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**Exam Code: OGEA-103**

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Time Limit: 120

File Version: 15.0

**Exam Name: TOGAF Enterprise Architecture Combined Part 1 and Part 2**



## Exam A

### QUESTION 1

Consider the following statement:

According to the TOGAF Standard a governed approach of a particular deliverable will ensure a system of continuous monitoring to check integrity changes decision-making and audit of all architecture-related activities Which deliverable is being referred to?

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

**Correct Answer: A**

**Section:**

**Explanation:**

An Architecture Contract is a deliverable that specifies the responsibilities and obligations of the parties involved in the implementation and governance of an architecture. It ensures a system of continuous monitoring to check integrity changes decision-making and audit of all architecture-related activities. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.4 Architecture Contracts.

### QUESTION 2

Complete the sentence A business scenario describes\_\_\_\_\_

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

**Correct Answer: C**

**Section:**

**Explanation:**

A business scenario describes business and technology environment in which those problems occur.

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

### QUESTION 3

Refer to the table below:

| Phase | Output & Outcome  | Essential Knowledge  |
|-------|---|--|
| ?     | Sufficient documentation to get permission to proceed.<br>Permission to proceed to develop a Target Architecture to prove out a summary target. | The scope of the problem being addressed.<br>Those who have interests that are fundamental to the problem being addressed. (Stakeholders & Concerns)<br>What summary answer to the problem is acceptable to the stakeholders?<br>Stakeholder priority and preference.<br>What value does the summary answer provide? |

Which ADM Phase does this describe?

- A. Phase A

- B. Phase B
- C. Preliminary Phase
- D. Phase C

**Correct Answer: B**

**Section:**

**Explanation:**

Phase B of the ADM cycle is the Business Architecture phase. It describes the development of a Business Architecture to support an agreed Architecture Vision. The objectives of this phase are to describe the baseline and target Business Architecture, identify candidate Architecture Roadmap components based on gaps between the baseline and target, and determine whether an incremental approach is required. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2.2 Phase B: Business Architecture.

#### QUESTION 4

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

**Correct Answer: D**

**Section:**

**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.

#### QUESTION 5

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

**Correct Answer: B**

**Section:**

**Explanation:**

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

1. Preliminary Phase: To prepare and initiate the architecture development cycle, including defining the architecture framework, principles, and governance.

Phase A: Architecture Vision: To define the scope, vision, and stakeholders of the architecture initiative, and to obtain approval to proceed.

Phase B: Business Architecture: To describe the baseline and target business architecture, and to identify the gaps between them.

Phase C: Information Systems Architectures: To describe the baseline and target data and application architectures, and to identify the gaps between them.

Phase D: Technology Architecture: To describe the baseline and target technology architecture, and to identify the gaps between them.

Phase E: Opportunities and Solutions: To identify and evaluate the opportunities and solutions for implementing the target architecture, and to define the work packages and transition architectures.

Phase F: Migration Planning: To finalize the implementation and migration plan, and to ensure alignment with the enterprise portfolio and project management.

Phase G: Implementation Governance: To provide architecture oversight and guidance for the implementation projects, and to manage any architecture change requests.

Phase H: Architecture Change Management: To monitor the changes in the business and technology environment, and to assess the impact and performance of the architecture. Requirements Management: To manage the architecture requirements throughout the ADM cycle, and to ensure alignment with the business requirements.

Objective 1: Ensure that the business value and cost of work packages and transition architectures is understood by key stakeholders. This objective is achieved in Phase H: Architecture Change Management, where the value realization and cost-benefit analysis of the architecture are performed.

Objective 2: Ensure conformance with the Target Architecture by implementation projects. This objective is achieved in Phase F: Migration Planning, where the conformance requirements and criteria for the implementation projects are defined.

Objective 3: Ensure that the architecture development cycle is maintained. This objective is achieved in Phase F: Migration Planning, where the architecture roadmap and iteration cycle are maintained.

Objective 4: Ensure that the Architecture Governance Framework is executed. This objective is achieved in Phase G: Implementation Governance, where the architecture governance processes and procedures are applied to the implementation projects.

#### QUESTION 6

Consider the following statements

1 A whole corporation or a division of a corporation

2 A government agency or a single government department

3 Partnerships and alliances of businesses working together such as a consortium or supply chain

What are those examples of according to the TOGAF Standard?

- A. Enterprises
- B. Business Units
- C. Organizations
- D. Architectures Scopes

**Correct Answer: A**

**Section:**

**Explanation:**

Enterprises are examples of the scope of an architecture according to the TOGAF Standard. An enterprise is defined as any collection of organizations that has a common set of goals and/or a single bottom line. Enterprises can be whole corporations or divisions of a corporation, government agencies or single government departments, partnerships and alliances of businesses working together, etc. Reference: The TOGAF® Standard | The Open Group Website, Section 2.1 Core Concepts.

#### QUESTION 7

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

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

**Correct Answer: B**

**Section:**

**Explanation:**

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

Open Group Website, Section 3.3.5 Architecture to Support Project.

#### QUESTION 8

Which of the following is included as part of Architecture Governance1?

- A. Ensuring compliance with internal and external standards and regulatory obligations
- B. Creating and maintaining the Statement of Architecture Work though out the ADM cycle
- C. Managing Stakeholders and their requirements
- D. Interacting with the CxO level on Enterprise Architecture

**Correct Answer: A**

**Section:**

**Explanation:**

Ensuring compliance with internal and external standards and regulatory obligations is one of the activities included as part of Architecture Governance. Architecture Governance is the practice and orientation by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level. It involves establishing processes, roles, responsibilities, policies, and standards to ensure that architectures are aligned with the enterprise's strategy and objectives, and meet the quality and performance requirements. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.6 Architecture Governance.

#### QUESTION 9

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

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

**Correct Answer: D**

**Section:**

**Explanation:**

The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from generic architectures to Organization-Specific Architectures. Generic architectures are architectures that have been developed for use across a wide range of enterprises with similar characteristics.

They provide common models, functions, and services that can be reused and adapted for specific purposes. Organization-Specific Architectures are architectures that have been tailored to meet the needs and requirements of a particular enterprise or a major organizational unit within an enterprise. They reflect the unique vision, goals, culture, structure, processes, systems, and technologies of that enterprise or unit. Reference: The TOGAF® Standard | The Open Group Website, Section 2.3 Enterprise Continuum.

#### QUESTION 10

What are the following activities part or?

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

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

**Correct Answer: A**

**Section:**

**Explanation:**

The following activities are part of Risk Management:

Initial risk assessment

Risk mitigation and residual risk assessment

Risk monitoring

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

#### QUESTION 11

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

**Correct Answer: B**

**Section:**

**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.

#### QUESTION 12

Which ADM phase focuses on defining the problem to be solved, identifying the stakeholders, their concerns, and requirements?

A. Phase

B. Preliminary Phase

C. Phase

D. Phase A

**Correct Answer: D**

**Section:**

**Explanation:**

Phase A: Architecture Vision is the first phase of the Architecture Development Method (ADM) cycle, which is the core of the TOGAF standard. The main purpose of this phase is to define the scope and approach of the architecture development, and to create the Architecture Vision, which is a high-level description of the desired outcomes and benefits of the proposed architecture. To achieve this purpose, this phase focuses on defining the problem to be solved, identifying the stakeholders, their concerns, and requirements, and establishing the business goals and drivers that motivate the architecture work. This phase also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process.

#### QUESTION 13

When considering the scope of an architecture, what dimension considers to what level of detail the architecting effort should go?

A. Project

B. Breadth

C. Depth

D. Architecture Domains

**Correct Answer: C**

**Section:**

**Explanation:**

The scope of an architecture is the extent and level of detail of the architecture work. The scope of an architecture can be defined along four dimensions: project, breadth, depth, and architecture domains. The project dimension considers the boundaries and objectives of the architecture project, such as the time frame, budget, resources, and deliverables. The breadth dimension considers the coverage and completeness of the architecture across the enterprise, such as the organizational units, business functions, processes, and locations. The depth dimension considers the level of detail and specificity of the architecture, such as the granularity, abstraction, and precision of the architectural elements and relationships. The architecture domains dimension considers the aspects or segments of the architecture, such as the business, data, application, and technology domains.

Therefore, the depth dimension is the one that considers to what level of detail the architecting effort should go.

**QUESTION 14**

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

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

**Correct Answer: C**

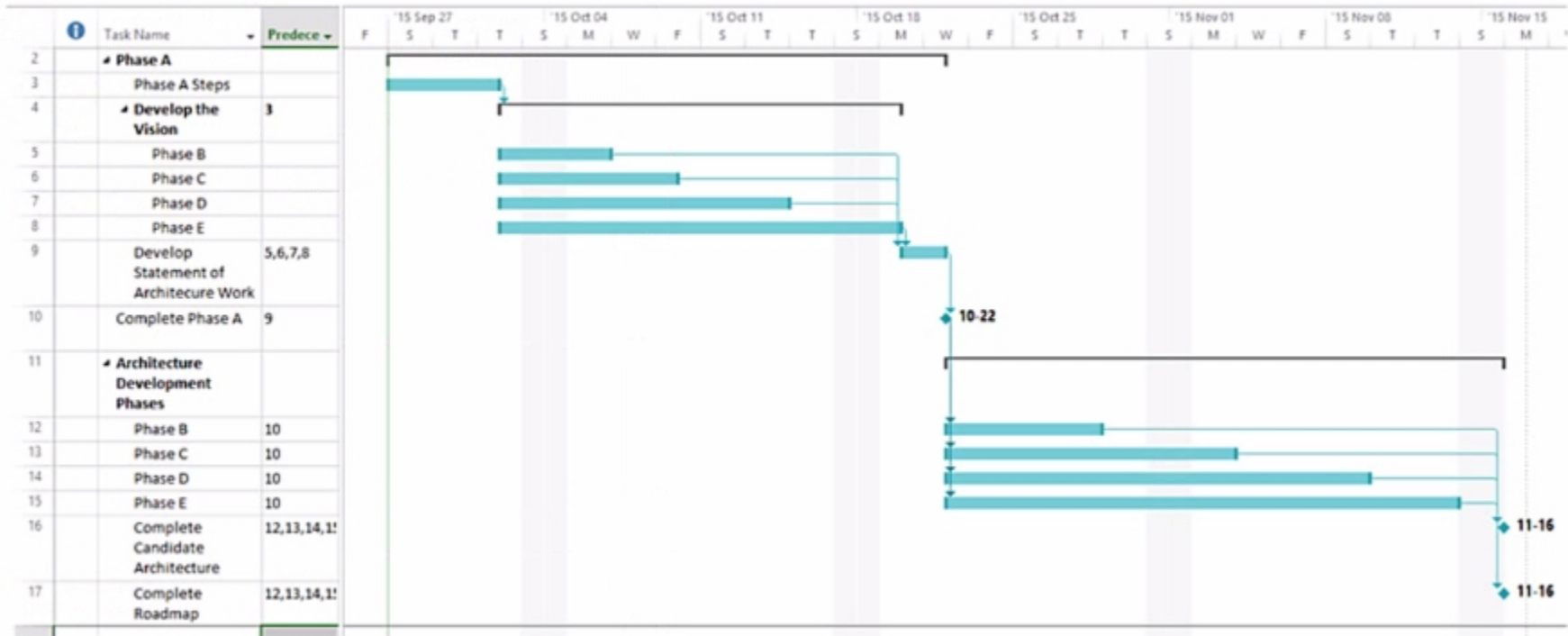
**Section:**

**Explanation:**

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

**QUESTION 15**

Consider the following chart:



Which important concept for Enterprise Architecture Practitioners does it illustrate?



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

**Correct Answer: C**

**Section:**

**Explanation:**

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

Preliminary Phase: Framework and principles  
Phase A: Architecture Vision  
Phase B: Business Architecture  
Phase C: Information Systems Architectures, including Data and Application Architectures  
Phase D: Technology Architecture  
Phase E: Opportunities and Solutions  
Phase F: Migration Planning  
Phase G: Implementation Governance  
Phase H: Architecture Change Management  
Requirements Management  
Each phase is dependent on the outputs of the previous phase and the Requirements Management phase runs throughout. The Gantt chart clearly shows the dependency and sequence in which these phases occur, implying that a structured approach is followed to produce the enterprise architecture. The TOGAF Standard, Version 9.2, a standard of The Open Group. The TOGAF documentation available at <https://publications.opengroup.org/standards/architecture> and <https://publications.opengroup.org/guides/architecture>

#### QUESTION 16

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

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**Correct Answer: A**

**Section:**

**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>Reference: 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

#### QUESTION 17

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

**Correct Answer: D**

**Section:**

**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>Reference: 1: The TOGAF Standard,



#### QUESTION 18

Which of the following describes a purpose of Architecture Principles?

- A. To describe likely impacts resulting from successful deployment of the target architecture.
- B. To establish a common understanding of how to control the business in pursuit of strategic objectives
- C. To provide a better understanding about the enterprise's culture and values
- D. To form a contract between sponsoring organization and the enterprise architects

**Correct Answer: B**

**Section:**

**Explanation:**

Architecture Principles are general rules and guidelines that inform and support the way in which an organization sets about fulfilling its mission. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions. One of the purposes of Architecture Principles is to establish a common understanding of how to control the business in pursuit of strategic objectives, by providing a framework for evaluating and agreeing on the changes that affect the enterprise's architecture. Reference: 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 31: Architecture Principles

#### QUESTION 19

Which one of the following classes of information within the Architecture Repository would typically contain a list of the applications in use within the enterprise?

- A. Reference Library
- B. Architecture Metamodel
- C. Architecture Landscape
- D. Governance Log

**Correct Answer: C**

**Section:**

**Explanation:**

The Architecture Landscape is a class of information within the Architecture Repository that shows an architectural view of the building blocks that are in use within the organization today (the Baseline Architecture), as well as those that are planned for the future (the Target Architecture). The Architecture Landscape typically contains a list of the applications in use within the enterprise, along with their relationships and dependencies, as well as other relevant architectural information. The Architecture Landscape helps to identify opportunities for re-use, consolidation, or retirement of existing applications, as well as gaps or overlaps in the current or future architecture.

Reference: : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 34: Architecture Landscape : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47: Architecture Repository

#### QUESTION 20

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

**Correct Answer: C**

**Section:**

**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> Reference: 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

#### QUESTION 21

Consider the following ADM phases objectives.

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

Which phase does each objective match?

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

**Correct Answer: A**

**Section:**

**Explanation:**

The objectives in the table are related to the development of target architectures and the architecture vision, which are the outputs of the following ADM phases:

Phase A: Architecture Vision, which develops a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture<sup>3</sup>

Phase B: Business Architecture, which develops the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals.

Phase C: Information Systems Architectures, which develops the Target Data Architecture and the Target Application Architecture that enable the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns.

Phase D: Technology Architecture, which develops the Target Technology Architecture that enables the logical and physical application and data components, addressing the Statement of Architecture Work and stakeholder concerns.

Therefore, the correct match is 1C-2B-3A-4C, as shown below:

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| Objective  | Phase |
|--|-------|
| Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision  | C     |
| Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals  | B     |
| Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture                                      | A     |
| Develop the Target Technology Architecture that enables the logical and physical application and data components, addressing the Statement of Architecture Work and stakeholder concerns | D     |

#### QUESTION 22

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

**Correct Answer: B**

**Section:**

**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. Reference: : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24: Applying Iteration to the ADM

#### QUESTION 23

What is defined as the effect of uncertainty on objectives?

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

**Correct Answer: B**

**Section:**

**Explanation:**

Risk is defined as the effect of uncertainty on objectives, according to the ISO 31000 standard, which provides principles and guidelines for risk management<sup>1</sup>. Risk can be positive or negative, depending on whether the uncertainty affects the achievement or the failure of the objectives. Risk can also be expressed in terms of likelihood and impact, which indicate the probability and the consequence of the risk occurrence. Risk management is the coordinated activities to direct and control an organization with regard to risk. Risk management is an integral part of the TOGAF standard, as it helps to identify, assess, and treat the risks that may affect the architecture development and implementation<sup>2</sup>.  
Reference: 1: ISO 31000:2018, Risk management --- Guidelines, Clause 3.12: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management

#### QUESTION 24

What is an objective of the ADM Preliminary Phase?

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

**Correct Answer: B**

**Section:**

**Explanation:**

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

#### QUESTION 25

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.

**Correct Answer: A**

**Section:**

**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>.

**QUESTION 26**

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

**Correct Answer: C**

**Section:**

**Explanation:**

\* Phase A: Architecture Vision

- o Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
- o Define the scope and boundaries of the architecture engagement
- o Identify the key stakeholders and their concerns and expectations
- o Define the Architecture Vision statement and the Architecture Definition Document
- o Obtain approval and commitment from the sponsors and stakeholders

\* Phase B: Business Architecture

- o Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
- o Define the Baseline Business Architecture, if not available
- o Perform a gap analysis between the Baseline and Target Business Architectures
- o Define candidate roadmap components for the Business Architecture
- o Resolve impacts across the Architecture Landscape

\* Phase C: Information Systems Architecture

- o Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
- o Develop the Target Application Architecture that supports the Business Architecture and the Architecture Vision
- o Define the Baseline Data and Application Architectures, if not available
- o Perform a gap analysis between the Baseline and Target Data and Application Architectures
- o Define candidate roadmap components for the Information Systems Architecture
- o Resolve impacts across the Architecture Landscape

\* Phase D: Technology Architecture

- o Develop the Target Technology Architecture that enables the Information Systems Architecture and the Architecture Vision
- o Define the Baseline Technology Architecture, if not available
- o Perform a gap analysis between the Baseline and Target Technology Architectures
- o Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures
- o Resolve 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

**QUESTION 27**



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

**Correct Answer: D**

**Section:**

**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>.

#### QUESTION 28

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

**Correct Answer: D**

**Section:**

**Explanation:**

According to the TOGAF standard, architecture views and architecture viewpoints are the tools that architects can use to present the architecture to different stakeholders and address their concerns<sup>1</sup>.

\* An architecture view is a representation of a system from the perspective of a related set of concerns<sup>1</sup>. It is intended to communicate the architecture to a specific audience and to illustrate how the stakeholder's interests are being met<sup>1</sup>.

\* An architecture viewpoint is a specification of the conventions and rules for constructing and using an architecture view for a particular purpose<sup>1</sup>. It defines the content, structure, format, and techniques to be used in the view<sup>1</sup>.

By using architecture views and viewpoints, architects can tailor the presentation of the architecture to suit the needs and expectations of different stakeholders<sup>1</sup>. They can also elicit feedback from the stakeholders and discover any hidden agendas, principles, or requirements that could impact the final target architecture<sup>2</sup>. For example, a business scenario is a technique that can be used to create a business view of the architecture and capture the business requirements and drivers<sup>3</sup>. A business model is another technique that can be used to describe the value proposition, revenue streams, cost structure, and key resources of the business<sup>4</sup>.

#### QUESTION 29

Which of the following best describes the need for the ADM process to be governed?

- A. To enable development of reference architectures
- B. To verify that the method is being applied correctly
- C. To enable a fast response to market changes
- D. To permit the architecture domains to be integrated

**Correct Answer: B**

**Section:**



**Explanation:**

According to the TOGAF standard, the need for the ADM process to be governed is to ensure that the architecture development and implementation activities are conducted in a consistent, coherent, and compliant manner<sup>1</sup>. Governance provides the means to verify that the method is being applied correctly and effectively, and that the architecture deliverables and artifacts meet the quality and standards criteria<sup>1</sup>. Governance also enables the management of risks, issues, changes, and dependencies that may arise during the ADM process<sup>1</sup>.

Some of the benefits of governing the ADM process are<sup>2</sup>:

- \* Improved alignment of the architecture with the business strategy and objectives
- \* Enhanced stakeholder engagement and communication
- \* Increased reuse and integration of architecture assets and resources
- \* Reduced complexity and duplication of architecture efforts
- \* Increased agility and adaptability of the architecture to changing needs and requirements
- \* Improved compliance and auditability of the architecture outcomes and outputs

**QUESTION 30**

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.

**Correct Answer: A**

**Section:**

**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>.

**QUESTION 31**

Consider the following ADM phases objectives.

Objective

- 1- Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
- 2- Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D
- 3- Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
- 4- Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders

Which phase does each objective match?

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

**Correct Answer: B**

**Section:**

**Explanation:**

According to the TOGAF standard, the objectives of each ADM phase are as follows1:

\* Phase E: Opportunities and Solutions

- o Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
- o Identify and group major work packages within the Architecture Roadmap
- o Identify and group major implementation projects to realize the Architecture Roadmap
- o Identify dependencies between increments and projects
- o Estimate cost, benefit, and risk at a high level for each increment and project
- o Conduct initial prioritization and sequencing of the Architecture Roadmap and projects

\* Phase F: Migration Planning

- o Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D
- o Confirm the Transition Architectures with relevant stakeholders
- o Create the Implementation and Migration Plan, including Transition Architectures, work packages, projects, and other activities
- o Confirm and agree the Architecture Roadmap and Implementation and Migration Plan with relevant stakeholders

\* Phase G: Implementation Governance

- o Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
- o Ensure conformance with the Target Architecture by implementation projects
- o Perform appropriate Architecture Governance functions for the solution and any implementation-driven architecture Change Requests
- o Ensure that the architecture lifecycle is maintained
- o Ensure that the Architecture Governance Framework is executed

\* Phase H: Architecture Change Management

- o Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
- o Manage risks and issues related to the Architecture Roadmap and Implementation and Migration Plan
- o Monitor the implementation projects and Transition Architectures
- o Manage changes to the architecture baseline
- o Manage changes to the Architecture Capability

Therefore, the correct matching of the objectives and the phases is:

\* 1G: Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value

\* 2E: Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D

\* 3F: Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan

\* 4F: Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders

### QUESTION 32

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.

**Correct Answer: B**

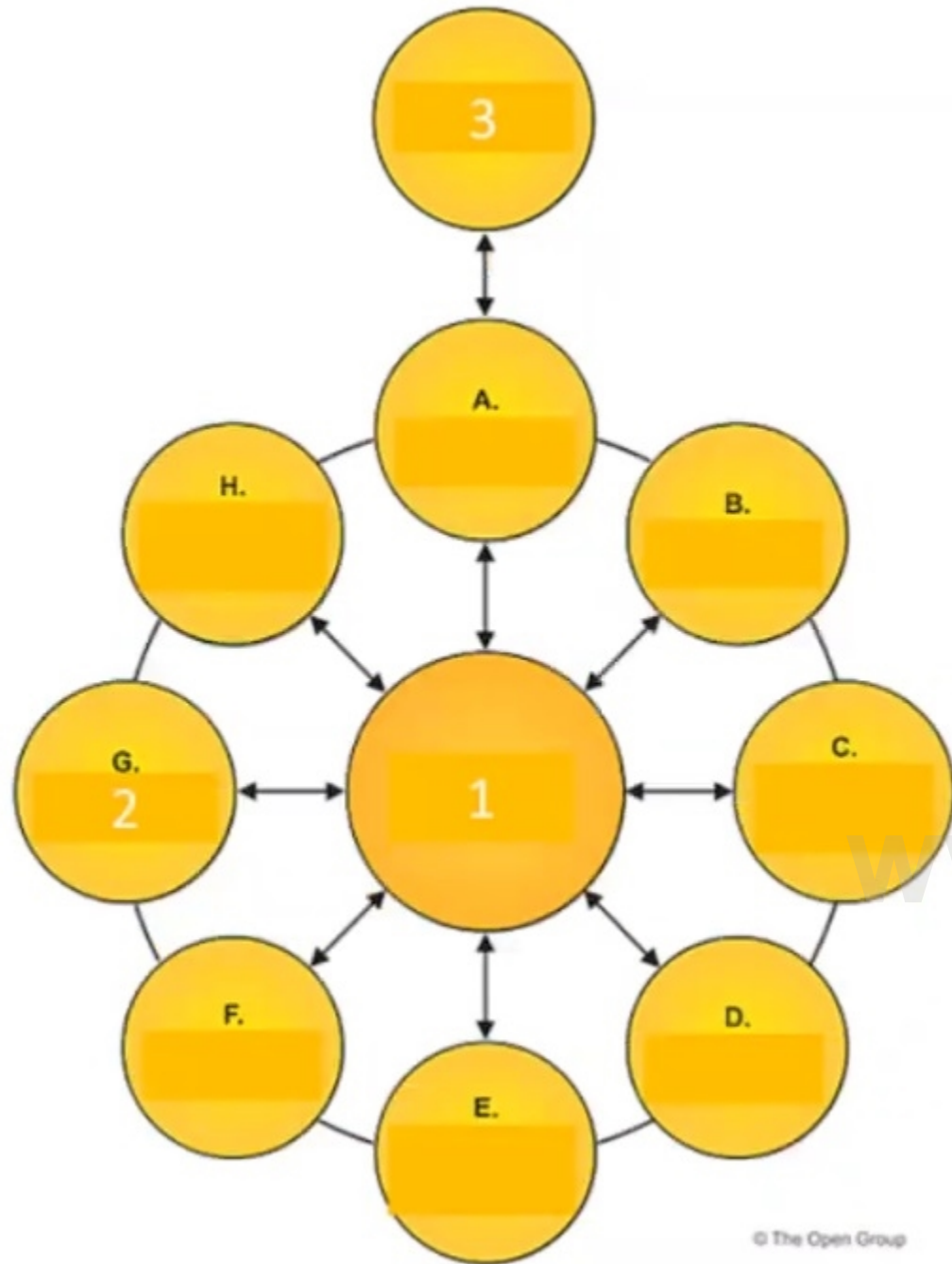
**Section:**

**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.

**QUESTION 33**

Exhibit



Consider the illustration showing an architecture development cycle Which description matches the phase of the ADM labeled as item 2?

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

**Correct Answer: D**

**Section:**

**Explanation:**

Based on the illustration, the phase of the ADM labeled as item 2 is the Implementation Governance phase. This phase provides architectural oversight for the implementation. It ensures that the implementation project conforms to the architecture. It also provides a framework for monitoring and managing the implementation.

The Implementation Governance phase involves the following activities:

Finalizing the Architecture Roadmap and the supporting Implementation and Migration Plan

Assigning an Architecture Board to oversee the implementation

Establishing Architecture Contracts with the implementation partners

Reviewing and approving the implementation project plans and deliverables

Performing Architecture Compliance reviews to ensure alignment with the architecture

Performing Architecture Audit reviews to ensure quality and performance of the architecture

Resolving any architecture issues or change requests that arise during the implementation

Maintaining the architecture lifecycle and ensuring its continuity

The Implementation Governance phase is essential for ensuring that the architecture is realized as intended and that it delivers the expected business value and outcomes.

#### QUESTION 34

What are the following activities part of?

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

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

**Correct Answer: D**

**Section:**

**Explanation:**

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

\* Risk identification: This step involves identifying the potential risks that may affect the architecture project, such as technical, business, organizational, environmental, or legal risks. The risks can be identified through various sources, such as stakeholder interviews, workshops, surveys, checklists, historical data, or expert judgment.

\* Risk classification: This step involves categorizing the risks based on their nature, source, impact, and priority. The risks can be classified according to different criteria, such as time, cost, scope, quality, security, or compliance. The classification helps in prioritizing the risks and allocating resources and efforts to address them effectively.

\* Initial risk assessment: This step involves assessing the likelihood and impact of each risk, and determining the initial level of risk. The likelihood is the probability of the risk occurring, and the impact is the severity of the consequences if the risk occurs. The initial level of risk is the product of the likelihood and impact, and it indicates the urgency and importance of the risk. The initial risk assessment helps in identifying the most critical risks that need immediate attention and mitigation.

#### QUESTION 35

Please read this scenario prior to answering the question

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

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

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The CTO is the sponsor of the activity.

The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education, and support, it is likely just a matter of time before the company suffers a significant attack that could completely lock them out of their information assets.

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

Refer to the scenario

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

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

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

**Correct Answer: A**

**Section:**

**Explanation:**

Business continuity is the ability of an organization to maintain essential functions during and after a disaster or disruption. Business continuity requirements are the specifications and criteria that define the acceptable level of performance and availability of the business processes and services in the event of a disaster or disruption. A gap analysis is a technique that compares the current state of the architecture with the desired state, and identifies the gaps or differences that need to be addressed. A change request is a formal proposal for an amendment to some product or system, such as the architecture. A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project.<sup>123</sup>

The best answer is A, because it describes the steps that would improve the resilience of the current architecture, which is the ability to withstand and recover from a ransomware attack or any other disruption. The steps are: Determine the business continuity requirements, which specify the minimum acceptable level of performance and availability of the business processes and services in case of a ransomware attack. This would involve identifying the critical business functions, the recovery time objectives, the recovery point objectives, and the dependencies and resources needed for recovery.

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

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

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

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

### QUESTION 36

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 packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. 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. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.
- B. You recommend that a Consolidated Gaps, Solutions and Dependencies Matrix is used as a planning tool for creating work packages. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. 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.
- C. You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraints. A Consolidated Gaps, Solutions and Dependencies Matrix should also be created. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar activities together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- D. You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procured. Eliminate any duplicates. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matrix. Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.

**Correct Answer: B**

**Section:**

**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.

### QUESTION 37

Which of the following describes how the Enterprise Continuum is used when developing an enterprise architecture?

- A. To identify and understand business requirements
- B. To coordinate with the other management frameworks in use
- C. To describe how an architecture addresses stakeholder concerns
- D. To classify architecture and solution assets

**Correct Answer: D**

**Section:**

**Explanation:**

The Enterprise Continuum consists of two complementary concepts: the Architecture Continuum and the Solutions Continuum<sup>1</sup>. The Architecture Continuum provides a consistent way to describe and understand the generic and reusable architecture building blocks, such as models, patterns, and standards, that can be applied and tailored to specific situations<sup>2</sup>. The Solutions Continuum provides a consistent way to describe and understand the specific and implemented solution building blocks, such as products, services, and components, that realize the architecture building blocks<sup>3</sup>. The Enterprise Continuum enables the reuse and integration of architecture and solution assets across different levels of abstraction, scope, and detail, ranging from foundation architectures to organization-specific architectures<sup>1</sup>.



The Enterprise Continuum is used when developing an enterprise architecture to support the following activities<sup>1</sup>:

- \* Selecting relevant architecture and solution assets from the Architecture Repository or other sources, based on the business drivers, goals, and requirements
- \* Adapting and customizing the architecture and solution assets to suit the specific needs and context of the enterprise
- \* Defining and developing the target architecture and the architecture roadmap, based on the gaps and opportunities identified between the baseline and the target states
- \* Defining and developing the implementation and migration plan, based on the architecture roadmap and the solution building blocks
- \* Governing and managing the architecture and solution assets throughout the architecture lifecycle, ensuring their quality, consistency, and compliance

#### QUESTION 38

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

**Correct Answer: D**

**Section:**

**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>.

#### QUESTION 39

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. You would develop just enough applications, data, and technology architecture to identify options. For each project this should include identification of candidate architecture and solution building blocks. You will identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options. You will then document the draft Implementation and Migration plan.
- B. You would refer to the end-to-end Target Architecture for guidance and direction. The first objective should be to identify projects, dependencies and synergies, then prioritize before initiating the projects. You will

develop high-level architecture descriptions. For each project you would estimate effort size, identify reference architectures, and candidate building blocks. You will identify the resource needs considering cost and value. You will document options, risks, and controls to enable viability analysis and trade-off with the stakeholders.

- C. You will revisit ADM Phase A. identifying the stakeholders and creating a new Architecture Vision. 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. 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.
- D. You will research leading data businesses, developing high-level Target Data, Application and Technology Architectures. 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. You will identify and cost major work packages, and then develop an Architecture Roadmap. You would then seek approval by the Architecture Board and initiate the project.

**Correct Answer: B**

**Section:**

**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.

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.

#### QUESTION 40

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

**Correct Answer: B**

**Section:**

**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.

#### QUESTION 41

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

**Correct Answer: C**

**Section:**

**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.

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.

#### QUESTION 42

Please read this scenario prior to answering the question

You are the Lead Enterprise Architect at a major agribusiness company. The company's main annual harvest is lentils, a highly valued food grown worldwide. The lentil parasite, broomrape, has been an increasing concern for many years and is now becoming resistant to chemical controls. In addition, changes in climate favor the propagation and growth of the parasite. As a result, the parasite cannot realistically be exterminated, and it has become pandemic, with lentil yields falling globally.

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

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

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

Refer to the scenario



You have been asked to propose the best approach for architecture development to realize the CEO's change in direction for the company.  
Based on the TOGAF standard which of the following is the best answer?

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

**Correct Answer: C**

**Section:**

**Explanation:**

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

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

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

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

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

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

#### QUESTION 43

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. 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. You would then use that to build consensus among the key stakeholders.

- B. You would conduct a pilot project that will enable vendors to demonstrate potential off-the-shelf solutions that address the concerns of the stakeholders. Running a pilot project will save time and money later in the process. 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. Once the requirements are completed, a formal stakeholder review should be held, and permission sought to proceed to develop the target architecture.
- 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.
- D. 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 stakeholders. A business case, together with performance metrics and measures should be defined to ensure the architecture meets the business needs. A consolidated gap analysis between the architectures will then validate the approach and determine the capability increments needed to achieve the target state.

**Correct Answer: C**

**Section:**

**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.

#### QUESTION 44

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

**Correct Answer: C**

**Section:**

**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>.

Topic 2, Part 2

#### QUESTION 45

Please read this scenario prior to answering the question

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

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

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

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

Refer to the scenario

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

- A. The Enterprise Architects should evaluate the organization's readiness to undergo change. This will allow the risks associated with the transformations to be identified, classified, and mitigated for. This should include identifying dependencies between the set of changes, including gaps and work packages. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated for each transformation should be determined.
- B. The Enterprise Architects should bring together information about potential approaches and produce several alternative target transition architectures. They should then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.
- C. Establishing interoperability in alignment with the corporate operating model will ensure risks are minimized. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architecture. This should include the development of a matrix showing the interoperability requirements. These can then be included within the transformation strategy embedded in the target transition architectures. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.
- D. Before preparing the detailed Implementation and Migration plan, the Enterprise Architects should review and consolidate the gap analysis results from Phases B to This will identify the transformations required to achieve the proposed Target Architecture. The Enterprise Architects should then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identified. The Transition Architecture should then be planned to use a state evolution table.

**Correct Answer: A**

**Section:**

**Explanation:**

The Business Transformation Readiness Assessment is a technique that can be used to evaluate the readiness of the organization to undergo change and to identify the actions needed to increase the likelihood of a successful

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

#### QUESTION 46

What are the four architecture domains that the TOGAF standard deals with?

- A. Business, Data, Application, Technology
- B. Capability, Segment, Enterprise, Federated
- C. Baseline, Candidate, Transition, Target
- D. Application, Data, Information, Knowledge

**Correct Answer: A**

**Section:**

**Explanation:**

The TOGAF standard divides Enterprise Architecture into four primary architecture domains: business, data, application, and technology. These domains represent different aspects of an enterprise and how they relate to each other. The business domain defines the business strategy, governance, organization, and key business processes. The data domain describes the structure of the logical and physical data assets and data management resources. The application domain provides a blueprint for the individual applications to be deployed, their interactions, and their relationships to the core business processes. The technology domain describes the logical software and hardware capabilities that are required to support the deployment of business, data, and application services. Other domains, such as motivation, security, or governance, may span across these four primary domains. Reference:

The TOGAF Standard, Version 9.2 - Core Concepts

Domains - The Open Group

TOGAF Standard --- Introduction - Definitions - The Open Group

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

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#### QUESTION 47

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

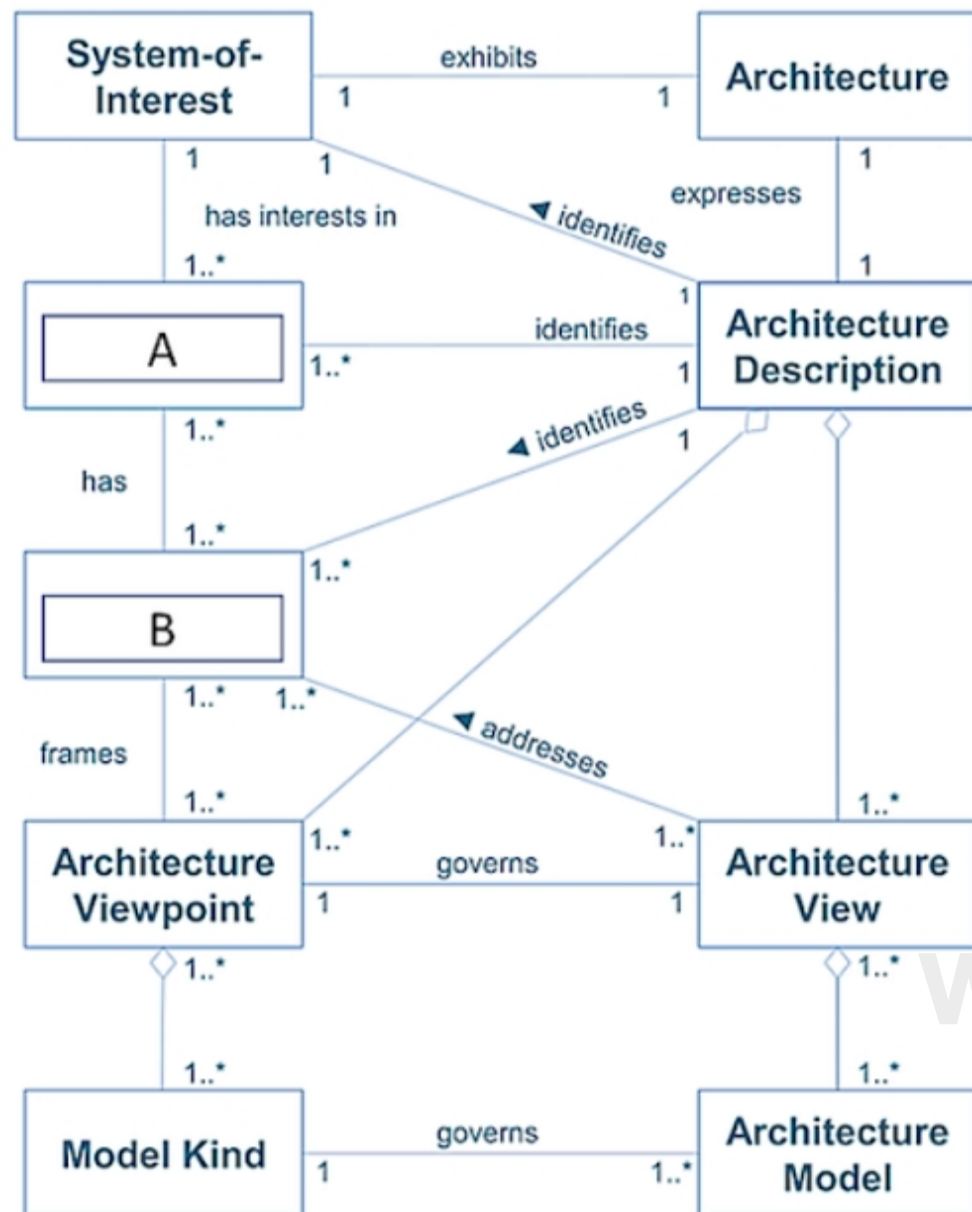
- A. An application
- B. A deliverable
- C. A solution architecture
- D. A building block

**Correct Answer: D**

**Section:**

#### QUESTION 48

Exhibit:



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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

**Correct Answer: C**

**Section:**

**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 security1.

Reference:

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

#### QUESTION 49

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

**Correct Answer: B**

**Section:**

**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>.

Reference:

- \* 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]

#### QUESTION 50

What does the TOGAF ADM recommend for use in developing an Architecture Vision document?

- A. Requirements Management
- B. Architecture Principles
- C. Gap Analysis
- D. Business Scenarios

**Correct Answer: D**

**Section:**

**Explanation:**

Business scenarios are a technique recommended by the TOGAF ADM for use in developing an Architecture Vision document<sup>12</sup>. Business scenarios are a means of capturing the business requirements and drivers, the processes and actors involved, and the desired outcomes and measures of success<sup>34</sup>. Business scenarios help to create a common vision and understanding among the stakeholders, and to identify and validate the architecture requirements. Business scenarios also provide a basis for analyzing the impact and value of the proposed architecture.

Reference:

- \* The TOGAF Standard, Version 9.2 - Phase A: Architecture Vision - The Open Group
- \* TOGAF Standard --- Introduction - Phase A: Architecture Vision
- \* The TOGAF Standard, Version 9.2 - Definitions - The Open Group
- \* Business Scenarios - The Open Group

- \* [The TOGAF Standard, Version 9.2 - Architecture Requirements Specification - The Open Group]
- \* [The TOGAF Standard, Version 9.2 - Architecture Vision - The Open Group]
- \* [The TOGAF Standard, Version 9.2 - Business Transformation Readiness Assessment - The Open Group]

**QUESTION 51**

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)<br>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

**Correct Answer: B**

**Section:**

**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.

Reference: TOGAF Version 9.1 - 1

**QUESTION 52**

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

**Correct Answer: B**

**Section:**

**Explanation:**

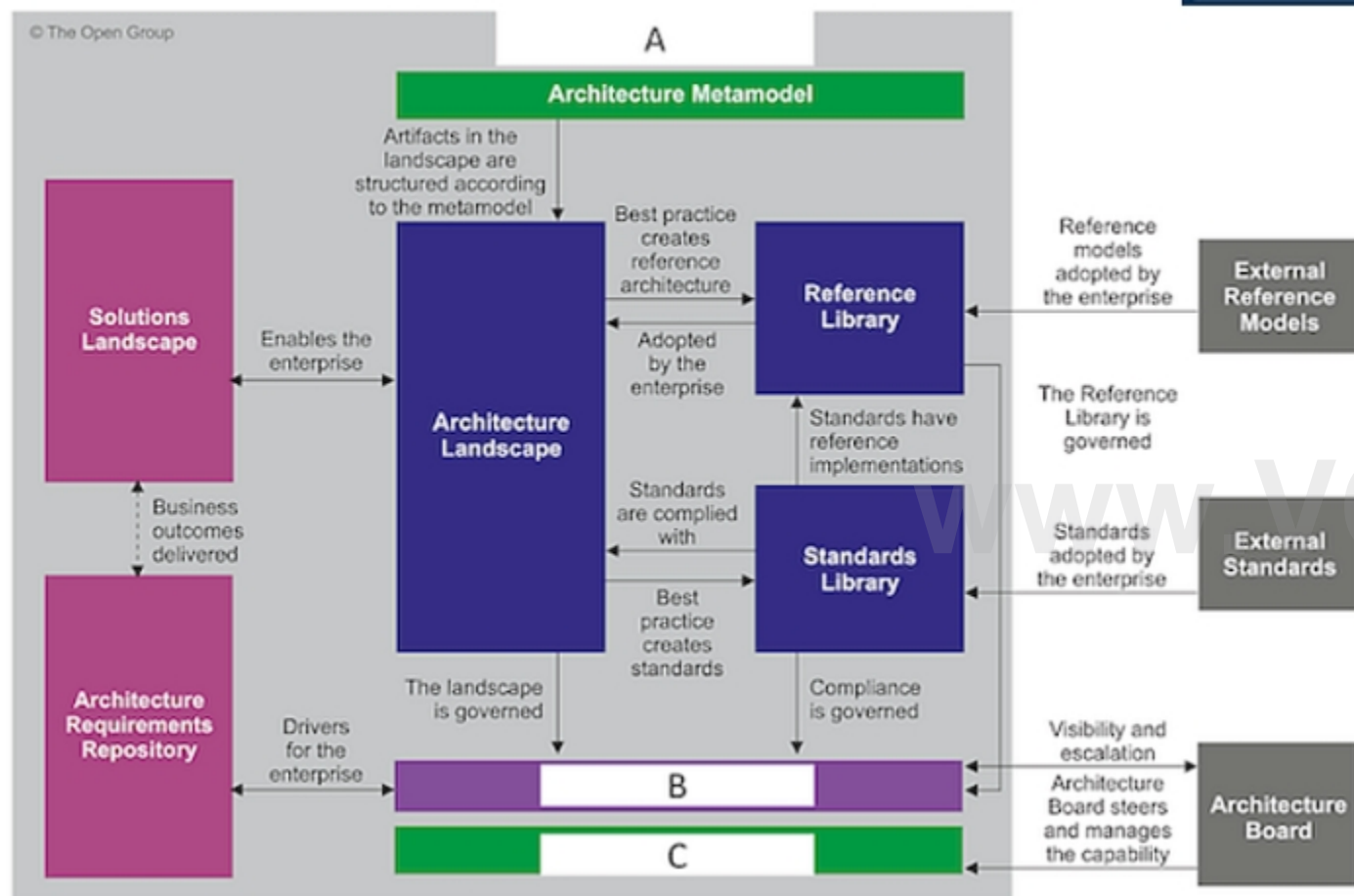
The Architecture Requirements Specification is one of the TOGAF deliverables that provides a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture<sup>12</sup>. It is a companion to the Architecture Definition Document, which provides 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>.

Reference:

- \* 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

### QUESTION 53

Exhibit:



Consider the illustration. What are the items labelled A, B, and C?

- A. A-Enterprise Repository, B-Governance Repository, C-Board Repository
- B. A-Architecture Repository, B-Governance Repository, C-Architecture Capability
- C. A-Architecture Repository, B-Governing Board, C-Enterprise Capability
- D. A-Enterprise Repository, B-Board repository, C-Enterprise Capability

**Correct Answer: C**

**Section:**

**Explanation:**

A-Architecture Repository: This is a part of the Architecture Metamodel that contains artifacts structured according to the metamodel. It includes the Architecture Landscape which is adopted by the enterprise and governed by certain standards and practices.

B-Governing Board: The Governing Board ensures visibility and escalation, meaning it oversees and manages the capability of the architecture landscape. It plays a crucial role in governance.

C-Enterprise Capability: This refers to how well an enterprise can execute its mission, meet business objectives or satisfy its stakeholders' needs and expectations. It's influenced by both internal factors (like resources,



processes) and external ones (like market trends).

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