



The-Open-Group

Exam Questions OGEA-103

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

NEW QUESTION 1

- (Topic 1)

Refer to the table below:

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

Answer: B

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.

NEW QUESTION 2

- (Topic 1)

Which of the following supports the need to govern Enterprise Architecture?

- A. The Architecture Project mandates the governance of the target architecture
- B. The TOGAF standard cannot be used without executive governance
- C. Best practice governance enables the organization to control value realization
- D. The Stakeholders preferences may go beyond the architecture project scope and needs control

Answer: C

Explanation:

This statement best supports the need to govern Enterprise Architecture. Best practice governance enables the organization to control value realization by ensuring that architectures are aligned with the enterprise's strategy and objectives, meet the quality and performance requirements, and deliver the expected benefits and outcomes. The Architecture Project does not mandate the governance of the target architecture, but rather follows the governance framework established by the enterprise. The TOGAF standard can be used without executive governance, but it is recommended that executive sponsorship and support are obtained for successful architecture development and transition. The Stakeholders preferences may go beyond the architecture project scope and need control, but this is not the primary reason for governing Enterprise Architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.6 Architecture Governance.

NEW QUESTION 3

- (Topic 1)

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

Answer: A

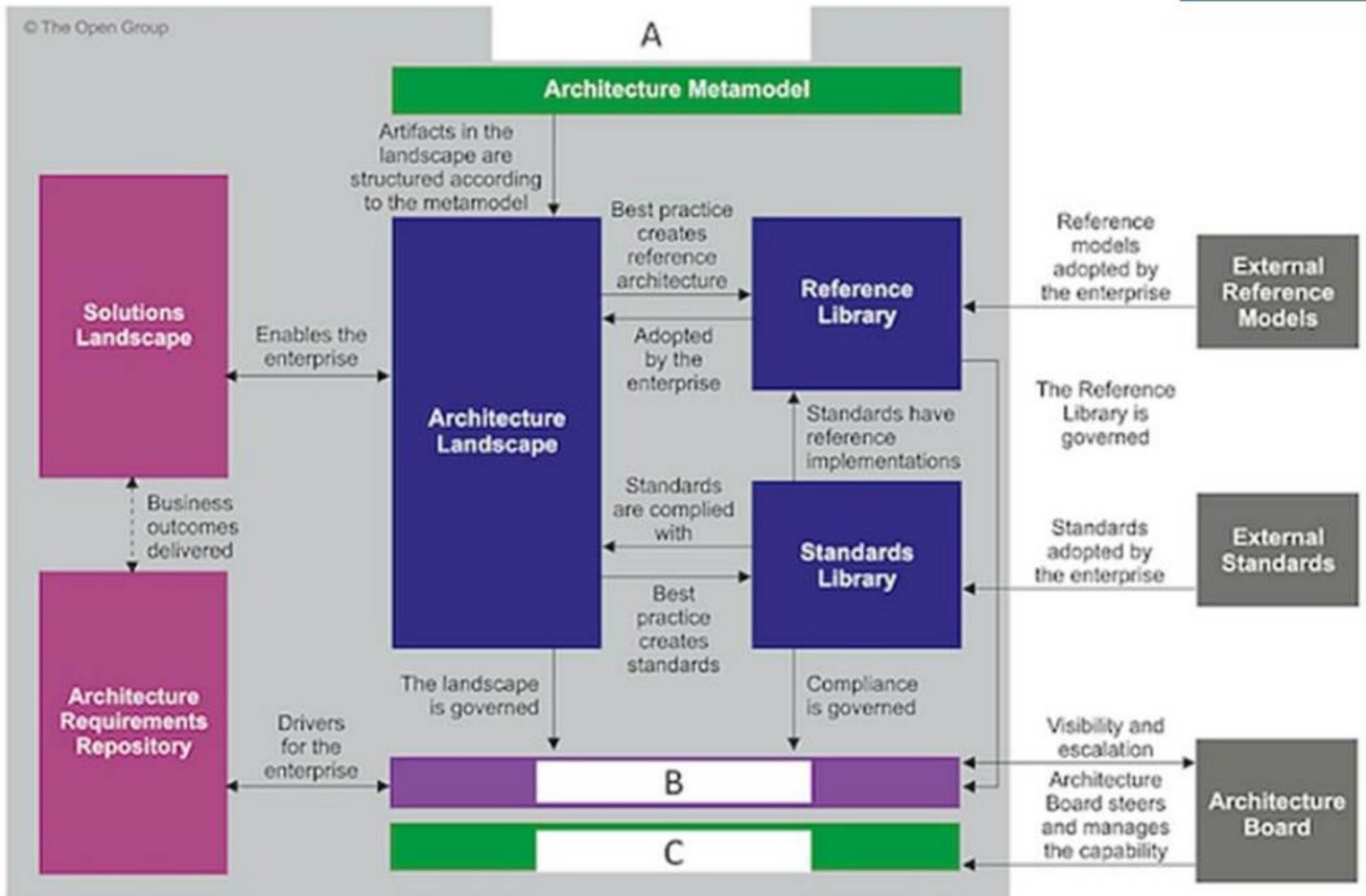
Explanation:

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.

NEW QUESTION 4

- (Topic 1)

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

Answer: C

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).
 References: TOGAF Version 9.1, Chapter 34: 1

NEW QUESTION 5

- (Topic 1)

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

Answer: D

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. References: : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 5: Introduction to the ADM : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18.3: Inputs : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18.4: Steps

NEW QUESTION 6

- (Topic 1)

Complete the sentence Business Transformation Readiness Assessment is .

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

Answer: A

Explanation:

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

NEW QUESTION 7

- (Topic 1)

Consider the following statements.

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

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

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

Answer: B

Explanation:

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

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

NEW QUESTION 8

- (Topic 1)

Which statement about Requirements Management is most correct?

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

Answer: D

Explanation:

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

NEW QUESTION 9

- (Topic 1)

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

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

Answer: B

Explanation:

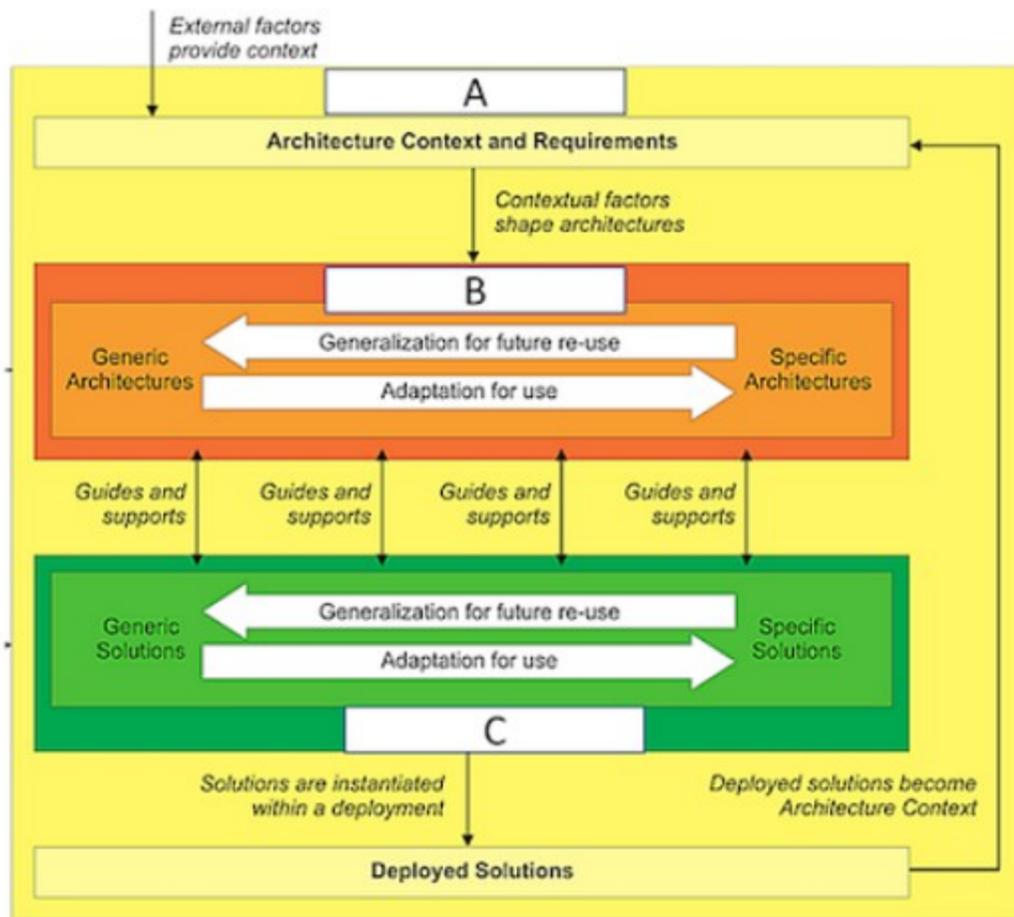
According to the TOGAF Standard, 10th Edition, risk is present in all phases within the Architecture Development Method (ADM), and it should be identified, classified, and mitigated before starting a transformation effort¹. Risk is defined as "the effect of uncertainty on objectives"², and it can have positive or negative impacts on the architecture project. Risk management is a technique that helps to assess and address the potential risks that may affect the achievement of the architecture objectives, and to balance the trade-offs between opportunities and threats. Risk management is applied throughout the ADM cycle, from the Preliminary Phase to the Requirements Management Phase, and it is integrated with other techniques, such as stakeholder management, business transformation readiness assessment, gap analysis, and migration planning¹. The other options are not correct, as they are not present in all phases within the ADM, and they are not necessarily identified, classified, and mitigated before starting a transformation effort. Budgetary constraints are the limitations on the financial resources

available for the architecture project, and they are usually considered in Phase E: Opportunities and Solutions, and Phase F: Migration Planning 3. Schedule constraints are the limitations on the time available for the architecture project, and they are also usually considered in Phase E and F 3. Information gaps are the missing or incomplete data or knowledge that may affect the architecture project, and they are usually identified in Phase B: Business Architecture, Phase C: Information Systems Architecture, and Phase D: Technology Architecture . References: 1: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management. 2: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 3: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 16: Phase E: Opportunities and Solutions, and Chapter 17: PhaseF: Migration Planning. : TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 13: Phase B: Business Architecture, Chapter 14: Phase C: Information Systems Architecture, and Chapter 15: Phase D: Technology Architecture.

NEW QUESTION 10

- (Topic 1)

Consider the illustration.



What are the items labelled A, B and C?

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

Answer: A

Explanation:

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

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

NEW QUESTION 10

- (Topic 1)

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

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

Answer: B

Explanation:

The Architecture Requirements Specification is one of the TOGAF deliverables that provides a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture. 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. It typically forms a major component of an implementation contract or contract for more detailed Architecture Definition. References:

- Deliverable: Architecture Requirements Specification - The Open Group

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

NEW QUESTION 14

- (Topic 1)

What is the purpose of the Preliminary Phase?

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

Answer: A

Explanation:

An Enterprise Architecture Capability is the ability of the organization to perform effective and efficient architecture work, including the definition, governance, and management of its architectures². The Preliminary Phase involves the following activities¹:

- 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 objectives¹.

References: 1: Preliminary Phase 2: Enterprise Architecture Capability

NEW QUESTION 19

- (Topic 1)

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

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

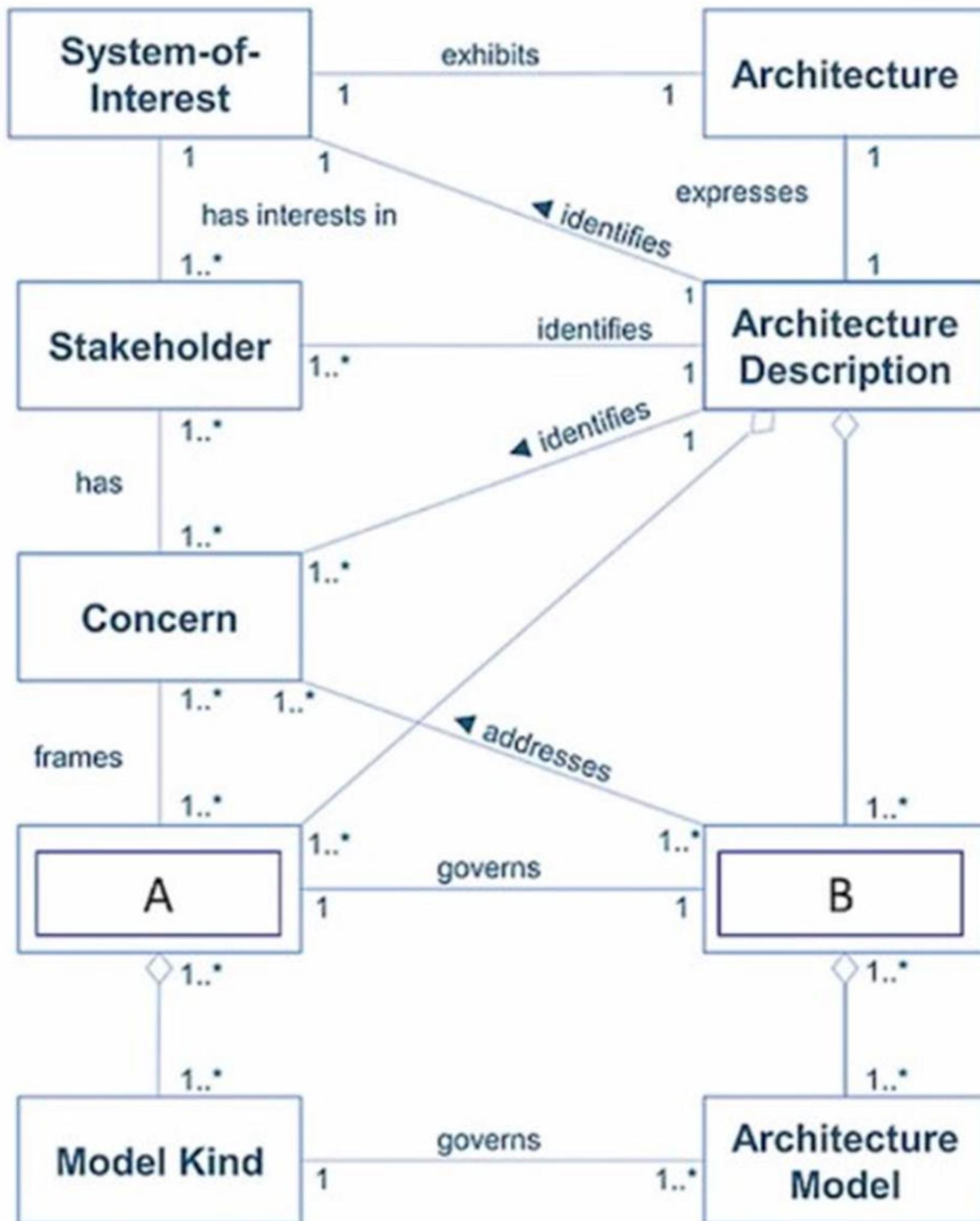
Answer: B

Explanation:

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

NEW QUESTION 23

- (Topic 1)



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

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

Answer: A

Explanation:

? The image shows a diagram that illustrates the basic concepts of architecture description as defined by the ISO/IEC/IEEE 42010:2011 standard¹, which is also adopted by the TOGAF standard².

? According to the ISO/IEC/IEEE 42010:2011 standard, an architecture description is a work product used to express an architecture, and it consists of one or more architecture views¹.

? An architecture view is a representation of a system from the perspective of a related set of concerns, and it conforms to an architecture viewpoint¹.

? An architecture viewpoint is a specification of the conventions for constructing and using an architecture view to address specific stakeholder concerns¹.

? Therefore, the correct answer is option A, which identifies the items labeled as ??A?? and ??B?? in the image as an architecture viewpoint and an architecture view, respectively. References:

? 1: ISO/IEC/IEEE 42010:2011 - Systems and software engineering — Architecture description1

? 2: TOGAF Standard, Version 9.2 - Part IV: Architecture Content Framework -31. Architectural Artifacts2

NEW QUESTION 27

- (Topic 1)

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

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

Answer: D

Explanation:

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

NEW QUESTION 31

- (Topic 1)

Complete the sentence A set of architecture principles that cover every situation perceived meets the recommended criteria of _____

- A. consistency
- B. robustness
- C. stability
- D. completeness

Answer: D

Explanation:

A set of architecture principles that cover every situation perceived meets the recommended criteria of completeness. Completeness is one of the six criteria that should be applied when developing or assessing architecture principles. Completeness means that there are no gaps or overlaps in the coverage of principles across all relevant aspects of the enterprise's architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.7 Architecture Principles.

NEW QUESTION 34

- (Topic 1)

Which of the following best describes the class of information known as the Reference Library within the Architecture Repository?

- A. Guidelines and templates used to create new architectures
- B. Specifications to which architectures must conform
- C. A record of the governance activity across the enterprise
- D. Processes to support governance of the Architecture Repository

Answer: A

Explanation:

The class of information known as the Reference Library within the Architecture Repository contains guidelines and templates used to create new architectures. The Reference Library provides a set of resources that can be leveraged or customized for specific architecture development purposes. It includes generic building blocks, patterns, models, standards, frameworks, methods, techniques, best practices, etc. Reference: The TOGAF® Standard | The Open Group Website, Section 2.4 Architecture Repository.

NEW QUESTION 36

- (Topic 1)

Consider the following statement:

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

What does it illustrate?

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

Answer: C

Explanation:

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

NEW QUESTION 39

- (Topic 1)

Consider the following statement.

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

Which deliverable does this refer to?

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

Answer: C

Explanation:

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

NEW QUESTION 41

- (Topic 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

Answer: A

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.

NEW QUESTION 43

- (Topic 1)

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

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

Answer: A

Explanation:

An EA Capability is the ability of an organization to perform enterprise architecture effectively and efficiently. It involves establishing and maintaining the appropriate organization structures, roles, responsibilities, skills, processes, tools, and governance mechanisms to support the development and use of enterprise architecture. An EA Capability enables the organization to align its business and IT strategies, deliver value from its investments, manage change and complexity, and improve its performance and agility¹² References: 1: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 44: Introduction 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 45: Establishing and Maintaining an Enterprise Architecture Capability

NEW QUESTION 45

- (Topic 1)

What is presented as ??striking a balance between positive and negative outcomes resulting from the realization of either opportunities or threats?

- A. Agile development
- B. Architecture Security
- C. Transition Management
- D. Risk Management

Answer: D

Explanation:

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

NEW QUESTION 46

- (Topic 1)

Which of the following statements about architecture partitioning is correct?

- A. Partitions are used to simplify the management of the Enterprise Architecture.
- B. Partitions are equivalent to architecture levels.

- C. Partitions reflect the organization's structure.
- D. Partitions are defined and assigned to agile Enterprise Architecture teams.

Answer: A

Explanation:

Based on the web search results, architecture partitioning is a technique that divides the Enterprise Architecture into smaller and manageable segments or groups, based on various classification criteria, such as subject matter, time, maturity, volatility, etc.¹² 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 agility¹². 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 capability³. Partitions are subsets of architectures that are defined within or across the levels, based on specific criteria¹.
- 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 architecture¹².
- 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 delivery⁴. 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 TOGAF¹².

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

NEW QUESTION 49

- (Topic 1)

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

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

Answer: D

NEW QUESTION 52

- (Topic 1)

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

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

Answer: B

Explanation:

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

NEW QUESTION 57

- (Topic 1)

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

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

Answer: D

Explanation:

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

NEW QUESTION 62

- (Topic 1)

Consider the following statements:

- * 1. Groups of countries, governments, or governmental organizations (such as militaries) working together to create common or shareable deliverables or infrastructures
- * 2. 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. Organizations
- C. Business Units
- D. Architectures Scopes

Answer: D

Explanation:

According to the TOGAF standard, the two statements provided refer to different scopes within which architecture can be developed:

? Groups of countries, governments, or governmental organizations working together typically align with broader, often international, scopes of architecture that transcend individual enterprise boundaries.

? Partnerships and alliances of businesses working together, such as a consortium or supply chain, refer to collaborative efforts that can define architecture at a scope involving multiple enterprises.

In both cases, the term "Architectures Scopes" is appropriate because it reflects the varying levels and contexts in which architectures can be defined, ranging from single business units to collaborative inter-organizational efforts.

NEW QUESTION 65

- (Topic 1)

What are the four dimensions used to scope an architecture?

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

Answer: C

Explanation:

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

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

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

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

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

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

References:

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

NEW QUESTION 67

- (Topic 1)

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

? General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission

? The joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture.

? A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle

? A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture.

Which deliverables match these descriptions?

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

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

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

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

Answer: A

Explanation:

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

? 1 Architecture Principles: These are general rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission¹. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions¹.

? 2 Architecture Contracts: These are the joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture². They are used to ensure that the architecture is implemented and governed according to the agreed-upon specifications and standards².

? 3 Request for Architecture Work: This is a document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle³. It defines the scope, schedule, budget, deliverables, and stakeholders of the architecture project³.

? 4 Architecture Requirements Specification: This is a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture⁴. It defines the requirements for each architecture domain, as well as the relationships and dependencies among them⁴.

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

NEW QUESTION 68

- (Topic 1)

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

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

Answer: D

Explanation:

? According to the TOGAF Standard, Version 9.2, an architecture view is a representation of a system from the perspective of a related set of concerns¹. It consists of one or more architecture models that demonstrate how the system addresses the stakeholder concerns¹.

? An architecture viewpoint is a specification of the conventions for constructing and using an architecture view to address specific stakeholder concerns¹. It defines

the perspective, scope, notation, and techniques for creating an architecture view of a system¹.

? Architects can present architecture views and viewpoints to stakeholders to extract

hidden agendas, principles, and requirements that could impact the final Target Architecture, because²³:

References:

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

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

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

NEW QUESTION 69

- (Topic 1)

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

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

Answer: A

Explanation:

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

NEW QUESTION 70

- (Topic 1)

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

Answer: D

Explanation:

Business scenarios are a technique recommended by the TOGAF ADM for use in developing an Architecture Vision document¹². Business scenarios are a means of capturing the business requirements and drivers, the processes and actors involved, and the desired outcomes and measures of success³⁴. 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. References:

- 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]

NEW QUESTION 71

- (Topic 1)

What are the following activities part of?

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

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

Answer: D

Explanation:

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

- Risk identification: This step involves identifying the potential risks that may affect the architecture project, such as technical, business, organizational,

environmental, or legal risks. The risks can be identified through various sources, such as stakeholder interviews, workshops, surveys, checklists, historical data, or expert judgment.

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

- Initial risk assessment: This step involves assessing the likelihood and impact of each risk, and determining the initial level of risk. The likelihood is the probability of the risk occurring, and the impact is the severity of the consequences if the risk occurs. The initial level of risk is the product of the likelihood and impact, and it indicates the urgency and importance of

the risk. The initial risk assessment helps in identifying the most critical risks that need immediate attention and mitigation.

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

NEW QUESTION 73

- (Topic 1)

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

Answer: D

Explanation:

The Enterprise Continuum consists of two complementary concepts: the Architecture Continuum and the Solutions Continuum¹. 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 situations². 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 blocks³. 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 architectures¹.

The Enterprise Continuum is used when developing an enterprise architecture to support the following activities¹:

- 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

References: 1: The TOGAF Standard, Version 9.2 - Enterprise Continuum 2: The TOGAF Standard, Version 9.2 - Architecture Continuum 3: The TOGAF Standard, Version 9.2 - Solutions Continuum

NEW QUESTION 76

- (Topic 1)

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

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

Answer: C

Explanation:

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

NEW QUESTION 77

- (Topic 1)

Which section of the TOGAF template for Architecture Principles should describe the relationship to other principles?

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

Answer: B

Explanation:

According to the TOGAF template for Architecture Principles, the Rationale section should describe the relationship to other principles, as well as the business benefits and the intentions of adhering to the principle. The Rationale section should use business terminology and point to the similarity of information and technology principles to the principles governing business operations. The Rationale section should also explain how the principle supports the achievement of the business objectives and key architecture drivers. References:

? Architecture Principles Template

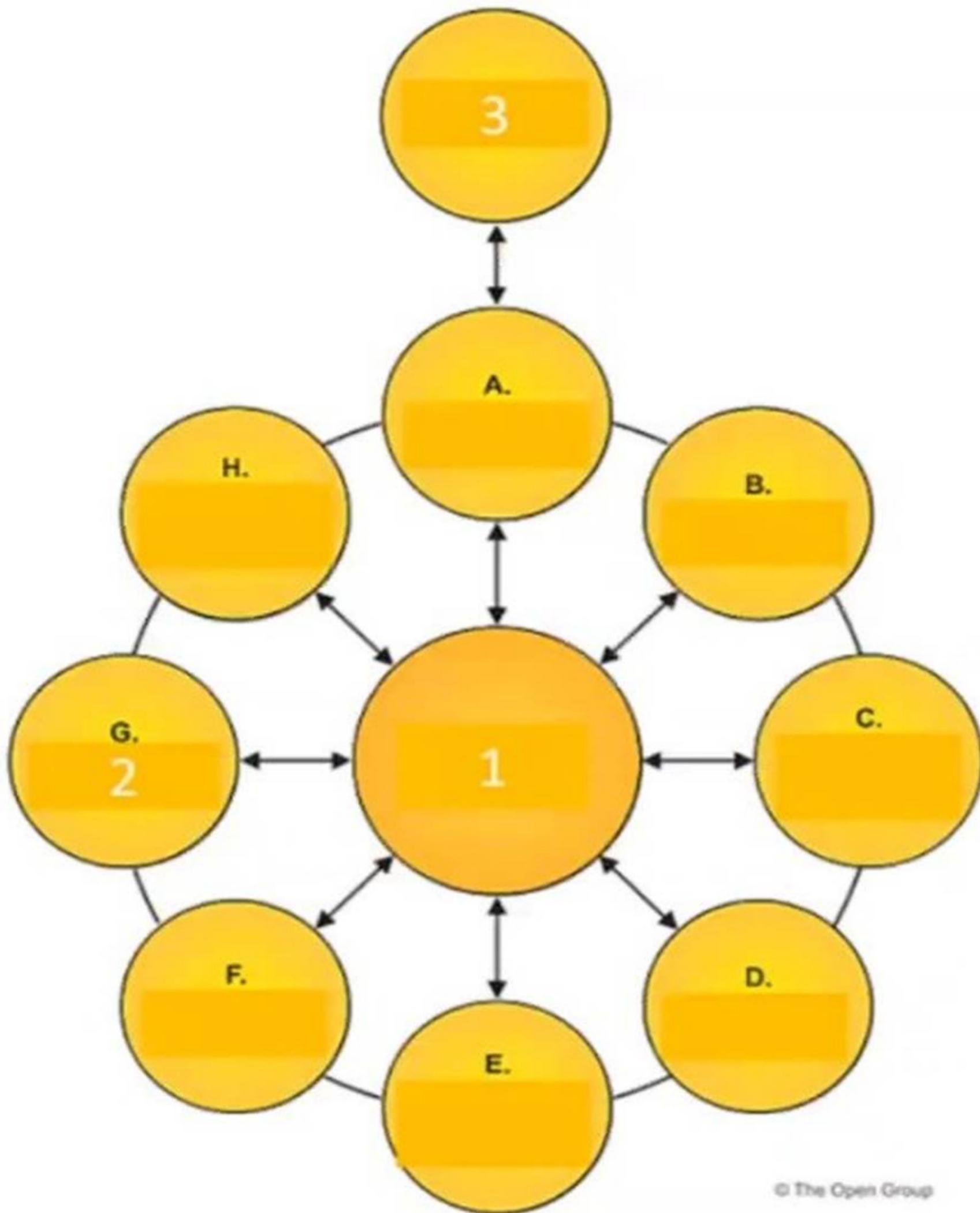
? The TOGAF Standard, Version 9.2 - Architecture Principles

? The Open Group Exam OGEA-103 Topic 1 Question 4 Discussion

NEW QUESTION 78

- (Topic 1)

Exhibit



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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

Answer: D

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. References: : Implementation Governance

NEW QUESTION 80

- (Topic 1)

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

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

Answer: B

Explanation:

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

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

NEW QUESTION 83

- (Topic 1)

What is an objective of the ADM Preliminary Phase?

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

Answer: B

Explanation:

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

NEW QUESTION 86

- (Topic 2)

Please read this scenario prior to answering the question

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

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

Refer to the scenario

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

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

- A. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability for the compan
- B. Then the focus should be on transition planning and incremental architecture deploymen
- C. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the change.
- D. You propose that the team uses the architecture definition document and focus on architecture development starting simultaneously phases B, C and
- E. This is because the CEO has identified the need to chang
- F. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.
- G. You propose that the team focus on architecture definition including development of business models, with emphasis on defining the change parameters to support this new business strategy that the CEO has identifie
- H. Once understood, the team will be in thebest position to identify the requirements, drivers, issues, and constraints for the change.
- I. You propose that the priority is to produce a new Request for Architecture Work leading to development of a new Architecture Visio

- J. The trade-off method should be applied to identify and select an architecture satisfying the stakeholder
- K. For an efficient change the EA team should be aligned with the organization's planning, budgeting, operational, and change processes.

Answer: D

Explanation:

A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project. A Request for Architecture Work is usually initiated by the sponsor or client of the architecture work, and approved by the Architecture Board, which is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. A Request for Architecture Work triggers a new cycle of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture¹²

An Architecture Vision is a high-level description of the desired outcomes and benefits of the proposed architecture. An Architecture Vision is the output of Phase A: Architecture Vision of the ADM cycle, which is the first phase of the architecture development. An Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. An Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process³

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

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

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

NEW QUESTION 90

- (Topic 2)

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect to an international supplier of engineering services and automated manufacturing systems. It has three manufacturing plants where it assembles both standard and customized products for industrial production automation. Each of these plants has been operating its own planning and production scheduling systems, as well as applications and control systems that drive the automated production line.

The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are based on the TOGAF Standard. The CIO sponsors the Enterprise Architecture.

During a recent management meeting, a senior Vice-President highlighted an interview where a competitor company's CIO is reported as saying that their production efficiency had been improved by replacing multiple planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in a central data center. Some discussion followed,

with the CIO responding that the situations are not comparable, and the current architecture is already optimized.

In response, the Architecture Board approved a Request for Architecture Work covering the investigations to determine if such an architecture transformation would lead to improvements in efficiency. You have been assigned to support the architecture team working on this project.

A well-known concern of the plant managers is about the security and reliability of driving their planning and production scheduling from a remote centralized system. Any chosen system would also need to support the current supply chain network consisting of local partners at each of the plants.

Refer to the scenario

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

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

Answer: C

Explanation:

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

This answer is based on the TOGAF standard, which recommends the following steps to initiate the architecture project¹:

- ? 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 architecture². The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations³. 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 propositions⁴.

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

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

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

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

References:1: The TOGAF Standard, Version 9.2 - Architecture Vision²: The TOGAF Standard, Version 9.2 - Business Scenarios³: [The TOGAF Standard, Version 9.2 - Stakeholder Management]⁴: [The TOGAF Standard, Version 9.2 - Architecture Definition Document]

NEW QUESTION 91

- (Topic 2)

Please read this scenario prior to answering the question

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

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

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

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

Refer to the scenario

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

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

Answer: A

Explanation:

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

NEW QUESTION 94

- (Topic 2)

Please read this scenario prior to answering the question

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

The company employees travel extensively for work and must communicate over public infrastructure using message encryption, VPNs, and other standard

safeguards. The company has invested in cybersecurity awareness training for all its staff. However, it is recognized that even with good education as well as system security, there is a dependency on third-party suppliers of infrastructure and software.

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

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

Refer to the scenario

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

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

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

Answer: A

Explanation:

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

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

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

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

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

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

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

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

NEW QUESTION 99

- (Topic 2)

Please read this scenario prior to answering the question

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

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

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

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

by vehicles, paving the way for autonomous driving in the future.

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

Refer to the scenario

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

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

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

Answer: B

Explanation:

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

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

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

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

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

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

? For each project, estimate effort size, identify reference architectures, and candidate building blocks. Effort size is the measure of the amount of work, time, or resources required to complete a project. Effort size can be estimated using various techniques, such as analogy, expert judgment, parametric, or bottom-up.

Reference architectures are standardized architectures that provide a common framework and vocabulary for a specific domain or industry. Reference architectures can be used as a source of best practices, patterns, and models for the architecture development. Candidate building blocks are the potential ABBs or SBBs that can be used to implement the architecture. Candidate building blocks can be identified from the Architecture Repository, which is a collection of architecture assets, such as models, patterns, principles, standards, and guidelines.

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

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

Trade-off is the decision outcome that balances and reconciles the multiple, often conflicting, requirements and concerns of the stakeholders, and ensures alignment with the Architecture Vision and the Architecture Principles.

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

NEW QUESTION 103

- (Topic 2)

Please read this scenario prior to answering the question

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

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

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

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

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

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

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

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

Answer: C

Explanation:

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

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

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

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

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

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

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

NEW QUESTION 104

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