

# The-Open-Group

## Exam Questions OGEA-103

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam



**NEW QUESTION 1**

- (Topic 1)

What provides context for architecture work, by describing the needs and ways of working employed by the enterprise?

- A. Architecture Contracts
- B. Business principles business goals, and business drivers
- C. Strategy and vision
- D. Stakeholder needs

**Answer: B**

**Explanation:**

Business principles business goals, and business drivers provide context for architecture work, by describing the needs and ways of working employed by the enterprise. They define what the enterprise wants to achieve, how it wants to operate, and what factors influence its decisions and actions. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 Preliminary Phase.

**NEW QUESTION 2**

- (Topic 1)

Consider the following ADM phases objectives.

	Objective
1	Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
2	Ensure conformance with the Target Architecture by implementation projects
3	Ensure that the architecture development cycle is maintained
4	Ensure that the Architecture Governance Framework is executed

Which phase does each objective match?

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

**Answer: B**

**Explanation:**

? According to the TOGAF Standard, Version 9.2, the ADM phases and their objectives are as follows1:

? 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 21: Architecture Change Management

? 3: The TOGAF Standard, Version 9.2, Chapter 20: Migration Planning

? 4: The TOGAF Standard, Version 9.2, Chapter 19: Implementation Governance

**NEW QUESTION 3**

- (Topic 1)

Which of the following are interests important to the stakeholders in a system?

- A. Requirements
- B. Principles
- C. Concerns
- D. Architecture views

**Answer: C**

**Explanation:**

Concerns are interests important to the stakeholders in a system. They are used to identify and classify the system's stakeholders and to guide the selection of viewpoints for the architecture description. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2.1 Architecture Viewpoints

**NEW QUESTION 4**

- (Topic 1)

Consider the following statement.

Projects may cycle between ADM phases, in planned cycles covering multiple phases. What does it illustrate?

- A. Requirements management
- B. Iteration

- C. Implementation governance
- D. Enterprise Architecture

**Answer:** B

**Explanation:**

The statement "Projects may cycle between ADM phases, in planned cycles covering multiple phases" illustrates the concept of iteration, which is the process of repeating the ADM phases or steps within a phase to refine the architecture outputs and address the changing requirements and stakeholder concerns. Iteration can occur at different levels of granularity and scope, such as within a single phase, across multiple phases, or across the entire ADM cycle. Iteration can also be applied to different architecture domains, such as business, data, application, and technology. Iteration is a key feature of the ADM that enables the development of architectures that are fit for purpose, adaptable, and responsive to change. References: : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24: Applying Iteration to the ADM

**NEW QUESTION 5**

- (Topic 1)

Complete the sentence. When considering agile development, Architecture to Support Portfolio 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. risk tolerance
- B. business continuity
- C. backlog
- D. operating model

**Answer:** C

**Explanation:**

When considering agile development, Architecture to Support Portfolio will identify the necessary products for the enterprise, define their boundaries, and outline the constraints for a product owner. This process directly relates to defining the enterprise's backlog, which in agile methodologies, is a prioritized list of work for the development team that is derived from the roadmap and its requirements.

**NEW QUESTION 6**

- (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 7**

- (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 8**

- (Topic 1)

Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.

1	General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission
2	A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture.
3	A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle
4	The scope and approach that will be used to complete an architecture development cycle

Which deliverables match these descriptions?

- A. 1 Architecture Requirements Specification - 2 Request for Architecture Work - 3 Statement of Architecture Work - 4 Architecture Principles
- B. 1 Statement of Architecture Work - 2 Architecture Principles - 3 Architecture Requirements Specification - 4 Request for Architecture Work
- C. 1 Architecture Principles - 2 Architecture Requirements Specification - 3 Request for Architecture Work - 4 Statement of Architecture Work
- D. 1 Request for Architecture Work - 2 Statement of Architecture Work - 3 Architecture Principles - 4 Architecture Requirements Specification

**Answer: D**

**Explanation:**

The Request for Architecture Work is a deliverable that is sent from the sponsor and triggers the start of an architecture development cycle. It defines the scope, budget, schedule, and deliverables for a specific architecture project. The Statement of Architecture Work is a deliverable that is produced by the architect and defines the approach and resources needed to complete an architecture project. It forms the basis of a contractual agreement between the sponsor and the architecture organization. The Architecture Principles are a deliverable that is produced by the architect and defines the general rules and guidelines for the architecture work. They reflect the business principles, business goals, and business drivers of the organization. The Architecture Requirements Specification is a deliverable that is produced by the architect and defines the requirements that govern the architecture work. It covers both functional and non-functional requirements as well as constraints and assumptions.

**NEW QUESTION 9**

- (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 level<sup>12</sup>. 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 projects<sup>34</sup>. 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 customers<sup>5</sup>. 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 10**

- (Topic 1)

Which statement best describes iteration and the ADM?

- A. The ADM is iterative within the first cycle and then between phases
- B. The level of detail is defined once and applies to all iterations
- C. The ADM is sequential Iteration is applied within phases
- D. The ADM is iterative, over the whole process between phases and within phases

**Answer:** D

**Explanation:**

This statement best describes iteration and the ADM. The ADM is iterative over the whole process between phases and within phases because it allows for feedback loops and refinements at any point in the architecture development and transition process. Iteration enables architects to address changing requirements, assumptions, constraints, and environments; to validate and improve architectures; to manage risks and issues; and to ensure stakeholder satisfaction and value realization. Reference: The TOGAF® Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

**NEW QUESTION 10**

- (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 12**

- (Topic 1)

Which statement about Requirements Management is most correct?

- A. The purpose of Requirements Management is to process change requests
- B. Stakeholder requirements are captured once in Phase A and managed throughout the ADM cycle
- C. Requirements Management is a step of all ADM Phases
- D. Requirements Management and stakeholder engagement are placed at the center of architecture development

**Answer:** D

**Explanation:**

This statement about Requirements Management is most correct because it reflects the central role of Requirements Management and stakeholder engagement in the ADM cycle. Requirements Management is not a step of all ADM Phases, but rather an ongoing process that ensures that all relevant requirements are elicited, analyzed, prioritized, and addressed throughout the architecture development and transition. Stakeholder engagement is also a continuous activity that involves identifying, communicating, and managing stakeholder expectations and concerns. Reference: The TOGAF® Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

**NEW QUESTION 17**

- (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 21**

- (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 oldentify 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

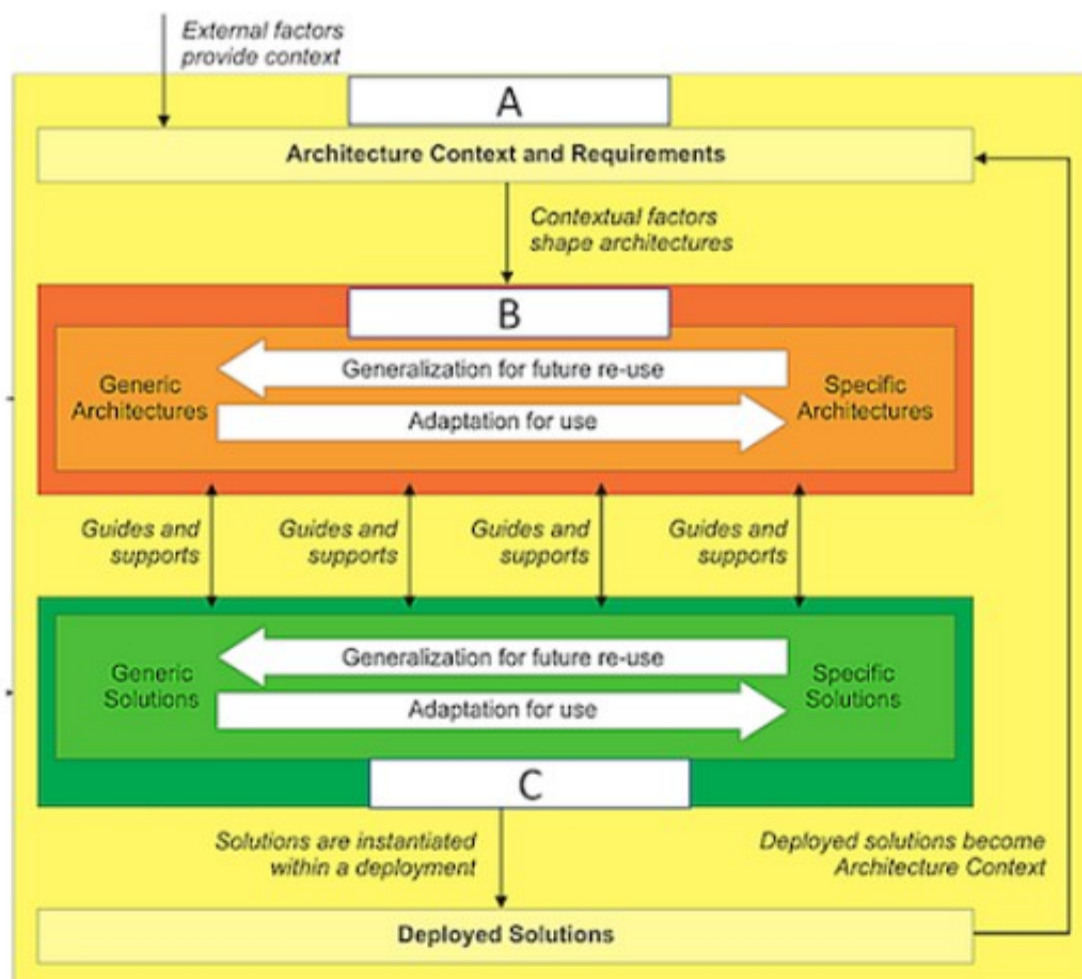
- oDevelop the Target Technology Architecture that enables the Information Systems Architecture and the Architecture Vision
- oDefine the Baseline Technology Architecture, if not available
- oPerform a gap analysis between the Baseline and Target Technology Architectures oldentify candidate Architecture 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 23**

- (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 27

- (Topic 1)

Which of the following best describes the purpose of the Architecture Requirements Specification?

- A. It contains an assessment of the current architecture requirements
- B. It provides a set of statements that outline what a project must do to comply with the architecture
- C. It is sent from the sponsor and triggers the start of an architecture development cycle
- D. It defines the scope and approach to complete an architecture project

**Answer: B**

#### Explanation:

The Architecture Requirements Specification is one of the TOGAF deliverables that provides a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture<sup>12</sup>. It is a companion to the Architecture Definition Document, which provides a qualitative view of the solution and aims to communicate the intent of the architect. The Architecture Requirements Specification provides a quantitative view of the solution, stating measurable criteria that must be met during the implementation of the architecture<sup>3</sup>. It typically forms a major component of an implementation contract or contract for more detailed Architecture Definition<sup>4</sup>. References:

- Deliverable: Architecture Requirements Specification - The Open Group
- Architecture Requirements Specification - Visual Paradigm Community Circle
- The TOGAF Standard, Version 9.2 - Definitions - The Open Group
- The TOGAF Standard, Version 9.2 - Architecture Requirements Specification - The Open Group

#### NEW QUESTION 31

- (Topic 1)

Which of the following statements about architecture partitioning are correct\*? 1 Partitions are used to simplify the management of the Enterprise Architecture 2

Partitions are equivalent to architecture levels

3 Partitions enable different teams to work on different element of the architecture at the same time.

4 Partitions reflect the organization's structure

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

**Answer: B**

#### Explanation:

Statements 1 and 3 about architecture partitioning are correct. Architecture partitioning is the technique of dividing an architecture into smaller and more manageable parts that can be developed, maintained, and governed independently. Partitions are used to simplify the management of the Enterprise Architecture and to enable different teams to work on different elements of the architecture at the same time. Partitions are not equivalent to architecture levels, which are different degrees of abstraction or detail in an architecture. Partitions do not necessarily reflect the organization's structure, which may change over time or differ from the architecture's scope and boundaries. Reference: The TOGAF® Standard | The Open Group Website, Section 2.5 Architecture Partitioning.

#### NEW QUESTION 34

- (Topic 1)

What is the purpose of the Preliminary Phase?

- A. Developing an Enterprise Architecture Capability.
- B. Describing the target architecture.
- C. Defining the Enterprise Strategy.
- D. Identifying the stakeholders and their requirements.

**Answer: A**

#### Explanation:

An Enterprise Architecture Capability is the ability of the organization to perform effective and efficient architecture work, including the definition, governance, and management of its architectures<sup>2</sup>. The Preliminary Phase involves the following activities<sup>1</sup>:

- Reviewing the organizational context, scope, and drivers for conducting Enterprise Architecture
- Establishing the Architecture Capability desired by the organization, including the maturity level, roles, responsibilities, processes, and tools
- Defining and establishing the Organizational Model for Enterprise Architecture, which describes how the architecture function is organized and integrated within the enterprise
- Defining and establishing the Architecture Governance framework, which provides the mechanisms for ensuring the quality, consistency, and compliance of the architecture work
- Selecting and implementing the tools that support the Architecture Capability, such as repositories, modeling tools, and communication tools
- Defining the Architecture Principles that will guide and constrain the architecture work, based on the business principles, goals, and drivers of the organization
- Defining the Organization-Specific Architecture Framework, which is an adaptation of the generic TOGAF ADM to suit the specific requirements, standards, and practices of the organization

The Preliminary Phase is essential for preparing the organization for the successful development and implementation of its architectures, as well as for ensuring the alignment of the architecture work with the business strategy and objectives<sup>1</sup>.

References: 1: Preliminary Phase 2: Enterprise Architecture Capability

**NEW QUESTION 39**

- (Topic 1)

Which phase of the ADM has the purpose to develop an Enterprise Architecture Capability?

- A. Phase G
- B. Preliminary Phase
- C. Phase A
- D. Phase B

**Answer: B**

**Explanation:**

According to the TOGAF Standard, 10th Edition, the Preliminary Phase of the Architecture Development Method (ADM) has the purpose to develop an Enterprise Architecture Capability 1. An Enterprise Architecture Capability is the ability of the organization to perform the activities and tasks related to Enterprise Architecture, such as defining the scope, principles, vision, governance, and stakeholders of the architecture. The Preliminary Phase also establishes the architecture framework, the architecture repository, the architecture tools, and the architecture team 1. The other options are not correct, as they have different purposes in the ADM. Phase G: Implementation Governance has the purpose to ensure that the implementation projects conform to the target architecture 2. Phase A: Architecture Vision has the purpose to define the scope, stakeholders, business drivers, and objectives of the architecture project 3. Phase B: Business Architecture has the purpose to describe the baseline and target business architecture, and to identify the gaps between them . References: 1: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 6: Preliminary Phase. 2: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 18: Phase G: Implementation Governance. 3: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 12: Phase A: Architecture Vision. : TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 13: Phase B: Business Architecture.

**NEW QUESTION 40**

- (Topic 1)

Complete the sentence. The key purpose of Gap Analysis is to \_\_\_\_\_

- A. establish quality parameters for the architecture
- B. identify potential missing or overlapping functions
- C. validate nonfunctional requirements
- D. identify commercial building blocks to be purchased
- E. determine the required service levels for the architecture

**Answer: B**

**Explanation:**

Gap Analysis is a technique that compares the Baseline Architecture and the Target Architecture to identify the differences and gaps between them. The purpose of this technique is to determine the changes and additions that are required to achieve the desired future state of the architecture. One of the main aspects of Gap Analysis is to identify the functions that are missing or overlapping in the current and future architectures, and to plan how to address them. This helps to ensure that the architecture is complete, consistent, and aligned with the business objectives and requirements3

**NEW QUESTION 42**

- (Topic 1)

Refer to the table below:

Phase	Output & Outcome	Essential Knowledge
?	Completion of the projects to implement the changes necessary to reach the adjusted target state.	Purpose and constraints on the implementation team. (Gap, Architecture Requirement Specification, Control) How stakeholder priority and preference adjust in response to success, value, effort, and risk of change. (Stakeholder Requirements)

Which ADM Phase does this describe?

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

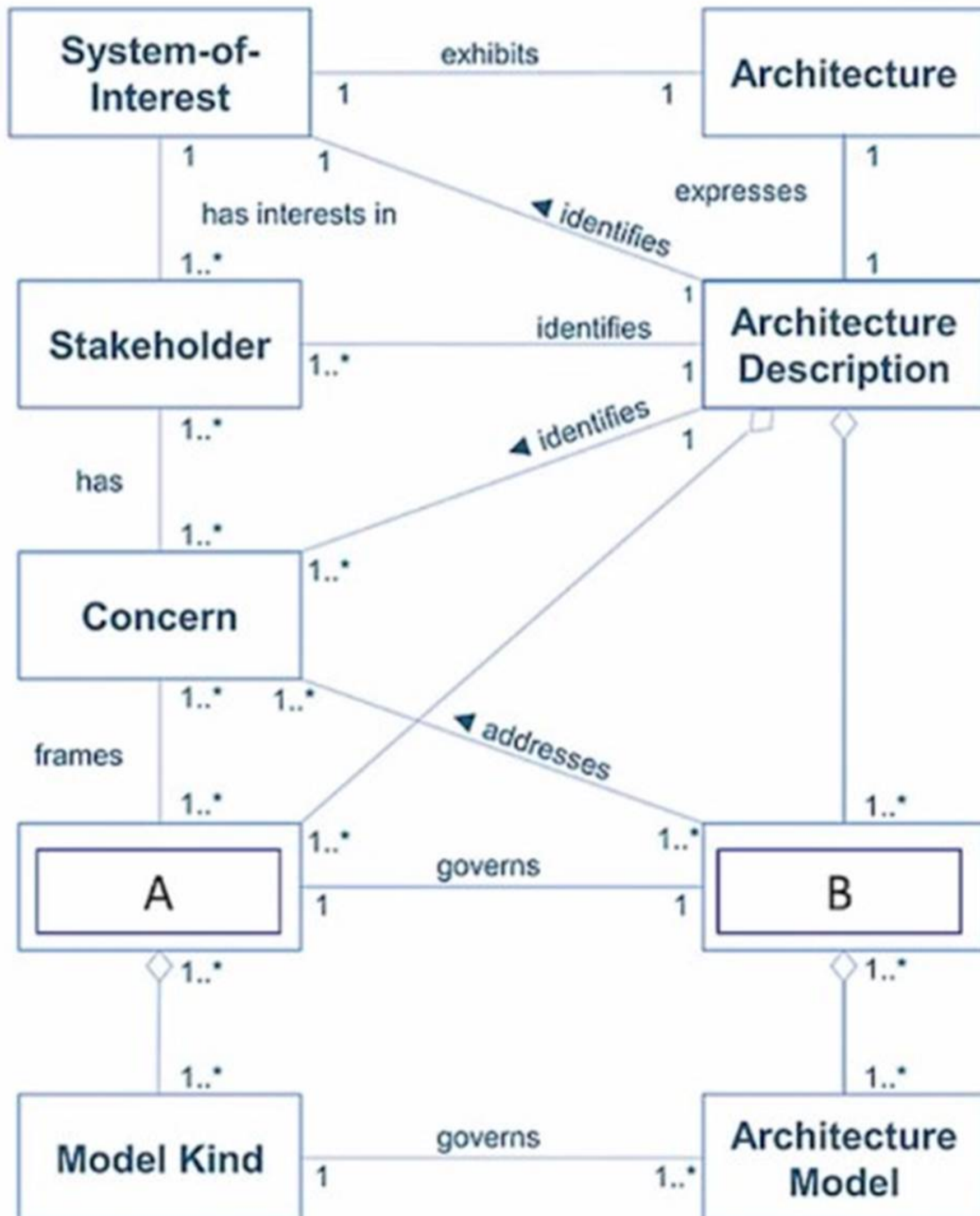
**Answer: B**

**Explanation:**

The table describes the output, outcome, and essential knowledge of an ADM phase that oversees the implementation of changes necessary to reach the adjusted target state. This corresponds to Phase G, also known as Implementation Governance, which ensures that the architecture defined in earlier phases is realized,

and it oversees the development and implementation of projects to align with this architecture. The essential knowledge required during this phase includes understanding constraints on the implementation team and adjusting stakeholder priority and preference in response to success, value, effort, and risk of change. References: TOGAF Version 9.1 - 1

**NEW QUESTION 47**  
 - (Topic 1)



Consider the image showing basic architectural concepts. What are items A and B?

- A. A-Architecture Viewpoint, B-Architecture View
- B. A-Architecture Board, B-Architecture Capability
- C. A-Candidate Architecture, B-Trade-off
- D. A-Requiremen
- E. B-Candidate Architecture

**Answer: A**

**Explanation:**

? The image shows a diagram that illustrates the basic concepts of architecture description as defined by the ISO/IEC/IEEE 42010:2011 standard<sup>1</sup>, which is also adopted by the TOGAF standard<sup>2</sup>.  
 ? According to the ISO/IEC/IEEE 42010:2011 standard, an architecture description is a work product used to express an architecture, and it consists of one or more architecture views<sup>1</sup>.  
 ? An architecture view is a representation of a system from the perspective of a related set of concerns, and it conforms to an architecture viewpoint<sup>1</sup>.  
 ? An architecture viewpoint is a specification of the conventions for constructing and using an architecture view to address specific stakeholder concerns<sup>1</sup>.  
 ? Therefore, the correct answer is option A, which identifies the items labeled as ??A?? and ??B?? in the image as an architecture viewpoint and an architecture view, respectively. References:  
 ? 1: ISO/IEC/IEEE 42010:2011 - Systems and software engineering — Architecture description<sup>1</sup>  
 ? 2: TOGAF Standard, Version 9.2 - Part IV: Architecture Content Framework -31. Architectural Artifacts<sup>2</sup>

**NEW QUESTION 49**

- (Topic 1)

In which part of the ADM cycle do building block gaps become associated with work packages that will address the gaps?

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

**Answer: D**

**Explanation:**

In Phase E of the ADM cycle, building block gaps become associated with work packages that will address the gaps. This phase involves creating an Implementation and Migration Plan that defines a set of work packages and Transition Architectures that will deliver the Target Architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2.5 Phase E: Opportunities & Solutions.

**NEW QUESTION 53**

- (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 57**

- (Topic 1)

What is used to structure architectural information in an orderly way so that it can be processed to meet stakeholder needs?

- A. A Stakeholder Map
- B. An Architecture Framework
- C. Content Metamodel
- D. An EA Library

**Answer: C**

**Explanation:**

? A content metamodel is a formal structure that defines the types of entities and relationships that are used to capture, store, filter, query, and represent architectural information in a way that supports consistency, completeness, and traceability<sup>12</sup>.  
 ? A stakeholder map is a tool that identifies and analyzes the key stakeholders and their interests, influence, and expectations in relation to the architecture<sup>3</sup>. It is not used to structure architectural information, but rather to understand the stakeholder needs and concerns.  
 ? An architecture framework is a set of principles, guidelines, standards, and tools that provide a common structure and methodology for developing architectures<sup>4</sup>. It is not used to structure architectural information, but rather to guide the architecture development process and ensure alignment with the business strategy and objectives.  
 ? An EA library is a repository that stores and manages the architecture artifacts, deliverables, and other relevant information produced and consumed during the architecture development and governance. It is not used to structure architectural information, but rather to provide access, security, and version control for the architecture content.  
 References: 1: The TOGAF Standard, Version 9.2 - Content Metamodel 2: TOGAF 9.2 Content Metamodel Framework - A Quick Guide - KnowledgeHut 3: The TOGAF Standard, Version 9.2 - Stakeholder Management 4: The TOGAF Standard, Version 9.2 - Architecture Framework : The TOGAF Standard, Version 9.2 - Architecture Repository

**NEW QUESTION 60**

- (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 64**

- (Topic 1)

Consider the following statement:

Separate projects may operate their own ADM cycles concurrently, with relationships between the different projects

What does it illustrate?

- A. Implementation governance
- B. Enterprise Architecture
- C. Iteration
- D. Requirements management

**Answer:** C

**Explanation:**

The statement illustrates iteration and the ADM. Iteration is the technique of repeating a process or a phase with the aim of improving or refining the outcome. Iteration allows for feedback loops and adaptations at any point in the architecture development and transition process. Separate projects may operate their own ADM cycles concurrently, with relationships between the different projects, to address different aspects or levels of the architecture in an iterative manner. Reference: The TOGAF® Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

**NEW QUESTION 67**

- (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. 1. 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. 1. A statement of architecture work is a document that defines the scope and approach that will be used to complete an architecture project. 1. An architecture definition document is a document that describes the baseline and target architectures for one or more domains. 1. References: 1: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions.

**NEW QUESTION 72**

- (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. 1. An architecture viewpoint is a specification of the conventions for a particular kind of architecture view. 1. 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. 2. 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. 3. 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. 3. 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 73

- (Topic 1)

Complete the sentence. The architecture domains that are considered by the TOGAF standard as subsets of an overall enterprise architecture are Business, Technology,

- A. Logical and Physical
- B. Information and Data
- C. Capability and Segment
- D. Application and Data

**Answer:** D

#### Explanation:

These domains provide a consistent way to describe and understand the architecture from different perspectives, such as business, information, and technology<sup>12</sup>. Each domain has its own set of concepts, models, views, and artifacts that define the structure and behavior of the architecture within that domain<sup>12</sup>.

The other options are incorrect because:

- Logical and Physical are not architecture domains, but rather levels of abstraction that can be applied to any domain. Logical architecture describes the functionality and behavior of the system, while physical architecture describes the implementation and deployment of the system<sup>3</sup>.
- Information and Data are not distinct architecture domains, but rather aspects of the same domain. Information architecture describes the meaning and context of the data, while data architecture describes the structure and format of the data<sup>4</sup>.
- Capability and Segment are not architecture domains, but rather levels of granularity that can be applied to any domain. Capability architecture describes the current and desired states of a specific business capability, while segment architecture describes a subdivision of the enterprise that has a clear business focus<sup>5</sup>.

References: 1: The TOGAF Standard, Version 9.2 - Definitions 2: TOGAF® Standard — Introduction - Definitions 3: [Logical vs Physical Architecture] 4: [Information Architecture vs Data Architecture] 5: [The TOGAF Standard, Version 9.2 - Applying the ADM Across the Architecture Landscape]

### NEW QUESTION 78

- (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<sup>12</sup> 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 82

- (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 84

- (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 cycle<sup>1</sup>. The Architecture Requirements Repository includes the following types of requirements<sup>1</sup>:

- 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 compliance<sup>1</sup>. 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 process<sup>2</sup>.  
 References: 1: Architecture Requirements Repository 2: Architecture Board

**NEW QUESTION 88**

- (Topic 1)

Which of the following statements about architecture partitioning is correct?

- A. Partitions are used to simplify the management of the Enterprise Architecture.
- B. Partitions are equivalent to architecture levels.
- C. Partitions reflect the organization's structure.
- D. Partitions are defined and assigned to agile Enterprise Architecture teams.

**Answer: A**

**Explanation:**

Based on the web search results, architecture partitioning is a technique that divides the Enterprise Architecture into smaller and manageable segments or groups, based on various classification criteria, such as subject matter, time, maturity, volatility, etc.<sup>12</sup> Architecture partitioning is used to simplify the development and management of the Enterprise Architecture, by reducing complexity, improving governance, enhancing reusability, and increasing alignment and agility<sup>12</sup>. Therefore, the statement that partitions are used to simplify the management of the Enterprise Architecture is correct.

The other statements are incorrect because:

- Partitions are not equivalent to architecture levels. Architecture levels are different layers of abstraction that describe the Enterprise Architecture from different perspectives, such as strategic, segment, and capability<sup>3</sup>. Partitions are subsets of architectures that are defined within or across the levels, based on specific criteria<sup>1</sup>.
- Partitions do not necessarily reflect the organization's structure. The organization's structure is one possible criterion for partitioning the architecture, but it is not the only one. Other criteria, such as business function, product, service, geography, etc., can also be used to partition the architecture<sup>12</sup>.
- Partitions are not defined and assigned to agile Enterprise Architecture teams. Agile Enterprise Architecture is an approach that applies agile principles and practices to the architecture work, such as iterative development, frequent feedback, adaptive planning, and continuous delivery<sup>4</sup>. Partitions are not a specific feature of agile Enterprise

Architecture, but a general technique that can be applied to any architecture method or framework, including TOGAF<sup>12</sup>.

References: 1: The TOGAF Standard, Version 9.2 - Architecture Partitioning 2: TOGAF® Standard — Introduction - Architecture Partitioning 3: [The TOGAF Standard, Version 9.2 - Applying the ADM Across the Architecture Landscape] 4: TOGAF® Standard — Introduction - Definitions - The Open Group

**NEW QUESTION 92**

- (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 technology<sup>23</sup>. It also identifies the changes, costs, and risks that may result from applying the principle<sup>23</sup>. 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 architecture<sup>23</sup>. The other sections of the TOGAF template for Architecture Principles are<sup>1</sup>:

- Name: This section provides a short and memorable name for the principle that represents its essence and purpose<sup>23</sup>. The name should not mention any specific technology or solution<sup>23</sup>.
- Statement: This section provides a concise and formal definition of the principle that expresses the fundamental rule or constraint that the principle imposes<sup>23</sup>. The statement should be clear, unambiguous, and testable<sup>23</sup>.
- Rationale: This section provides the reasoning and justification for the principle, explaining why it is important and how it supports the business goals and drivers<sup>23</sup>. The rationale should also link the principle to the higher-level enterprise or IT principles that it elaborates on<sup>23</sup>.

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

**NEW QUESTION 93**

- (Topic 1)

Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.

- ? General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission
- ? The joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture.
- ? A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle
- ? A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture.

Which deliverables match these descriptions?

- ? 1 Architecture Principles -2 Architecture Contracts - 3 Request for Architecture Work - 4 Architecture Requirements Specification
- ? 1 Architecture Contracts - 2 Architecture Requirements Specification - 3 Architecture Vision - 4 Architecture Principles
- ? 1 Architecture Requirements Specification -2 Architecture Principles - 3 Architecture Vision - 4 Architecture Contracts

A. 1 Architecture Principles -2 Architecture Contracts - 3 Architecture Requirements Specification-4 Request for Architecture Work

**Answer: A**

**Explanation:**

According to the TOGAF standard, the deliverables that match the descriptions are as follows:

? 1 Architecture Principles: These are general rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission<sup>1</sup>. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions<sup>1</sup>.

? 2 Architecture Contracts: These are the joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture<sup>2</sup>. They are used to ensure that the architecture is implemented and governed according to the agreed-upon specifications and standards<sup>2</sup>.

? 3 Request for Architecture Work: This is a document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle<sup>3</sup>. It defines the scope, schedule, budget, deliverables, and stakeholders of the architecture project<sup>3</sup>.

? 4 Architecture Requirements Specification: This is a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture<sup>4</sup>. It defines the requirements for each architecture domain, as well as the relationships and dependencies among them<sup>4</sup>.

References: 1: Architecture Principles 2: Architecture Contracts 3: Request for Architecture Work 4: Architecture Requirements Specification

#### NEW QUESTION 95

- (Topic 1)

What can architects present to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture?

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

**Answer: D**

#### Explanation:

? According to the TOGAF Standard, Version 9.2, an architecture view is a representation of a system from the perspective of a related set of concerns<sup>1</sup>. It consists of one or more architecture models that demonstrate how the system addresses the stakeholder concerns<sup>1</sup>.

? An architecture viewpoint is a specification of the conventions for constructing and using an architecture view to address specific stakeholder concerns<sup>1</sup>. It defines

the perspective, scope, notation, and techniques for creating an architecture view of a system<sup>1</sup>.

? Architects can present architecture views and viewpoints to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture, because<sup>23</sup>:

References:

? 1: The TOGAF Standard, Version 9.2, Chapter 22: Architecture Views, Viewpoints, and Stakeholders

? 2: The TOGAF Standard, Version 9.2, Chapter 4: Introduction to Part II, Section 4.2: What is an Architecture Framework?

? 3: The TOGAF Standard, Version 9.2, Chapter 31: Architectural Artifacts, Section 31.1: Basic Concepts

#### NEW QUESTION 99

- (Topic 1)

Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the

- A. Architecture Requirements Specification
- B. Architecture Roadmap
- C. Implementation Governance Model
- D. Implementation and Migration Plan

**Answer: D**

#### Explanation:

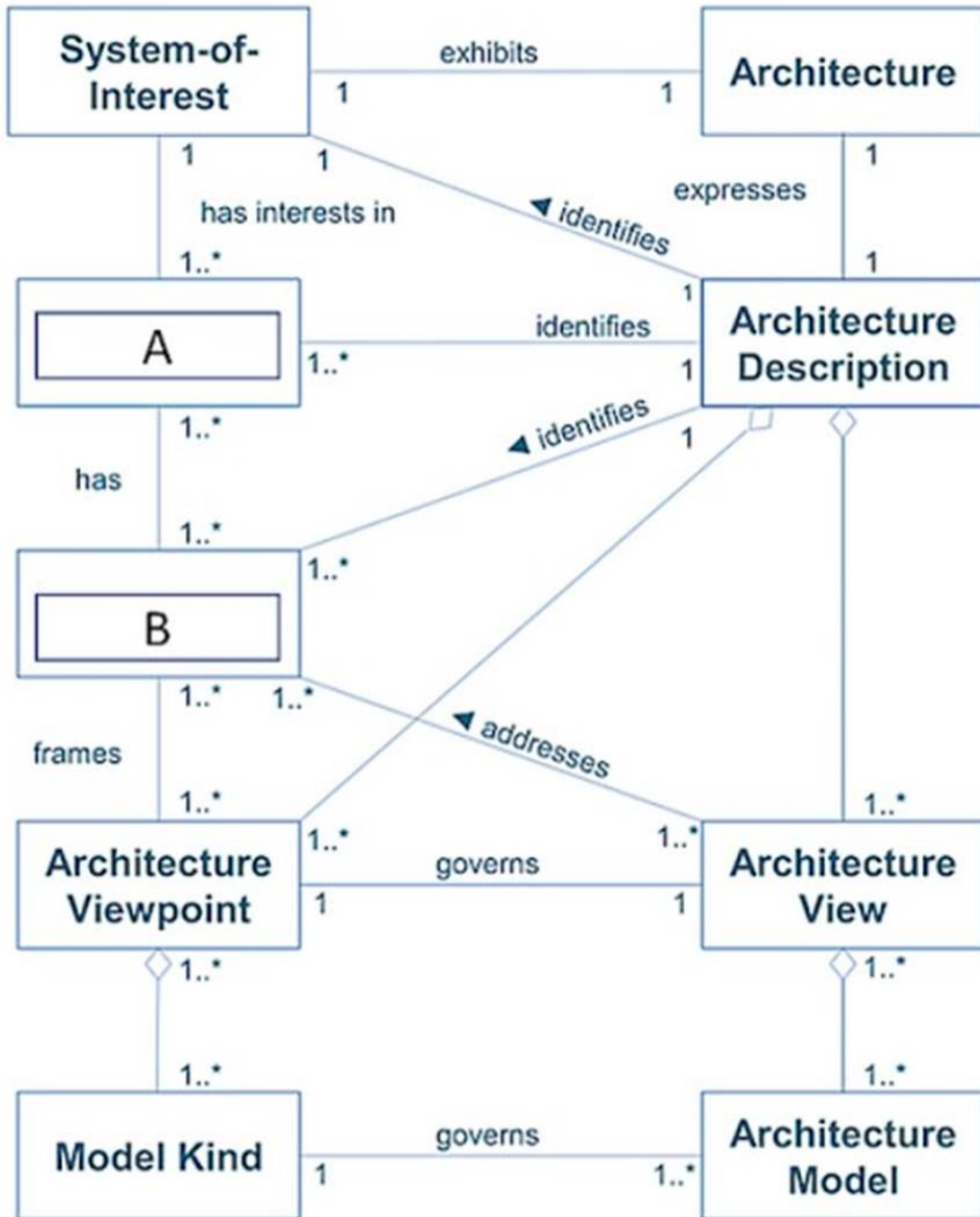
The Business Transformation Readiness Assessment technique is used to evaluate the readiness of the organization to undergo change and to identify the actions needed to increase the likelihood of a successful business transformation. These actions should be incorporated in the Implementation and Migration Plan, which is the detailed plan to transition from the Baseline Architecture to the Target Architecture. The Implementation and Migration Plan also includes the Transition Architectures, the Architecture Building Blocks, the Work Packages, the Implementation Governance Model, and the Architecture Contract<sup>12</sup>

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment 2: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning

#### NEW QUESTION 100

- (Topic 1)

Exhibit:



Consider the image showing basic architectural concepts. What are items A and B?

- A. A-Candidate Architecture, B-Trade-off
- B. A-User, B-Requirement
- C. A-Stakeholder, B-Concern
- D. A-Base Architecture, B-Target Architecture

Answer: C

Explanation:

In the context of TOGAF, a stakeholder is any individual, team, or organization who has interests in, or concerns relative to, the outcome of the architecture. Concerns are those interests which pertain to any aspect of the system's functioning, development or operation, including considerations such as performance, reliability, and security. References:

- The TOGAF Standard, Version 9.2 - Definitions - The Open Group

#### NEW QUESTION 102

- (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).<sup>12</sup> 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 107

- (Topic 1)

Which of the following describes the practice by which the enterprise architecture is managed and controlled at an enterprise-wide level?

- A. Corporate governance
- B. Architecture governance
- C. IT governance
- D. Technology governance

**Answer: B**

#### Explanation:

According to the TOGAF Standard, 10th Edition, architecture governance is "the practice by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level".<sup>1</sup> Architecture governance ensures that the architecture development and implementation are aligned with the strategic objectives, principles, standards, and requirements of the enterprise, and that they deliver the expected value and outcomes. Architecture governance also involves establishing and maintaining the architecture framework, repository, board, contracts, and compliance reviews.<sup>1</sup> The other options are not correct, as they are not the term used by the TOGAF

Standard to describe the practice by which the enterprise architecture is managed and controlled at an enterprise-wide level. Corporate governance is "the system by which an organization is directed and controlled",<sup>2</sup> and it covers aspects such as leadership, strategy, performance, accountability, and ethics. IT governance is "the system by which the current and future use of IT is directed and controlled",<sup>2</sup> and it covers aspects such as IT strategy, policies, standards, and services. Technology governance is "the system by which the technology decisions and investments are directed and controlled",<sup>3</sup> and it covers aspects such as technology selection, acquisition, deployment, and maintenance. References: 1: TOGAF Standard, 10th Edition, Part VI: Architecture Governance, Chapter 44: Introduction. 2: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 3: TOGAF Series Guide: Using the TOGAF Framework to Define and Govern Service-Oriented Architectures, Part II: Using the TOGAF Framework to Define and Govern Service-Oriented Architectures, Chapter 5: Technology Governance.

#### NEW QUESTION 111

- (Topic 1)

Consider the following statements:

- \* 1. Each contracted party is required to act responsibly to the organization and its stakeholders.
- \* 2. All decisions taken, processes used, and their implementation will not be allowed to create unfair advantage to any one particular party.
- \* 3. Digital Transformation and operations will be more effective and efficient.
- \* 4. Strategic decision-making by C-Level executives and business leaders will be more effective.

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

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

**Answer: A**

#### Explanation:

Architecture governance is the practice of ensuring compliance with the enterprise architecture and its principles, standards, and goals. Architecture governance provides the means to establish, monitor, and control the architecture development and implementation processes, and to resolve any issues or conflicts that may arise. Architecture governance also ensures that all stakeholders are represented and involved in the decision-making process, and that their interests and concerns are balanced and aligned. Statements 1 and 2 highlight the value and necessity for architecture governance to be adopted within organizations, as they emphasize the importance of responsibility, accountability, fairness, and transparency in the architectural activities. Statements 3 and 4 are more related to the benefits and outcomes of having a good enterprise architecture, rather than the governance aspect. References: : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 29: Architecture Governance

#### NEW QUESTION 114

- (Topic 2)

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect to an international supplier of engineering services and automated manufacturing systems. It has three manufacturing plants where it assembles both standard and customized products for industrial production automation. Each of these plants has been operating its own planning and production scheduling systems, as well as applications and control systems that drive the automated production line. The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are based on the TOGAF Standard. The CIO sponsors the Enterprise Architecture. During a recent management meeting, a senior Vice-President highlighted an interview where a competitor company's CIO is reported as saying that their production efficiency had been improved by replacing multiple planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in a central data center. Some discussion followed, with the CIO responding that the situations are not comparable, and the current architecture is already optimized. In response, the Architecture Board approved a Request for Architecture Work covering the investigations to determine if such an architecture transformation would lead to improvements in efficiency. You have been assigned to support the architecture team working on this project. A well-known concern of the plant managers is about the security and reliability of driving their planning and production scheduling from a remote centralized system. Any chosen system would also need to support the current supply chain network consisting of local partners at each of the plants. Refer to the scenario

You have been asked to explain how you will initiate the architecture project. Based on the TOGAF Standard, which of the following is the best answer?

- A. You would research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list
- B. Based on the findings from the research, you would define a preliminary Architecture Vision including summary views, high-level requirements, and high-level definitions of the baseline and target environments from a business, information systems, and technology perspective
- C. You would then use that to build consensus among the key stakeholders.
- D. You would conduct a pilot project that will enable vendors to demonstrate potential off-the-shelf solutions that address the concerns of the stakeholder
- E. Running a pilot project will save time and money later in the process
- F. Based on the findings of that pilot project, a complete set of requirements can then be developed that will drive the evolution of the architecture
- G. Once the requirements are completed, a formal stakeholder review should be held, and permission sought to proceed to develop the target architecture.
- H. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique
- I. This will allow you to understand the systems and integrations with local partners
- J. You would use stakeholder analysis to identify key players in the engagement, and to understand their concerns
- K. You will then identify and document the key high-level stakeholder requirements for the architecture
- L. You will then generate high level definitions of the baseline and target architectures.
- M. You would develop baseline and target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholder
- N. A business case, together with performance metrics and measures should be defined to ensure the architecture meets the business need
- O. A consolidated gap analysis between the architectures will then validate the approach and determine the capability increments needed to achieve the target state.

**Answer: C**

**Explanation:**

The best answer is C. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique. This will allow you to understand the systems and integrations with local partners. You would use stakeholder analysis to identify key players in the engagement, and to understand their concerns. You will then identify and document the key high-level stakeholder requirements for the architecture. You will then generate high level definitions of the baseline and target architectures.

This answer is based on the TOGAF standard, which recommends the following steps to initiate the architecture project<sup>1</sup>:

- ? Establish the architecture project
- ? Identify stakeholders, concerns, and business requirements
- ? Confirm and elaborate business goals, business drivers, and constraints
- ? Evaluate business capabilities
- ? Assess readiness for business transformation
- ? Define scope
- ? Confirm and elaborate Architecture Principles, including business principles
- ? Develop Architecture Vision
- ? Define the Target Architecture value propositions and KPIs
- ? Identify the business transformation risks and mitigation activities
- ? Secure stakeholder and sponsor approval

The answer C covers most of these steps, by using the business scenarios technique to elicit and validate the business requirements, goals, drivers, and constraints, as well as the current and future states of the architecture<sup>2</sup>. The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations<sup>3</sup>. The answer C also generates high level definitions of the baseline and target architectures, which can be used to develop the Architecture Vision and the value propositions<sup>4</sup>.

The other answers are not the best approach for architecture development, because:

? Answer A focuses on researching vendor literature and conducting briefings with vendors, which is not the best way to understand the business needs and the current situation of the enterprise. Answer A also defines a preliminary Architecture Vision without involving the stakeholders or validating the requirements, which may lead to misalignment and lack of consensus.

? Answer B conducts a pilot project that will enable vendors to demonstrate potential solutions, which is premature and costly at this stage of the architecture project. Answer B also does not address the stakeholder concerns or the current systems and integrations, which may result in gaps and risks. Answer B also develops the requirements after the pilot project, which may not reflect the actual business needs and goals.

? Answer D develops baseline and target architectures for each of the manufacturing plants, which may not consider the enterprise-wide perspective and the potential benefits of a common ERP system. Answer D also does not involve the stakeholders or address their concerns, which may result in resistance and conflict. Answer D also does not define the business case or the performance metrics, which are essential for demonstrating the value and feasibility of the architecture.

References: <sup>1</sup>The TOGAF Standard, Version 9.2 - Architecture Vision<sup>2</sup>The TOGAF Standard, Version 9.2 - Business Scenarios<sup>3</sup>: [The TOGAF Standard, Version 9.2 - Stakeholder Management]<sup>4</sup>: [The TOGAF Standard, Version 9.2 - Architecture Definition Document]

**NEW QUESTION 119**

- (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 dependence
- 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 constraint
- K. A Consolidated Gap
- L. Solutions and Dependencies Matrix should also be create
- 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 procure
- S. Eliminate any duplicate
- 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 Architecture
- . 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 Architecture<sup>123</sup>

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 120**

- (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 effectively<sup>1</sup>

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 process<sup>2</sup>
  - ? 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 actions<sup>3</sup>
  - ? 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 124**

- (Topic 2)

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a multinational automotive manufacturer.

The company has a corporate strategy that focuses on electrification of its portfolio, and it has invested heavily in a new shared car platform to use across all its brands. The company has four manufacturing facilities, one in North America, two in Europe, and one in Asia.

A challenge that the company is facing is to scale up the number of vehicles coming off the production line to meet customer demand, while maintaining quality. There are significant supply chain shortages for electronic components, which are impacting production. In response to this the company has taken on new suppliers and has also taken design and production of the battery pack in-house.

The company has a mature Enterprise Architecture practice. The TOGAF standard is used for developing the process and systems used to design, manufacture, and test the battery pack. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new battery pack into production, adjustments to the assembly processes need to be made. A pilot project has been completed at a single location. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for implementation and migration at each plant. Draft Architecture Contracts have been developed that detail the work needed to implement and deploy the new processes for each location. The company mixes internal teams with a few third-party contractors at the locations. The Chief Engineer has expressed concern that the deployment will not be consistent and of acceptable quality.

Refer to the scenario

The Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's

concern.

Based on the TOGAF Standard, which of the following is the best answer?

- A. For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization
- B. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract
- C. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- D. For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization
- E. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract
- F. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- G. You review the contracts ensuring that they address project objectives, effectiveness metrics, acceptance criteria, and risk management
- H. Third-party contracts must be legally enforceable
- I. You recommend a schedule of compliance reviews at key points in the implementation process. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the process to be customized for local needs.
- J. You recommend that the Architecture Contracts be used to manage the architecture governance processes across the location
- K. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary
- L. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified to meet the local need
- M. In such cases they should issue a new Request for Architecture Work to implement a modification to the Architecture Definition.

**Answer: C**

**Explanation:**

? According to the TOGAF Standard, Version 9.2, an Architecture Contract is a joint agreement between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture<sup>1</sup>. It defines the scope, responsibilities, and governance of the architecture work, and ensures the alignment and compliance of the architecture with the business goals and objectives<sup>1</sup>.

? In the scenario, the Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern about the consistency and quality of the deployment of the new processes for the battery pack production at each location.

? The best answer is C, because it follows the guidelines and best practices for defining and using Architecture Contracts as described in the TOGAF Standard, Version 9.2<sup>2</sup>. It ensures that the contracts cover the essential aspects of the project objectives, effectiveness metrics, acceptance criteria, and risk management, and that they are legally enforceable for third-party contractors. It also recommends a schedule of compliance reviews at key points in the implementation process, and a mechanism for handling any deviations from the Architecture Contract, involving the Architecture Board and the possibility of granting a dispensation to allow the process to be customized for local needs.

? The other options are not correct because they either<sup>2,3</sup>:

\* A. For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that a memorandum of understanding is sufficient for internal teams, which may not be legally binding or enforceable.

\* B. For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option has the same problems as option A, and also implies that the Architecture Board should always grant a dispensation for any deviation, which may not be appropriate or desirable in some cases.

\* D. You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified to meet the local needs. In such cases they should issue a new Request for Architecture Work.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that the Architecture Board should always allow the Architecture Contract to be modified for any deviation, which may not be appropriate or desirable in some cases. It also implies that a new Request for Architecture Work should be issued for each deviation, which may not be necessary or feasible.

References:

? 1: The TOGAF Standard, Version 9.2, Chapter 3: Definitions and Terminology, Section 3.1: Terms and Definitions

? 2: The TOGAF Standard, Version 9.2, Chapter 43: Architecture Contracts

? 3: The TOGAF Standard, Version 9.2, Chapter 44: Architecture Governance

**NEW QUESTION 128**

- (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 Architecture<sup>12</sup>

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 132**

- (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 satisfaction<sup>1</sup>

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 136**

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