformation effort?

- A. Budgetary constraints
- B. Risk
- C. Schedule constraints
- D. Information gaps

Answer: B

Explanation:

According to the TOGAF Standard, 10th Edition, risk is present in all phases within the Architecture Development Method (ADM), and it should be identified, classified, and mitigated before starting a transformation effort 1. Risk is defined as ??the effect of uncertainty on objectives?? 2, and it can have positive or negative impacts on the architecture project. Risk management is a technique that helps to assess and address the potential risks that may affect the achievement of the architecture objectives, and to balance the trade-offs between opportunities and threats. Risk management is applied throughout the ADM cycle, from the Preliminary Phase to the Requirements Management Phase, and it is integrated with other techniques, such as stakeholder management, business transformation readiness assessment, gap analysis, and migration planning 1. The other options are not correct, as they are not present in all phases within the ADM, and they are not necessarily identified, classified, and mitigated before starting a transformation effort. Budgetary constraints are the limitations on the financial resources available for the architecture project, and they are usually considered in Phase E: Opportunities and Solutions, and Phase F: Migration Planning 3. Schedule constraints are the limitations on the time available for the architecture project, and they are also usually considered in Phase E and F 3. Information gaps are the missing or incomplete data or knowledge that may affect the architecture project, and they are usually identified in Phase B: Business Architecture, Phase C: Information Systems Architecture, and Phase D: Technology Architecture . References: 1: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management. 2: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 3: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 16: Phase E: Opportunities and Solutions, and Chapter 17: PhaseF: Migration Planning. : TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 13: Phase B: Business Architecture, Chapter 14: Phase C: Information Systems Architecture, and Chapter 15: Phase D: Technology Architecture.

NEW QUESTION 9

- (Topic 1)

Complete the sentence The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from _____.

- A. Solutions Architectures to Solution Building Blocks
- B. generic architectures to reusable Solution Building Blocks
- C. Foundation Architectures to re-usable architecture assets
- D. generic architectures to Organization-Specific Architectures

Answer: D

Explanation:

The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from generic architectures to Organization-Specific Architectures. Generic architectures are architectures that have been developed for use across a wide range of enterprises with similar characteristics. They provide common models, functions, and services that can be reused and adapted for specific purposes. Organization-Specific Architectures are architectures that have been tailored to meet the needs and requirements of a particular enterprise or a major organizational unit within an enterprise. They reflect the unique vision, goals, culture, structure, processes, systems, and technologies of that enterprise or unit. Reference: The TOGAF® Standard | The Open Group Website, Section 2.3 Enterprise Continuum.

NEW QUESTION 10

- (Topic 1)

Consider the following ADM phases objectives.

Objective:

- * 1. Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
- * 2. Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
- * 3. Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
- * 4. Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures Which phase does each objective match?

- A. 1B-2D-3A-4C
- B. 1C-2D-3B-4A
- C. 1C-2B-3A-4D
- D. 1A-2B-3C-4D

Answer: C

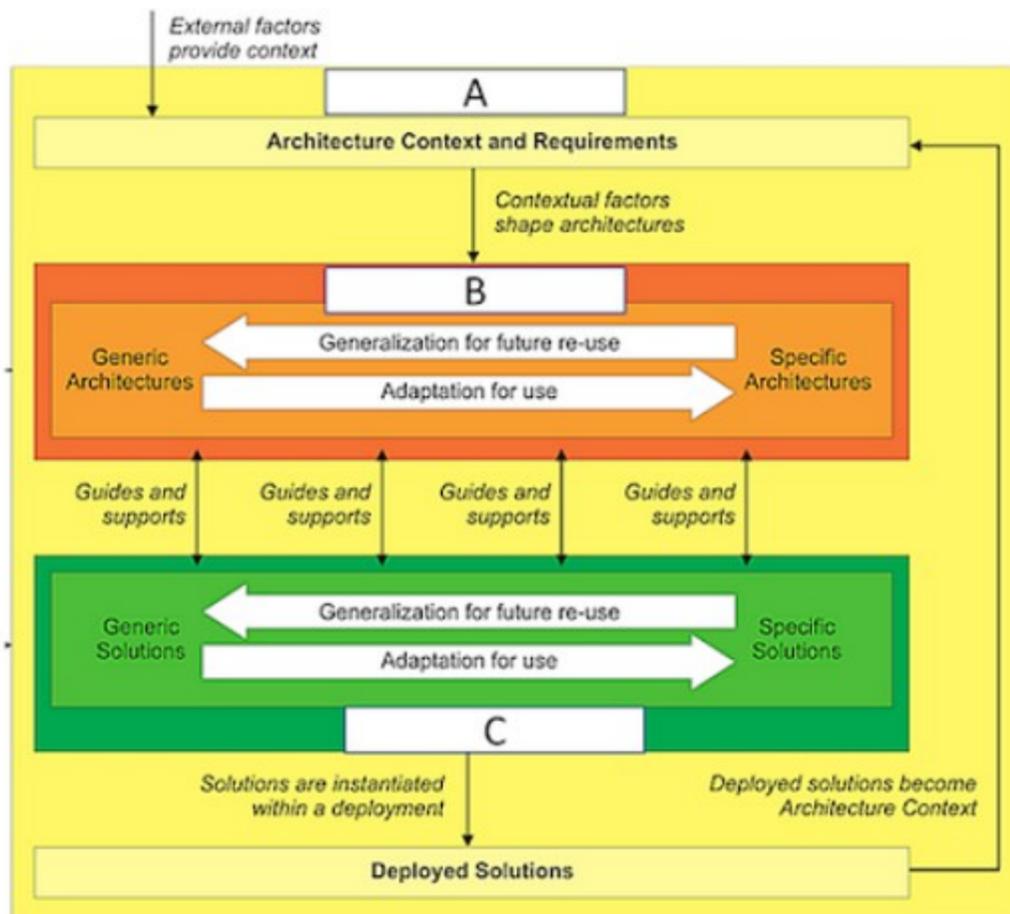
Explanation:

- Phase A: Architecture Vision
 - oDevelop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
 - oDefine the scope and boundaries of the architecture engagement oldefine the key stakeholders and their concerns and expectations
 - oDefine the Architecture Vision statement and the Architecture Definition Document oObtain approval and commitment from the sponsors and stakeholders
- Phase B: Business Architecture
 - oDevelop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
 - oDefine the Baseline Business Architecture, if not available
 - oPerform a gap analysis between the Baseline and Target Business Architectures oDefine candidate roadmap components for the Business Architecture
 - oResolve impacts across the Architecture Landscape

- Phase C: Information Systems Architecture
 - oDevelop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
 - oDevelop the Target Application Architecture that supports the Business Architecture and the Architecture Vision
 - oDefine the Baseline Data and Application Architectures, if not available oPerform a gap analysis between the Baseline and Target Data and Application Architectures
 - oDefine candidate roadmap components for the Information Systems Architecture oResolve impacts across the Architecture Landscape
 - Phase D: Technology Architecture
 - oDevelop the Target Technology Architecture that enables the Information Systems Architecture and the Architecture Vision
 - oDefine the Baseline Technology Architecture, if not available
 - oPerform a gap analysis between the Baseline and Target Technology Architectures oldentify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures oResolve impacts across the Architecture Landscape
- Therefore, the correct matching of the objectives and the phases is:
- 1C: Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
 - 2B: Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
 - 3A: Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
 - 4D: Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures
- References: 1: The TOGAF Architecture Development Method

NEW QUESTION 10

- (Topic 1)
 Consider the illustration.



What are the items labelled A, B and C?

- A. A-Enterprise Continuum, B-Architecture Continuum, C-Solutions Continuum
- B. A-Enterprise Architecture, B-Architecture Building Blocks, C-Solutions Building Blocks
- C. A-Architecture Vision, B-Business Architecture, C-Information Systems Architecture
- D. A-Enterprise Strategic Architecture, B-Segment Architecture, C-Solutions Architecture

Answer: A

Explanation:

The illustration shows the relationship between the Enterprise Continuum, the Architecture Continuum, and the Solutions Continuum, which are key concepts in the TOGAF framework. The Enterprise Continuum is a view of the Architecture Repository that shows how generic foundation architectures can be leveraged and specialized to support the requirements of an individual organization. The Architecture Continuum specifies a structured classification for architectural artifacts, such as models, patterns, and descriptions, that can be reused and adapted across different domains and levels of abstraction. The Solutions Continuum identifies implemented solutions that support various stages of business and IT capability evolution, such as common systems, industry solutions, and organization-specific solutions. The illustration also shows how the architecture context and requirements are influenced by external factors, such as business drivers, stakeholders, and standards, and how they shape the generic and specific architectures and solutions. The illustration also shows how the deployed solutions become part of the architecture context for future iterations of the architecture development cycle. References:

- TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 6: Architecture Repository, Section 6.2 Enterprise Continuum.
- TOGAF Standard, 10th Edition, Part IV: Architecture Content Framework, Chapter 35: Enterprise Continuum and Tools, Section 35.1 Introduction.

NEW QUESTION 11

- (Topic 1)
 In which phase(s) of the ADM would you deal with the actions resulting from a transformation readiness assessment?

- A. Phase F
- B. Phase G
- C. Phase E and F
- D. Phase A

Answer: C

Explanation:

According to the TOGAF Standard, 10th Edition, a transformation readiness assessment is a technique that evaluates the preparedness of the organization to undergo a change, and identifies the actions needed to increase the likelihood of a successful outcome. A transformation readiness assessment can be conducted in Phase E: Opportunities and Solutions, and the actions resulting from it can be dealt with in Phase F: Migration Planning 1. In Phase E, the transformation readiness assessment can help to identify the major implementation challenges and risks, and to define the critical success factors and key performance indicators for the architecture project. In Phase F, the actions resulting from the transformation readiness assessment can help to develop a detailed and realistic migration plan, and to address the gaps, issues, and dependencies that may affect the transition to the target architecture 1. References: 1: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 29: Business Transformation Readiness Assessment.

NEW QUESTION 12

- (Topic 1)

Complete the sentence The purpose of Enterprise Architecture is to _____.

- A. take major improvement decisions
- B. control the bigger changes
- C. guide effective change
- D. govern the stakeholders

Answer: C

Explanation:

The purpose of Enterprise Architecture is to guide effective change by providing a coherent and consistent view of the enterprise's current and future state, as well as the roadmap and principles for achieving it. Enterprise Architecture helps to align business and IT strategies, optimize resources and investments, reduce complexity and risks, enhance agility and innovation, and deliver value to stakeholders. Reference: The TOGAF® Standard | The Open Group Website, Section 1.3 Executive Overview.

NEW QUESTION 14

- (Topic 1)

Consider the following ADM phases objectives.

	Objective
1	Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
2	Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
3	Define the overall Solution Building Blocks (SBBs) to finalize the Target Architecture based on the ABBs
4	Ensure conformance with the Target Architecture by implementation projects

Which phase does each objective match?

- A. 1F-2G-3F-4F
- B. 1E-2F-3E-4G
- C. 1G-2E-3F-4E
- D. 1F-2F-3E-4G

Answer: B

Explanation:

1E: To identify delivery vehicles (projects programs portfolios) that will deliver the Target Architecture 2F: To confirm readiness and ability to undergo change 3E: To determine whether an incremental approach is required and if so identify Transition Architectures that will deliver continuous business value 4G: To perform appropriate governance functions while the solution is being implemented
 Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 ADM Phases.

NEW QUESTION 17

- (Topic 1)

Complete the sentence The Architecture Landscape is divided into levels known as _____.

- A. Gaps Plateaus, and Target Architectures
- B. Baselin
- C. Transition and To Be Architectures
- D. Segment Strategic and Capability Architectures
- E. Transitional Complete and incremental Architectures

Answer: C

Explanation:

The Architecture Landscape is divided into levels known as Segment Strategic and Capability Architectures. These levels correspond to different scopes and purposes of architectures within an enterprise. Segment Architectures are architectures that address specific business units, functions, or processes within an enterprise. Strategic Architectures are architectures that provide a high-level view of the enterprise's vision, goals, and direction. Capability Architectures are architectures that address specific business capabilities or services that span multiple segments or domains. Reference: The TOGAF® Standard | The Open Group Website, Section 2.4 Architecture Repository.

NEW QUESTION 19

- (Topic 1)

Consider the following statement.

According to the TOGAF standard, a governed approach of a particular deliverable will ensure adherence to the principles, standards, and requirements of the existing or developing architectures.

Which deliverable does this refer to?

- A. The Architecture Vision
- B. The Statement of Architecture Work
- C. An Architecture Contract
- D. The Architecture Definition Document

Answer: C

Explanation:

According to the TOGAF Standard, 10th Edition, an architecture contract is a formal agreement between a service provider and a service consumer that defines the mutual commitments and expectations for the delivery of an architecture. An architecture contract is a governed approach of a particular deliverable that will ensure adherence to the principles, standards, and requirements of the existing or developing architectures, as it specifies the roles, responsibilities, deliverables, quality criteria, and acceptance criteria for the architecture work. The other options are not correct, as they are not governed approaches of a particular deliverable, but rather different types of deliverables within the architecture development process. An architecture vision is a high-level, aspirational view of the target architecture. A statement of architecture work is a document that defines the scope and approach that will be used to complete an architecture project. An architecture definition document is a document that describes the baseline and target architectures for one or more domains. References: 1: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions.

NEW QUESTION 22

- (Topic 1)

Complete the following sentence:

Presenting different _____ and _____ to stakeholders helps architects to extract hidden agendas principles and requirements that could impact the final Target Architecture

- A. Alternatives Trade-offs
- B. Solutions Applications
- C. Architecture Views Architecture Viewpoints
- D. Business Scenarios Business Models

Answer: C

Explanation:

According to the TOGAF Standard, an architecture view is a representation of a system from the perspective of a related set of concerns. An architecture viewpoint is a specification of the conventions for a particular kind of architecture view. Presenting different architecture views and architecture viewpoints to stakeholders helps architects to extract hidden agendas, principles, and requirements that could impact the final target architecture. This is because different stakeholders may have different concerns and interests in the system, and by showing them how the system addresses their concerns from different perspectives, the architects can elicit more feedback and validation from them. For example, a business stakeholder may be interested in the business architecture view, which focuses on the business processes, functions, and capabilities of the system. A security stakeholder may be interested in the enterprise security view, which addresses the security aspects of the system, such as confidentiality, integrity, and availability. By presenting these views to the respective stakeholders, the architects can ensure that the system meets their expectations and needs, and also identify any potential issues or gaps that may affect the target architecture. References: 1: The TOGAF Standard, Version 9.2 - Architectural Artifacts - The Open Group; 2: Understanding TOGAF Views and Viewpoints in Enterprise Architecture; 3: Developing Architecture Views - The Open Group

NEW QUESTION 25

- (Topic 1)

What should be put in place through organization structures, roles, responsibilities, skills and processes to carry out architectural activity effectively?

- A. An EA Capability
- B. An Enterprise Architecture
- C. An EA framework
- D. An EA repository

Answer: A

Explanation:

An EA Capability is the ability of an organization to perform enterprise architecture effectively and efficiently. It involves establishing and maintaining the appropriate organization structures, roles, responsibilities, skills, processes, tools, and governance mechanisms to support the development and use of enterprise architecture. An EA Capability enables the organization to align its business and IT strategies, deliver value from its investments, manage change and complexity, and improve its performance and agility. References: 1: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 44: Introduction 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 45: Establishing and Maintaining an Enterprise Architecture Capability

NEW QUESTION 27

- (Topic 1)

Complete the sentence The TOGAF standard covers the development of four architecture domains. Business. Data, Technology and _____.

- A. Segment
- B. Transition
- C. Capability
- D. Application

Answer: D

Explanation:

The TOGAF standard covers the development of four architecture domains: Business, Data, Technology and Application. These domains represent different aspects of an enterprise's architecture and provide a consistent way of describing, analyzing, and designing them. Reference: The TOGAF® Standard | The Open Group Website, Section 2.2 Architecture Development Method (ADM).

NEW QUESTION 28

- (Topic 1)

Which of the following is the ability to develop use and sustain the architecture of a particular enterprise using architecture to govern change?

- A. An EA Capability
- B. An EA repository
- C. An EA framework
- D. An Enterprise Architecture

Answer: A

Explanation:

The ability to develop, use, and sustain the architecture of a particular enterprise using architecture to govern change is an EA Capability. An EA Capability is a set of skills, processes, roles, responsibilities, tools, and techniques that enable an enterprise to successfully develop and maintain its Enterprise Architecture and achieve its desired outcomes. An EA Capability is part of an enterprise's overall capability portfolio and should be aligned with its strategy and objectives. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 Preliminary Phase.

NEW QUESTION 31

- (Topic 1)

What component of the Architecture Repository represents architecture requirements agreed with the Architecture Board?

- A. Reference Library
- B. Architecture Capability
- C. Architecture Requirements Repository
- D. Governance Log

Answer: C

Explanation:

The Architecture Requirements Repository stores all the requirements that are output of the architecture development cycle, as well as the requirements that are input to the architecture development cycle¹. The Architecture Requirements Repository includes the following types of requirements¹:

- Stakeholder Requirements: These are the high-level requirements and expectations of the stakeholders, derived from the business drivers, goals, and objectives. They are captured and refined in the Architecture Vision phase and the Requirements Management phase.
- Architecture Requirements: These are the detailed requirements that specify what the architecture must do or deliver to meet the stakeholder requirements. They are derived and refined in the Business, Information Systems, and Technology Architecture phases.
- Implementation and Migration Requirements: These are the detailed requirements that specify what the implementation and migration projects must do or deliver to realize the architecture. They are derived and refined in the Opportunities and Solutions and Migration Planning phases.

The Architecture Requirements Repository is used to manage the architecture requirements throughout the architecture lifecycle, ensuring their traceability, consistency, and compliance¹. The Architecture Board is the authority that reviews and approves the architecture requirements, as well as the architecture deliverables and artifacts, as part of the architecture governance process².
References: 1: Architecture Requirements Repository 2: Architecture Board

NEW QUESTION 35

- (Topic 1)

Which of the following is a responsibility of an Architecture Board?

- A. Determining the scope of an architecture compliance review
- B. Allocating resources for architecture projects
- C. Conducting assessments of the maturity level of architecture discipline within the organization
- D. Achieving consistency between sub-architectures

Answer: D

Explanation:

One of the key responsibilities of an Architecture Board within the context of TOGAF is to achieve consistency between sub-architectures. This board is typically responsible for overseeing the development and maintenance of the enterprise architecture, ensuring that it aligns with the organization's overall strategy and objectives. They play a critical role in ensuring that all sub-architectures (like Business Architecture, Data Architecture, Application Architecture, and Technology Architecture) work together cohesively and support the overall enterprise architecture vision and strategy.

NEW QUESTION 37

- (Topic 1)

Which of the following does the TOGAF standard describe as a package of functionality defined to meet business needs across an organization?

- A. An application
- B. A deliverable
- C. A solution architecture
- D. A building block

Answer: D

NEW QUESTION 41

- (Topic 1)

Complete the sentence When considering agile development Architecture to Support Project will identify what products the Enterprise needs the boundary of the products and what constraints a product owner has. this defines the Enterprise's _____.

- A. operations
- B. backlog
- C. workflow management
- D. lifecycle economics

Answer: B

Explanation:

When considering agile development, Architecture to Support Project will identify what products the enterprise needs, the boundary of the products, and what constraints a product owner has. This defines the enterprise's backlog. A backlog is a list of features or tasks that need to be done to deliver a product or service. It is prioritized by the product owner based on the value and urgency of each item. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.5 Architecture to Support Project.

NEW QUESTION 44

- (Topic 1)

Which of the following are the four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository-?

- A. General Foundational Subordinate and Superior Architecture
- B. Segment, Capabilit
- C. Enterprise and End-to-end Target Architecture
- D. Avant-Garde Big-Bang, Discreet and Cohesive
- E. Strategy Portfolio Project Solution Delivery

Answer: D

Explanation:

Strategy Portfolio Project Solution Delivery are the four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository. They correspond to different levels of abstraction and granularity in the architecture development process. Reference: The TOGAF® Standard, Version 9.2 - The Open Group, Section 2.4 Architecture Repository.

NEW QUESTION 49

- (Topic 1)

Complete the sentence A business scenario describes _____

- A. shortfalls between the Baseline and Target Architectures
- B. business domain gaps such as cross-training requirements
- C. business and technology environment in which those problems occur
- D. general rules and guidelines tor the architecture being developed

Answer: C

Explanation:

A business scenario describes business and technology environment in which those problems occur. It provides a realistic context for identifying and addressing business problems and opportunities, as well as their impact on the enterprise's architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.1 Business Scenarios.

NEW QUESTION 53

- (Topic 1)

According to the TOGAF standard, what term describes an individual with an interest in a system?

- A. stakeholder
- B. consumer
- C. lead architect
- D. sponsor

Answer: A

Explanation:

According to the TOGAF Standard, 10th Edition, a stakeholder is ??an individual with an interest in a system?? 1. A stakeholder can be anyone who is affected by the system, or who can influence or be influenced by the system. Stakeholders can have different roles, perspectives, and concerns regarding the system, and they can be internal or external to the organization. Stakeholder management is a technique that helps to identify, analyze, and engage the stakeholders of an architecture project, and to address their needs and expectations 2. The other options are not correct, as they are not the term used by the TOGAF Standard to describe an individual with an interest in a system. A consumer is ??an individual or group that uses a product or service?? 1. A lead architect is ??an individual who is responsible for leading the development of an architecture?? 1. A sponsor is ??an individual who provides funding and support for an architecture project?? 1. References: 1: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 2: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 24: Stakeholder Management.

NEW QUESTION 56

- (Topic 1)

Which section of the TOGAF template for Architecture Principles should highlight the requirements for carrying out the principle?

- A. Rationale
- B. Name
- C. Statement
- D. Implications

Answer: D

Explanation:

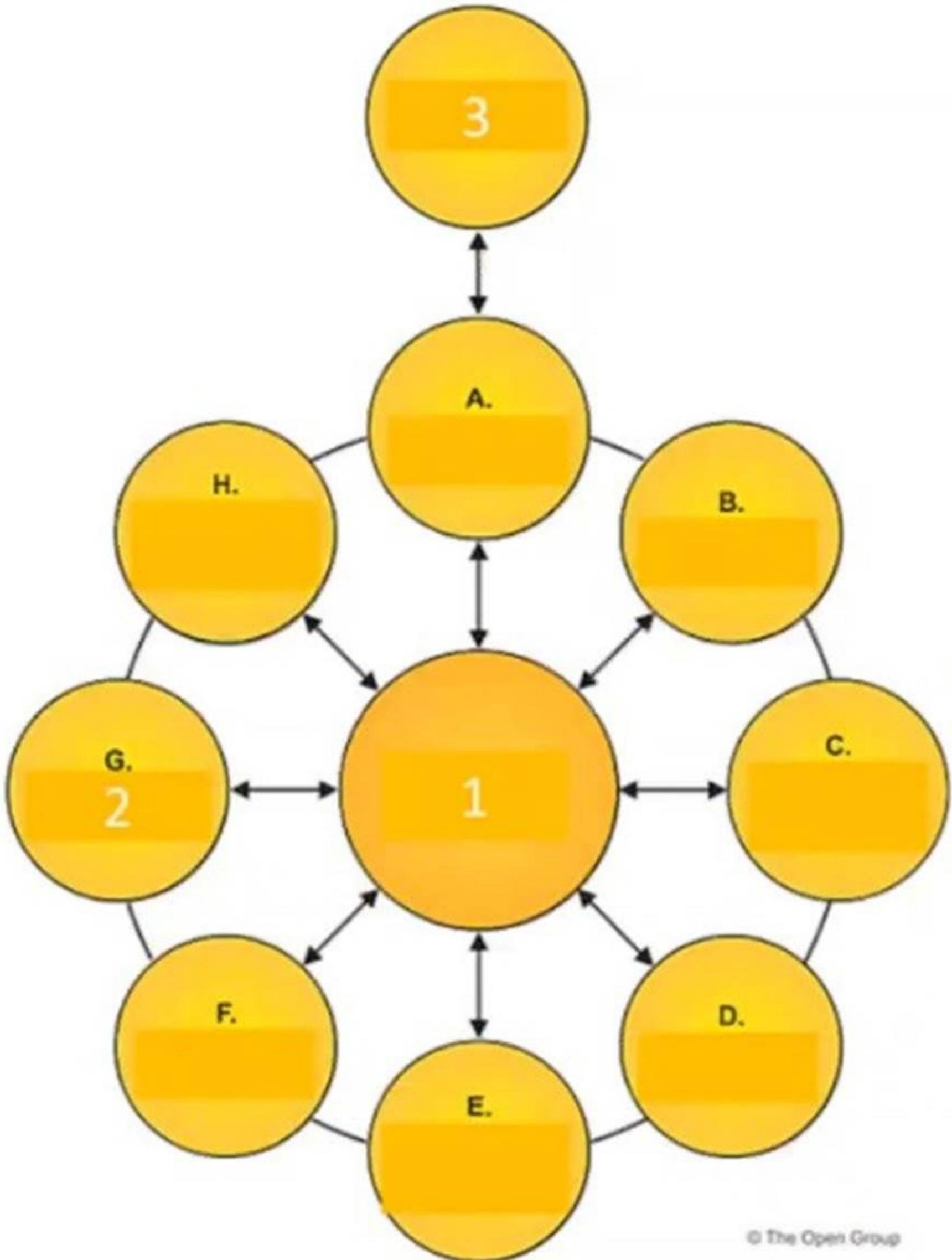
The Implications section describes the impact of adhering to the principle on the organization, the processes, the information systems, and the technology²³. It also identifies the changes, costs, and risks that may result from applying the principle²³. The Implications section helps to communicate the benefits and consequences of the principle to the stakeholders and to guide the implementation and governance of the architecture²³. The other sections of the TOGAF template for Architecture Principles are¹:

- Name: This section provides a short and memorable name for the principle that represents its essence and purpose²³. The name should not mention any specific technology or solution²³.
- Statement: This section provides a concise and formal definition of the principle that expresses the fundamental rule or constraint that the principle imposes²³. The statement should be clear, unambiguous, and testable²³.
- Rationale: This section provides the reasoning and justification for the principle, explaining why it is important and how it supports the business goals and drivers²³. The rationale should also link the principle to the higher-level enterprise or IT principles that it elaborates on²³.

References: 2: The TOGAF Standard, Version 9.2 - Architecture Principles 3: TOGAF 8.1.1 Online - Architecture Principles 1: Architecture Principles Template

NEW QUESTION 57

- (Topic 1)
Exhibit



Consider the illustration showing an architecture development cycle Which description matches the phase of the ADM labeled as item 1?

- A. Conducts implementation planning for the architecture defined in previous phases
- B. Provides architectural oversight for the implementation
- C. Operates the process of managing architecture requirements
- D. Establishes procedures for managing change to the new architecture

Answer: C

Explanation:

? The illustration shows an architecture development cycle based on the TOGAF ADM (Architecture Development Method), which is a method for developing and

managing an enterprise architecture1.

? The ADM consists of nine phases, each with a specific purpose and output. The phases are1:

? In addition to these phases, there is a central process called Requirements Management, which is labeled as item 1 in the illustration. This process operates throughout the ADM cycle, and its purpose is to manage the architecture requirements throughout the architecture development, ensuring that they are aligned with the business requirements and the stakeholder concerns2.

? Therefore, the description that matches the phase of the ADM labeled as item 1 is C. Operates the process of managing architecture requirements. References:

? 1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)

? 2: The TOGAF Standard, Version 9.2, Chapter 17: Requirements Management

NEW QUESTION 59

- (Topic 1)

What are the four dimensions used to scope an architecture?

- A. Business Data Application Technology
- B. Strategy Segment Capability Budget
- C. Breadth Depth Time Period Architecture Domains
- D. Strategy Portfolio Project Solution Delivery

Answer: C

Explanation:

? The four dimensions used to scope an architecture are Breadth, Depth, Time Period, and Architecture Domains1, p. 8.

? Breadth refers to the extent of the enterprise covered by the architecture, which can range from a specific business unit to the entire organization1, p. 8.

? Depth refers to the level of detail and completeness of the architecture, which can vary depending on the purpose, scope, and stakeholders of the architecture1, p. 8.

? Time Period refers to the temporal aspects of the architecture, such as the current state, the target state, and the transition plan1, p. 8.

? Architecture Domains refers to the classification of the architecture into four domains: Business, Data, Application, and Technology1, p. 8.

? These four dimensions help define the scope and boundaries of the architecture and ensure that it meets the needs and expectations of the stakeholders.

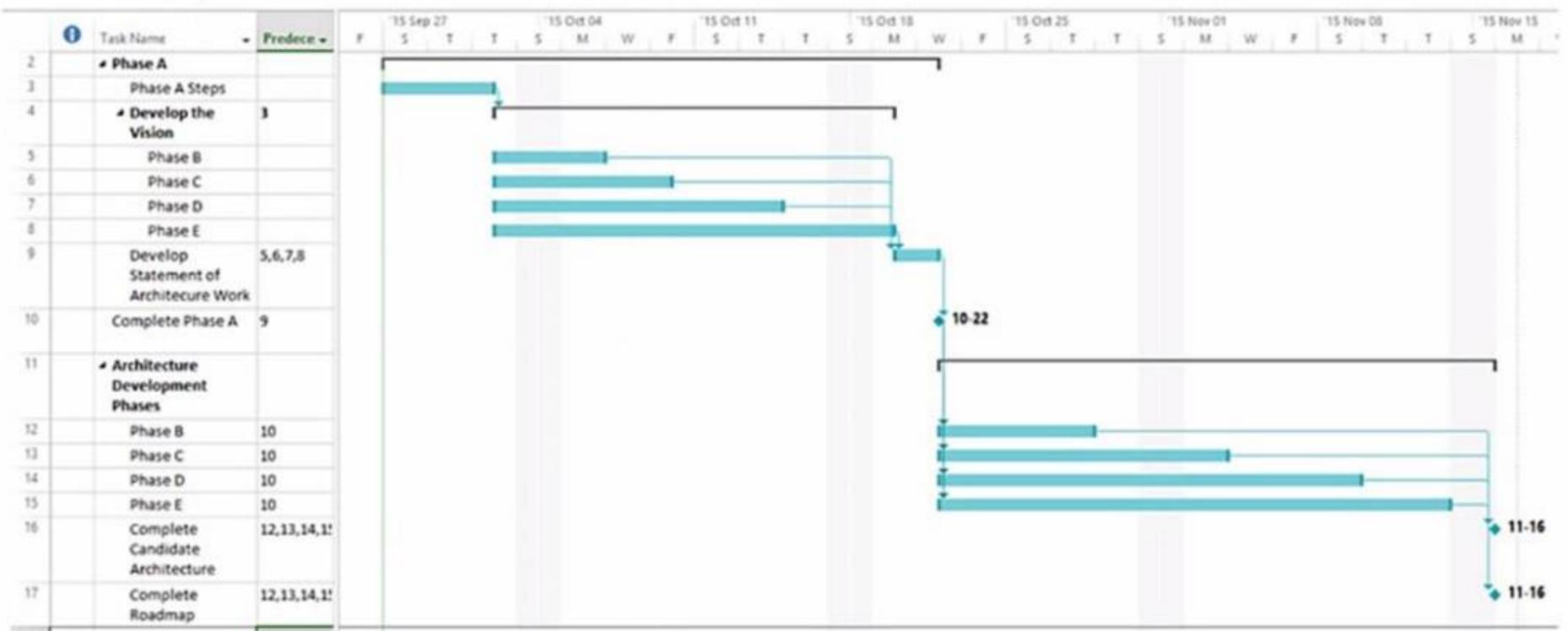
References:

? 1: The Open Group (2018). The TOGAF® Standard, Version 9.2. 1

NEW QUESTION 60

- (Topic 1)

Consider the following chart:



Which important concept for Enterprise Architecture Practitioners does it illustrate?

- A. Enterprise Architects must use Gantt charts to communicate with Stakeholders.
- B. An Enterprise Architecture must be developed in phases with a limited fixed duration.
- C. ADM phases must be run in a sequenced approach to produce the Architecture.
- D. ADM phases must be run simultaneously until the relevant information has been produced.

Answer: C

Explanation:

The chart shown is a Gantt chart, which is commonly used for project management to illustrate a project schedule. In the context of TOGAF (The Open Group ArchitectureFramework), which is a framework for enterprise architecture, this Gantt chart is demonstrating the sequenced approach to the Architecture Development Method (ADM). The ADM is the core process of TOGAF which provides a tested and repeatable process for developing architectures. The ADM is described as being iterative, over the whole process, between phases, and within phases. For each iteration of the ADM, a fresh decision must be taken about each of the parameters (scope, granularity, time period, and architecture assets).

The ADM consists of a number of phases that have to be followed in sequence:

- ? Preliminary Phase: Framework and principles
- ? Phase A: Architecture Vision
- ? Phase B: Business Architecture
- ? Phase C: Information Systems Architectures, including Data and Application Architectures
- ? Phase D: Technology Architecture
- ? Phase E: Opportunities and Solutions

- ? Phase F: Migration Planning
- ? Phase G: Implementation Governance
- ? Phase H: Architecture Change Management
- ? Requirements Management

Each phase is dependent on the outputs of the previous phase and the Requirements Management phase runs throughout. The Gantt chart clearly shows the dependency and sequence in which these phases occur, implying that a structured approach is followed to produce the enterprise architecture.

References:

- ? The TOGAF Standard, Version 9.2, a standard of The Open Group
- ? The TOGAF documentation available at <https://publications.opengroup.org/standards/architecture> and <https://publications.opengroup.org/guides/architecture>

NEW QUESTION 65

- (Topic 1)

Which section of the TOGAF template for Architecture Principles should highlight the business benefits of adhering to the principle?

- A. Rationale
- B. Name
- C. Implications
- D. Statement

Answer: A

Explanation:

According to the TOGAF Standard, 10th Edition, the rationale section of the architecture principles template should highlight the business benefits of adhering to the principle, as well as the business risks of not adhering to it 1. The rationale section should explain the reasoning behind the principle, and provide evidence or arguments to support it. The rationale sections should also link the principle to the business drivers, goals, and objectives of the enterprise, and show how the principle contributes to the value and success of the enterprise. The other options are not correct, as they have different purposes in the architecture principles template. The name section should provide a short and memorable name for the principle, such as ??Information is an Asset?? or ??Business Continuity?? 1. The statement section should provide a concise and formal statement of the principle, such as ??The enterprise??s information is recognized as a core asset, and is managed accordingly?? or ??The enterprise??s ability to provide critical services and products must be maintained in the event of a disaster?? 1. The implications section should identify the impact of the principle on the enterprise, such as the changes, costs, benefits, and risks that may result from applying or violating the principle 1. References: 1: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles, Section 23.3 Developing Architecture Principles.

NEW QUESTION 68

- (Topic 1)

What are the following activities part of?

- . Risk classification
- . Risk identification
- . Initial risk assessment

- A. Security Architecture
- B. Phase A
- C. Phase G
- D. Risk Management

Answer: D

Explanation:

Risk management is a generic technique that can be applied across all phases of the Architecture Development Method (ADM), as well as in the Preliminary Phase and the Requirements Management Phase2. Risk management involves the following steps1:

- Risk identification: This step involves identifying the potential risks that may affect the architecture project, such as technical, business, organizational, environmental, or legal risks. The risks can be identified through various sources, such as stakeholder interviews, workshops, surveys, checklists, historical data, or expert judgment.
- Risk classification: This step involves categorizing the risks based on their nature, source, impact, and priority. The risks can be classified according to different criteria, such as time, cost, scope, quality, security, or compliance. The classification helps in prioritizing the risks and allocating resources and efforts to address them effectively.
- Initial risk assessment: This step involves assessing the likelihood and impact of each risk, and determining the initial level of risk. The likelihood is the probability of the risk occurring, and the impact is the severity of the consequences if the risk occurs. The initial level of risk is the product of the likelihood and impact, and it indicates the urgency and importance of the risk. The initial risk assessment helps in identifying the most critical risks that need immediate attention and mitigation.

References: 1: The TOGAF Standard, Version 9.2 - Risk Management 2: TOGAF ADM: Top 10 techniques – Part 9: Risk Management

NEW QUESTION 71

- (Topic 1)

Complete the sentence The purpose of the Preliminary Phase is to _____.

- A. describe the target architecture
- B. define the enterprise strategy
- C. identify the stakeholders and their requirements
- D. architect an Enterprise Architecture Capability

Answer: D

Explanation:

The purpose of the Preliminary Phase is to architect an Enterprise Architecture Capability that meets the needs and expectations of the enterprise??s stakeholders and supports and enables subsequent phases of architecture development and transition. This phase involves defining the scope, principles, framework, and governance for the Enterprise Architecture Capability. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 Preliminary Phase.

NEW QUESTION 72

- (Topic 1)

The _____ ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance.

- A. Migration Plan
- B. Transition Plan
- C. Implementation Governance Model
- D. Implementation Strategy

Answer: C

Explanation:

The Implementation Governance Model is a framework that defines the roles, responsibilities, processes, and standards for governing the implementation of the target architecture. It ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance, which is the practice of ensuring compliance with the enterprise architecture and its principles, standards, and goals. The Implementation Governance Model is part of the Implementation and Migration Plan, which is the output of Phase F: Migration Planning of the Architecture Development Method (ADM)12 References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance

NEW QUESTION 77

- (Topic 1)

Which of the following best describes the purpose of the Gap Analysis technique?

- A. To govern the architecture throughout its implementation process
- B. To develop a set of general rules and guidelines for the architecture
- C. To identify items omitted from the Target Architecture
- D. To allocate resources for architecture projects

Answer: C

Explanation:

The purpose of the Gap Analysis technique is similar to the previous question, but with a focus on the Target Architecture. The technique helps to identify the items that are not included or specified in the Target Architecture, such as capabilities, services, components, standards, or technologies. These items may be essential for achieving the vision and goals of the enterprise, or for addressing the stakeholder concerns and requirements. By identifying the items omitted from the Target Architecture, the technique helps to ensure that the architecture is comprehensive, feasible, and realistic.

NEW QUESTION 80

- (Topic 1)

What are the following activities part of?

- Initial risk assessment
- Risk mitigation and residual risk assessment
- Risk monitoring

- A. Risk Management
- B. Phase A
- C. Security Architecture
- D. Phase C

Answer: A

Explanation:

The following activities are part of Risk Management:

- ? Initial risk assessment
- ? Risk mitigation and residual risk assessment
- ? Risk monitoring

Risk Management is the process of identifying, assessing, and responding to risks that may affect the achievement of the enterprise's objectives. Risk Management involves balancing positive and negative outcomes resulting from the realization of either opportunities or threats. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.3 Risk Management.

NEW QUESTION 84

- (Topic 1)

What is an objective of the ADM Preliminary Phase?

- A. To develop a vision of the business value to be delivered by the proposed enterprise architecture
- B. To select and implement tools to support the Architecture Capability
- C. To obtain approval for the Statement of Architecture Work
- D. To create the initial version of the Architecture Roadmap

Answer: B

Explanation:

The Preliminary Phase is the preparatory phase of the Architecture Development Method (ADM) cycle, which sets the context and direction for the architecture work. One of the objectives of this phase is to select and implement tools to support the Architecture Capability, which is the ability of an organization to perform enterprise architecture effectively and efficiently. Tools can include software applications, methods, techniques, standards, and frameworks that assist the architecture development and governance processes. The selection and implementation of tools should be based on the requirements and constraints of the organization, and the alignment with the Architecture Principles and the Architecture Vision3 References: 3: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 6: Preliminary Phase : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 45: Establishing and Maintaining an Enterprise Architecture Capability : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 46: Tools for Architecture Development

NEW QUESTION 85

- (Topic 2)

Please read this scenario prior to answering the question

You are the Lead Enterprise Architect at a major agribusiness company. The company's main harvest is lentils, a highly valued food grown worldwide. The lentil parasite, broomrape, has been an increasing concern for many years and is now becoming resistant to chemical controls. In addition, changes in climate favor the propagation and growth of the parasite. As a result, the parasite cannot realistically be exterminated, and it has become pandemic, with lentil yields falling globally. In response to the situation, the CEO has decided that the lentil fields will be used for another harvest. The company will also cease to process third-party lentils and will repurpose its processing plants. Thus, the target market will change, and the end-products will be different and more varied.

The company has recently established an Enterprise Architecture practice based on the TOGAF standard as method and guiding framework. The CIO is the sponsor of the activity. A formal request for architecture change has been approved. At this stage there is no fixed scope, shared vision, or objectives.

Refer to the scenario

You have been asked to propose the best approach for architecture development to realize the CEO's change in direction for the company.

Based on the TOGAF standard which of the following is the best answer?

- A. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability for the company
- B. Then the focus should be on transition planning and incremental architecture deployments
- C. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the change.
- D. You propose that the team uses the architecture definition document and focus on architecture development starting simultaneously phases B, C and D.
- E. This is because the CEO has identified the need to change
- F. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.
- G. You propose that the team focus on architecture definition including development of business models, with emphasis on defining the change parameters to support this new business strategy that the CEO has identified
- H. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the change.
- I. You propose that the priority is to produce a new Request for Architecture Work leading to development of a new Architecture Vision
- J. The trade-off method should be applied to identify and select an architecture satisfying the stakeholder
- K. For an efficient change the EA team should be aligned with the organization's planning, budgeting, operational, and change processes.

Answer: D

Explanation:

A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project. A Request for Architecture Work is usually initiated by the sponsor or client of the architecture work, and approved by the Architecture Board, which is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. A Request for Architecture Work triggers a new cycle of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture.

An Architecture Vision is a high-level description of the desired outcomes and benefits of the proposed architecture. An Architecture Vision is the output of Phase A: Architecture Vision of the ADM cycle, which is the first phase of the architecture development. An Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. An Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process.

A trade-off analysis is a technique that can be used to evaluate and compare different architecture alternatives and select the most suitable one. A trade-off analysis involves identifying the criteria and factors that are relevant to the decision, such as costs, benefits, risks, and opportunities, and assessing the strengths and weaknesses of each alternative. A trade-off analysis also involves balancing and reconciling the multiple, often conflicting, requirements and concerns of the stakeholders, and ensuring alignment with the Architecture Vision and the Architecture Principles.

Therefore, the best answer is D, because it proposes the best approach for architecture development to realize the CEO's change in direction for the company. The answer covers the Request for Architecture Work, the Architecture Vision, and the trade-off analysis techniques that are relevant to the scenario.

References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance 3: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Trade-Off Analysis

NEW QUESTION 86

- (Topic 2)

Please read this scenario prior to answering the question

You are working as Chief Enterprise Architect at a large Internet company. The company has many divisions, ranging from cloud to logistics. The company has grown rapidly, expanding from initially selling physical books and media to a range of services including an online marketplace, live-streaming, eBooks, and cloud services.

Overall management of the numerous divisions has become challenging. Recent high-profile projects have overrun on budget and under delivered, damaging the company's reputation, and adversely impacting its share price. There is a widely held view within the executive management that the organization structure has played a major role in these project failures.

The company has an established Enterprise Architecture program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). The CEO has decided that the company needs to reorganize its divisions around artificial intelligence and machine learning with a focus on automation. The CEO has worked with the Enterprise Architects to create a strategic architecture for the reorganization, including an Architecture Vision, together with definitions for the four domain architectures. This sets out an ambitious vision of the future of the company over a three-year period. This includes a set of work packages and includes three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from key stakeholders across the company that the proposed reorganization may be too ambitious and there is doubt whether it can produce sufficient value to warrant the risks.

Refer to the scenario

You have been asked to recommend an approach to satisfy these concerns. Based on the TOGAF Standard, which of the following is the best answer?

- A. The Enterprise Architects should evaluate the organization's readiness to undergo change
- B. This will allow the risks associated with the transformations to be identified, classified, and mitigated
- C. This should include identifying dependencies between the set of changes, including gaps and work packages. It will also identify improvement actions to be worked into the Implementation and Migration Plan
- D. The business value, effort, and risk associated for each transformation should be determined.
- E. The Enterprise Architects should bring together information about potential approaches and produce several alternative target transition architectures
- F. They should then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique
- G. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architecture
- H. A value realization process should then be established to ensure that the concerns raised are addressed.
- I. Establishing interoperability in alignment with the corporate operating model will ensure risks are minimized

- J. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architecture
- K. This should include the development of a matrix showing the interoperability requirement
- L. These can then be included within the transformation strategy embedded in the target transition architecture
- M. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.
- N. Before preparing the detailed Implementation and Migration plan, the Enterprise Architects should review and consolidate the gap analysis results from Phases B to This will identify the transformations required to achieve the proposed Target Architecture
- O. The Enterprise Architects should then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identified
- P. The Transition Architecture should then be planned to use a state evolution table.

Answer: A

Explanation:

The Business Transformation Readiness Assessment is a technique that can be used to evaluate the readiness of the organization to undergo change and to identify the actions needed to increase the likelihood of a successful business transformation. This technique can help to address the concerns of the key stakeholders about the risks and value of the proposed reorganization. The technique involves assessing the following aspects of the organization: vision, commitment, capacity, capability, culture, and communication. Based on the assessment, the risks associated with the transformations can be identified, classified, and mitigated for. The technique also helps to identify the dependencies between the set of changes, including gaps and work packages, and the improvement actions to be worked into the Implementation and Migration Plan. The technique also supports the determination of the business value, effort, and risk associated for each transformation, which can be used to prioritize and sequence the work packages and the Transition Architectures¹ References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment

NEW QUESTION 91

- (Topic 2)

Please read this scenario prior to answering the question

You are serving as the Lead Architect for an Enterprise Architecture team within a leading multinational biotechnology company. The company works in three major industries, including healthcare, crop production, and agriculture. Your team works within the healthcare division.

The healthcare division is developing a new vaccine, and has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the relevant health authorities. The clinical trials are undertaken by its research laboratories at multiple facilities worldwide. In addition to internal research and development activities, the healthcare division is also involved in publicly funded collaborative research projects with industrial and academic partners.

The Enterprise Architecture team has been engaged in an architecture project to develop a secure system that will allow the healthcare researchers to share information more easily about their clinical trials, and work more collaboratively across the organization and also with its partners. This system will also connect with external partners.

The Enterprise Architecture team uses the TOGAF ADM with extensions required to support healthcare manufacturing practices and laboratory practices. Due to the highly sensitive nature of the information that is managed, special care has been taken to ensure that each architecture domain considers the security and privacy issues that are relevant.

The Vice President for Worldwide Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that disruptions must be minimized for the clinical trials, and that the rollout must be undertaken incrementally.

Refer to the scenario

You have been asked to recommend the approach to identify the work packages for an incremental rollout meeting the requirements.

Based on the TOGAF standard which of the following is the best answer?

- A. You recommend that the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix be grouped into a set of work package
- B. Using the matrix as a planning tool, regroup the work packages to account for dependencies
- C. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture, so that the implementation team can schedule the rollout one region at a time to minimize disruption
- D. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.
- E. You recommend that a Consolidated Gap
- F. Solutions and Dependencies Matrix is used as a planning tool for creating work package
- G. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product
- H. Group the similar solutions together to define the work package
- I. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture considering the schedule for clinical trials, and document in an Architecture Definition Increments Table.
- J. You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraints
- K. A Consolidated Gap
- L. Solutions and Dependencies Matrix should also be created
- M. For each gap
- N. identify a proposed solution and classify it as new development, purchased solution, or based on an existing product
- O. Group similar activities together to form work package
- P. Identify dependencies between work packages factoring in the clinical trial schedule
- Q. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- R. You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procured
- S. Eliminate any duplicates
- T. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matrix
- . Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architectures
- . Schedule the roll out of the work packages to be sequential across the geographic regions.

Answer: B

Explanation:

A Consolidated Gaps, Solutions and Dependencies Matrix is a technique that can be used to create work packages for an incremental rollout of the architecture. A work package is a set of actions or tasks that are required to implement a specific part of the architecture. A work package can be associated with one or more Architecture Building Blocks (ABBs) or Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. A work package can also be associated with one or more Capability Increments, which are defined, discrete portions of the overall capability that deliver business value. A Capability Increment can be realized by one or more Transition Architectures, which are intermediate states of the architecture that enable the transition from the Baseline Architecture to the Target Architecture¹²³

The steps for creating work packages using this technique are:

? For each gap between the Baseline Architecture and the Target Architecture, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. A gap is a difference or deficiency in the current state of the architecture that needs to be addressed by the future state of the architecture. A solution is a way of resolving a gap by implementing one or more ABBs or SBBs.

? Group similar solutions together to define the work packages. Similar solutions are those that have common characteristics, such as functionality, technology,

vendor, or location.

? Identify dependencies between work packages, such as logical, temporal, or resource dependencies. Dependencies indicate the order or priority of the work packages, and the constraints or risks that may affect their implementation.

? Regroup the work packages into a set of Capability Increments to transition to the Target Architecture. Capability Increments should be defined based on the business value, effort, and risk associated with each work package, and the schedule and objectives of the clinical trials. Capability Increments should also be aligned with the Architecture Vision and the Architecture Principles.

? Document the work packages and the Capability Increments in an Architecture

Definition Increments Table, which shows the mapping between the work packages, the ABBs, the SBBs, and the Capability Increments. The table also shows the dependencies, assumptions, and issues related to each work package and Capability Increment.

Therefore, the best answer is B, because it describes the approach to identify the work packages for an incremental rollout meeting the requirements, using the Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31:

Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 23: Phase E: Opportunities and Solutions : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard,

Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles

NEW QUESTION 95

- (Topic 2)

Please read this scenario prior to answering the question

You are working as the Chief Enterprise Architect within a law firm specializing in personal injury cases. Many of the firm's competitors have improved their litigation strategies, and efficiency by streamlining their processes using Artificial Intelligence (AI).

The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining a new AI-driven litigation and finance process for the firm. This process would instruct the lawyers and analysts as to what tasks and portfolio they should work on. The key objectives are to increase task profitability, maximize staff utilization, and increase individual profitability.

The CIO has emphasized that the architecture should enable the fast implementation of continuous Machine Learning. The solution will need to be constantly measured for delivered value and be quickly iterated to success.

Some of the partners have expressed concerns about letting the AI make the decisions, others about the risks associated with use of it for the type of service they deliver. The CIO wants to know if these concerns can be addressed, and how risks will be covered by a new architecture enabling AI and Machine Learning. Refer to the scenario

You have been asked to respond to the CIO recommending an approach that would enable the development of an architecture that addresses the concerns of the CIO and the concerns of the partners.

Based on the TOGAF standard which of the following is the best answer?

- A. You recommend that a Communications Plan be created to address the key stakeholders, the most powerful and influential partner
- B. This plan should include a report that summarizes the key features of the architecture reflecting their requirement
- C. You will check with each key stakeholder that their concerns are being addressed
- D. Risk mitigation and agility will be explicitly addressed as a component of the architecture being developed.
- E. You recommend that an analysis of the stakeholders is undertaken resulting in documenting the stakeholders and their concerns in a Stakeholder Map
- F. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document
- G. The requirements will include risk mitigation through regular assessment
- H. This will also allow a supervised agile implementation of the continuous Machine Learning.
- I. You recommend that all possible models be created for each candidate architecture that will enable the AI and Machine Learning solution
- J. This ensures that all the necessary data and detail is addressed
- K. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the model
- L. Agility will be considered during Phase G Implementation Governance.
- M. You recommend creation of a set of business models that can be applied uniformly across all architecture project
- N. The stakeholders will be trained to understand the business models to ensure they can see that their concerns are being addressed
- O. Risk will be addressed once the Security Architecture is developed, which will happen later to avoid slowing down the agility required by the CIO.

Answer: B

Explanation:

A Stakeholder Map is a technique that can be used to identify and classify the stakeholders of the architecture work, and to document their key interests, requirements, and concerns. A stakeholder is any person, group, or organization that has a stake in the outcome of the architecture work, such as the sponsor, the client, the users, the suppliers, the regulators, or the competitors. A Stakeholder Map can help to understand the needs and expectations of the stakeholders, and to communicate and engage with them effectively¹

The steps for creating a Stakeholder Map are:

? Identify the stakeholders of the architecture work, using various sources and methods, such as interviews, surveys, workshops, or existing documents.

? Classify the stakeholders according to their roles, responsibilities, and relationships, using various criteria and dimensions, such as power, influence, interest, attitude, or impact.

? Define the concerns and relevant views for each stakeholder group, using various techniques, such as business scenarios, use cases, or value propositions. A concern is a key interest or issue that is relevant to the stakeholder, such as a goal, a problem, a need, or a risk. A view is a representation of the system of interest from the perspective of one or more stakeholders and their concerns.

? Record the stakeholders and their concerns in a Stakeholder Map, which shows

the mapping between the stakeholder groups, the concerns, and the views. The Stakeholder Map also shows the dependencies, assumptions, and issues related to each stakeholder and concern.

Therefore, the best answer is B, because it recommends the approach that would enable the development of an architecture that addresses the concerns of the CIO and the partners, using the Stakeholder Map technique. The answer covers the following aspects:

? An analysis of the stakeholders is undertaken, which involves identifying, classifying, and defining the stakeholders and their concerns.

? The stakeholders and their concerns are documented in a Stakeholder Map, which provides a clear and comprehensive picture of the stakeholder landscape and their interests.

? The concerns and relevant views are recorded in the Architecture Vision document, which is the output of Phase A: Architecture Vision of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. The Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process²

? The requirements include risk mitigation through regular assessments, which involves identifying, analyzing, and evaluating the risks that may affect the architecture, and determining the appropriate measures or actions to prevent, reduce, or mitigate the risks. Risk mitigation can also involve monitoring and reviewing the risk situation, and communicating and reporting the risk status and actions³

? This approach also allows a supervised agile implementation of the continuous Machine Learning, which involves applying agile principles and practices to the architecture development and implementation, such as iterative and incremental delivery, frequent feedback, collaboration, and adaptation. A supervised agile implementation can help to ensure the quality, value, and alignment of the architecture, and to respond to the changing needs and expectations of the stakeholders.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24: Stakeholder Management 2: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 29: Applying Iteration to the ADM

NEW QUESTION 97

- (Topic 2)

Please read this scenario prior to answering the question

Your role is that of a senior architect, reporting to the Chief Enterprise Architect, at a medium-sized company with 400 employees. The nature of the business is such that the data and the information stored on the company systems is their major asset and is highly confidential.

The company employees travel extensively for work and must communicate over public infrastructure using message encryption, VPNs, and other standard safeguards. The company has invested in cybersecurity awareness training for all its staff. However, it is recognized that even with good education as well as system security, there is a dependency on third-party suppliers of infrastructure and software.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The CTO is the sponsor of the activity. The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education, and support, it is likely just a matter of time before the company suffers a significant attack that could completely lock them out of their information assets.

A risk assessment has been done and the company has sought cyber insurance that includes ransomware coverage. The quotation for this insurance is hugely expensive. The CTO has recently read a survey that stated that one in four organizations paying ransoms were still unable to recover their data, while nearly as many were able to recover the data without paying a ransom. The CTO has concluded that taking out cyber insurance in case they need to pay a ransom is not an option.

Refer to the scenario

You have been asked to describe the steps you would take to improve the resilience of the current architecture?

Based on the TOGAF standard which of the following is the best answer?

- A. You would determine business continuity requirements, and undertake a gap analysis of the current Enterprise Architecture
- B. You would make recommendations for change requirements to address the situation and create a change request
- C. You would manage a meeting of the Architecture Board to assess and approve the change request
- D. Once approved you would produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change.
- E. You would monitor for technology changes from your existing suppliers that could improve resilience
- F. You would prepare and run a disaster recovery planning exercise for a ransomware attack and analyze the performance of the current Enterprise Architecture
- G. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture
- H. You would prepare change requests to address identified gaps
- I. You would add the changes implemented to the Architecture Repository.
- J. You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture
- K. Based on the scope of the concerns raised you recommend that this be managed at the infrastructure level
- L. Changes should be made to the baseline description of the Technology Architecture
- M. The changes should be approved by the Architecture Board and implemented by change management techniques.
- N. You would request an Architecture Compliance Review with the scope to examine the company's resilience to ransomware attack
- O. You would identify the departments involved and have them nominate representative
- P. You would then tailor checklists to address the requirement for increased resilience
- Q. You would circulate to the nominated representatives for them to complete
- R. You would then review the completed checklists, identifying and resolving issues
- S. You would then determine and present your recommendations.

Answer: A

Explanation:

Business continuity is the ability of an organization to maintain essential functions during and after a disaster or disruption. Business continuity requirements are the specifications and criteria that define the acceptable level of performance and availability of the business processes and services in the event of a disaster or disruption. A gap analysis is a technique that compares the current state of the architecture with the desired state, and identifies the gaps or differences that need to be addressed. A change request is a formal proposal for an amendment to some product or system, such as the architecture. A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project¹²³

The best answer is A, because it describes the steps that would improve the resilience of the current architecture, which is the ability to withstand and recover from a ransomware attack or any other disruption. The steps are:

? Determine the business continuity requirements, which specify the minimum acceptable level of performance and availability of the business processes and services in case of a ransomware attack. This would involve identifying the critical business functions, the recovery time objectives, the recovery point objectives, and the dependencies and resources needed for recovery.

? Undertake a gap analysis of the current Enterprise Architecture, which compares the current state of the architecture with the desired state based on the business continuity requirements. This would involve assessing the strengths and weaknesses of the current architecture, the risks and opportunities for improvement, and the gaps or differences that need to be addressed.

? Make recommendations for change requirements to address the situation and create a change request. This would involve proposing solutions and alternatives to close the gaps, enhance the resilience, and mitigate the risks of the current architecture. The change request would document the rationale, scope, impact, and benefits of the proposed changes, and seek approval from the relevant stakeholders.

? Manage a meeting of the Architecture Board to assess and approve the change request. The Architecture Board is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. The meeting would involve presenting the change request, discussing the pros and cons, resolving any issues or conflicts, and obtaining the approval or rejection of the change request.

? Once approved, produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change. The Request for Architecture Work would describe the scope, approach, and expected outcomes of the architecture project that would implement the approved change request. The Request for Architecture Work would initiate a new cycle of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 33: Business Scenarios 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 34: Business Transformation Readiness Assessment : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work

NEW QUESTION 99

- (Topic 2)

Please read this scenario prior to answering the question

You have been appointed as Chief Enterprise Architect (CEA), reporting to the Chief Technical Officer (CTO), of a company established as a separate operating entity by a major automotive manufacturer. The mission of the company is to build a new industry leading unified technology and software platform for electric vehicles.

The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework, and architecture development follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM.

An end-to-end Target Architecture has been completed with a roadmap for change over a five-year period. The new platform will be a cross-functional effort between hardware and software teams, with significant changes over the old platform. It is expected to be developed in several stages over three years. The EA team has inherited the architecture for the previous generation hardware and software automotive platform, some of which can be carried over to the new unified platform. The EA team has started to define the new platform, including defining which parts of the architecture to carry forward.

Enough of the Business Architecture has been defined, so that work can commence on the Information Systems and Technology Architectures. Those need to be defined to support the core business services that the company plans to provide. The core services will feature an innovative approach with swarm data generated by vehicles, paving the way for autonomous driving in the future.

The presentation and access to different variations of data that the company plans to offer through its platform pose an architecture challenge. The application portfolio and supporting infrastructure need to interact with various existing cloud services and data-

Refer to the scenario

You have been asked what approach should be taken to determine and organize the work to deliver the requested architectures?

Based on the TOGAF standard which of the following is the best answer?

- A. You would look outside the enterprise to research data models and application portfolios of leading big data businesses
- B. You would develop just enough applications, data, and technology architecture to identify option
- C. For each project this should include identification of candidate architecture and solution building block
- D. You will identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution option
- E. You will then document the draft Implementation and Migration plan.
- F. You would refer to the end-to-end Target Architecture for guidance and direction
- G. The first objective should be to identify projects, dependencies and synergies, then prioritize before initiating the project
- H. You will develop high-level architecture description
- I. For each project you would estimate effort size, identify reference architectures, and candidate building block
- J. You will identify the resource needs considering cost and value
- K. You will document options, risks, and controls to enable viability analysis and trade-off with the stakeholders.
- L. You will revisit ADM Phase
- M. identifying the stakeholders and creating a new Architecture Vision
- N. You will update the Stakeholder map produced for the strategic architecture so it reflects the stakeholders who are now the most relevant to the projects that are to be developed
- O. You would then ask the CTO to make some decisions about the Architecture Roadmap, and update the Implementation and Migration Plan to reflect the decisions.
- P. You will research leading data businesses, developing high-level Target Data, Application and Technology Architecture
- Q. You would review the Architecture Vision in order to estimate the level of detail, time, and breadth of the ADM cycle phases that will be needed to develop the architecture
- R. You will identify and cost major work packages, and then develop an Architecture Roadmap
- S. You would then seek approval by the Architecture Board and initiate the project.

Answer: B

Explanation:

The Target Architecture is a description of the future state of the architecture that addresses the business goals and drivers, and satisfies the stakeholder requirements and concerns. The Target Architecture is developed through the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Target Architecture is typically divided into four domains: Business, Data, Application, and Technology. The Target Architecture also includes a roadmap for change, which defines the Transition Architectures, the Capability Increments, and the work packages that enable the transition from the Baseline Architecture to the Target Architecture¹²

The best answer is B, because it describes the approach that should be taken to determine and organize the work to deliver the requested architectures, which are the Information Systems and Technology Architectures. The answer covers the following steps:

? Refer to the end-to-end Target Architecture for guidance and direction. The end-to-

end Target Architecture provides the overall vision, scope, and objectives of the architecture work, and the alignment with the business strategy and goals. The end-to-end Target Architecture also provides the high-level definitions and principles for the four architecture domains, and the roadmap for change that outlines the major milestones and deliverables.

? Identify projects, dependencies and synergies, then prioritize before initiating the projects. Projects are the units of work that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. Dependencies are the relationships and constraints that affect the order or priority of the projects, such as logical, temporal, or resource dependencies. Synergies are the benefits or advantages that result from the combination or coordination of the projects, such as cost savings, efficiency gains, or innovation opportunities. Prioritization is the process of ranking the projects according to their importance, urgency, or value, and assigning resources and schedules accordingly.

? Develop high-level architecture descriptions. High-level architecture descriptions are the outputs of the architecture development phases (B, C, and D) of the ADM cycle, which describe the Business, Data, Application, and Technology Architectures in terms of the Architecture Building Blocks (ABBs) and the Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. High-level architecture descriptions also include the Architecture Views, which are representations of the system of interest from the perspective of one or more stakeholders and their concerns.

? For each project, estimate effort size, identify reference architectures, and candidate building blocks. Effort size is the measure of the amount of work, time, or resources required to complete a project. Effort size can be estimated using various techniques, such as analogy, expert judgment, parametric, or bottom-up. Reference architectures are standardized architectures that provide a common framework and vocabulary for a specific domain or industry. Reference architectures can be used as a source of best practices, patterns, and models for the architecture development. Candidate building blocks are the potential ABBs or SBBs that can be used to implement the architecture. Candidate building blocks can be identified from the Architecture Repository, which is a collection of architecture assets, such as models, patterns, principles, standards, and guidelines.

? Identify the resource needs considering cost and value. Resource needs are the specifications and criteria that define the acceptable level and quality of the resources required to complete the project, such as human, financial, physical, or technological resources. Resource needs can be identified by analyzing the scope, complexity, and dependencies of the project, and the availability, capability, and suitability of the resources. Cost and value are the factors that influence the allocation and utilization of the resources, such as the budget, the return on investment, the benefits, or the risks.

? Document options, risks, and controls to enable viability analysis and trade-off with the stakeholders. Options are the alternative ways of achieving the project objectives, such as different solutions, technologies, vendors, or approaches. Risks are the effects of uncertainty on the project objectives, such as threats or opportunities. Controls are the measures or actions that are taken to prevent, reduce, or mitigate the risks, such as policies, procedures, or standards. Viability analysis is the process of evaluating and comparing the options, risks, and controls, and determining the feasibility, suitability, and desirability of each option. Trade-off is the decision outcome that balances and reconciles the multiple, often conflicting, requirements and concerns of the stakeholders, and ensures

alignment with the Architecture Vision and the Architecture Principles.

References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 5: Introduction to the ADM 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 19: Phase B: Business Architecture : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 20: Phase C: Information Systems Architectures : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Trade-Off Analysis : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 46: Tools for Architecture Development : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47: Architecture Board : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 48: Architecture Compliance : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 49: Architecture Contract : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 51: Architecture Maturity Models : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 52: Architecture Skills Framework

NEW QUESTION 100

- (Topic 2)

Please read this scenario prior to answering the question

You are the Lead Enterprise Architect at a major agribusiness company. The company's main annual harvest is lentils, a highly valued food grown worldwide. The lentil parasite, broomrape, has been an increasing concern for many years and is now becoming resistant to chemical controls. In addition, changes in climate favor the propagation and growth of the parasite.

As a result, the parasite cannot realistically be exterminated, and it has become pandemic, with lentil yields falling globally.

The CEO appreciates the seriousness of the situation and has set out a change in direction that is effectively a new business for the company. There are opportunities for new products, and new markets. The company will use the fields for another harvest and will cease to process third-party lentils. Thus, the target market will change, and the end-products will be different and more varied. This is a major decision and the CEO has stated a desire to repurpose rather than replace so as to manage the risks and limit the costs.

The company has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The practice has an established Architecture Capability, and uses iteration for architecture development. The CIO is the sponsor of the activity.

The CIO has assigned the Enterprise Architecture team to this activity. At this stage there is no shared vision, or requirements. Refer to the scenario

You have been asked to propose the best approach for architecture development to realize the CEO's change in direction for the company.

Based on the TOGAF standard which of the following is the best answer?

- A. You propose that the team focus on architecture definition, with emphasis on defining the change parameters to support this new business strategy that the CEO has identified
- B. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the change
- C. You would ensure that the architecture development addresses non-functional requirements to assure that the target architecture is robust and secure.
- D. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability for the company
- E. Then the focus should be on transition planning and incremental architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the change.
- F. You propose that the priority is to understand and bring structure to the definition of the change
- G. The team should focus iteration cycles on a baseline first approach to architecture development, and then transition planning
- H. This will identify what needs to change in order to transition from the baseline to the target, and can be used to work out in detail what the shared vision is for the change.
- I. You propose that the team focus its iteration cycles on architecture development by going through the architecture definition phases (B-D) with a baseline first approach
- J. This will support the change in direction as stated by the CEO
- K. It will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.

Answer: C

Explanation:

Based on the TOGAF standard, this answer is the best approach for architecture development to realize the CEO's change in direction for the company. The reason is as follows:

? The scenario describes a major business transformation that requires a clear understanding of the current and future states of the enterprise, as well as the gaps and opportunities for change. Therefore, the priority is to understand and bring structure to the definition of the change, rather than focusing on the implementation details or the technology aspects.

? The team should use the TOGAF ADM as the method and guiding framework for architecture development, and adapt it to suit the specific needs and context of the enterprise. The team should also leverage the existing Architecture Capability and the Architecture Repository to reuse and integrate relevant architecture assets and resources.

? The team should focus iteration cycles on a baseline first approach to architecture development, which means starting with the definition of the Baseline Architecture in each domain (Business, Data, Application, and Technology), and then defining the Target Architecture in each domain. This will help to identify the current and desired states of the enterprise, and to perform a gap analysis to determine what needs to change in order to achieve the business goals and objectives.

? The team should then focus on transition planning, which involves identifying and prioritizing the work packages, projects, and activities that will deliver the change. The team should also create an Architecture Roadmap and an Implementation and Migration Plan that will guide the execution and governance of the change.

? The team should use the Architecture Vision phase and the Requirements Management phase to work out in detail what the shared vision is for the change, and to capture and validate the stakeholder requirements and expectations. The team should also use the Architecture Governance framework to ensure the quality, consistency, and compliance of the architecture work.

References: : The TOGAF Standard, Version 9.2 - Architecture Development Method : The TOGAF Standard, Version 9.2 - Architecture Vision : The TOGAF Standard, Version 9.2 - Requirements Management : [The TOGAF Standard, Version 9.2 - Architecture Governance]

NEW QUESTION 101

- (Topic 2)

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a multinational company that manufactures electronic components. The company has several manufacturing divisions located worldwide and a complex supply chain. After a recent study, senior management have stated a concern about business efficiency considering the company's multiple data centers and duplication of applications.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF architecture development method in its EA practice. In addition to the EA program, the company has several management frameworks in use, including business planning, project/portfolio management, and operations management. The EA program is sponsored by the CIO.

A strategic architecture has been defined to improve the ability to meet customer demand and improve management of the supply chain. The strategic architecture includes the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions' production facilities.

Each division has completed the Architecture Definition documentation to meet its own specific manufacturing requirements. The enterprise architects have defined a set of work packages that address the gaps identified. They have identified the value produced, effort required, and dependencies between work packages to reach a target architecture that would integrate a new ERP environment into the company.

Because of the risks posed by change from the current environment, the architects have recommended that a phased approach occurs to implement the target architecture with several transition states. The overall implementation process is estimated to take several years.

Refer to the scenario

You have been asked what the next steps are for the migration planning. Based on the TOGAF standard which of the following is the best answer?

- A. You conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract
- B. The Compliance Assessment should verify that the implementation team is using the proper development methodology
- C. It should include deployment of monitoring tools and ensure that performance targets are being met
- D. If they are not met, then you would identify changes to performance requirements and update those in the Implementation and Migration Plan.
- E. You place the Architecture Definition Document under configuration control
- F. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise
- G. You would identify the development resources to undertake the project
- H. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan
- I. You recommend that lessons learned be applied as changes to the architecture without review.
- J. You estimate the business value for each project by applying the Business Value Assessment Technique to prioritize the implementation projects and project increments
- K. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation
- L. You would confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table that lists the projects.
- M. You assess how the Implementation and Migration plan impacts the other frameworks in use in the organization
- N. Minimally, you ensure that the plan is coordinated with the business planning, project/portfolio management and operations management framework
- O. You would then assign a business value to each work package, considering available resources and strategic fit
- P. You then use the work packages to identify projects that will be in the Implementation and Migration Plan

Answer: C

Explanation:

The Business Value Assessment Technique is a technique that can be used to estimate and compare the business value of the projects and project increments that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. The business value is the measure of the benefits or advantages that the project or project increment delivers to the business, such as increased revenue, reduced costs, improved quality, or enhanced customer satisfaction¹

The steps for applying the Business Value Assessment Technique are:

? Identify the criteria and factors that are relevant to the business value assessment, such as costs, benefits, risks, and opportunities. The criteria and factors should be aligned with the business goals and drivers that motivate the architecture work, and the stakeholder requirements and concerns that influence the architecture work.

? Assign weights and scores to the criteria and factors, using various methods, such as expert judgment, historical data, or analytical models. The weights and scores should reflect the importance and performance of the criteria and factors, and the trade-offs and preferences of the stakeholders.

? Calculate the business value for each project or project increment, using various techniques, such as net present value, return on investment, or balanced scorecard. The business value should indicate the expected or actual outcomes and impacts of the project or project increment on the business.

? Prioritize the implementation projects and project increments, based on the business value and other considerations, such as dependencies, resources, or risks. The prioritization should determine the order or sequence of the projects and project increments, and the allocation and utilization of the resources.

Therefore, the best answer is C, because it describes the next steps for the migration planning, which are the activities that support the transition from the Baseline Architecture to the Target Architecture. The answer covers the Business Value Assessment Technique, which is relevant to the scenario.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 28: Business Value Assessment Technique : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks

NEW QUESTION 103

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