The-Open-Group

Exam Questions OGEA-103

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

NEW QUESTION 1
- (Topic 1)
What is an objective of the ADM Implementation Governance Phase?

A. To provide continual monitoring of the governance framework
B. To ensure conformance for the target architecture
C. To finalize the Implementation and Migration Plan
D. To establish the resources for architecture governance

Answer: B

Explanation:
The objective of the ADM Implementation Governance Phase is to provide an architectural oversight of the implementation and to ensure conformance for the target
architecture. This phase involves establishing procedures and processes to monitor and control the implementation projects and to verify that they comply with the defined architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2.7 Phase G: Implementation Governance.

NEW QUESTION 2
- (Topic 1)
What provides context for architecture work, by describing the needs and ways of working employed by the enterprise?

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

Answer: B

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

NEW QUESTION 3
- (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 4
- (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 5
- (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 6
- (Topic 1)
Which statement best describes iteration and the ADM?

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

Answer: D

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

NEW QUESTION 7
- (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 8
- (Topic 1)
Consider the following ADM phases objectives.

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

Which phase does each objective match?

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

Answer: A

Explanation:
? The objectives listed in the question correspond to the objectives of different phases of the TOGAF ADM (Architecture Development Method), which is a method for developing and managing an enterprise architecture1.
? The ADM consists of nine phases, each with a specific purpose and output. The phases are1:
? Based on the above definitions, we can match each objective with the corresponding phase as follows:
References:
? 1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)
? 2: The TOGAF Standard, Version 9.2, Chapter 9: Phase C: Information Systems Architectures
? 3: The TOGAF Standard, Version 9.2, Chapter 8: Phase B: Business Architecture
? 4: The TOGAF Standard, Version 9.2, Chapter 7: Phase A: Architecture Vision

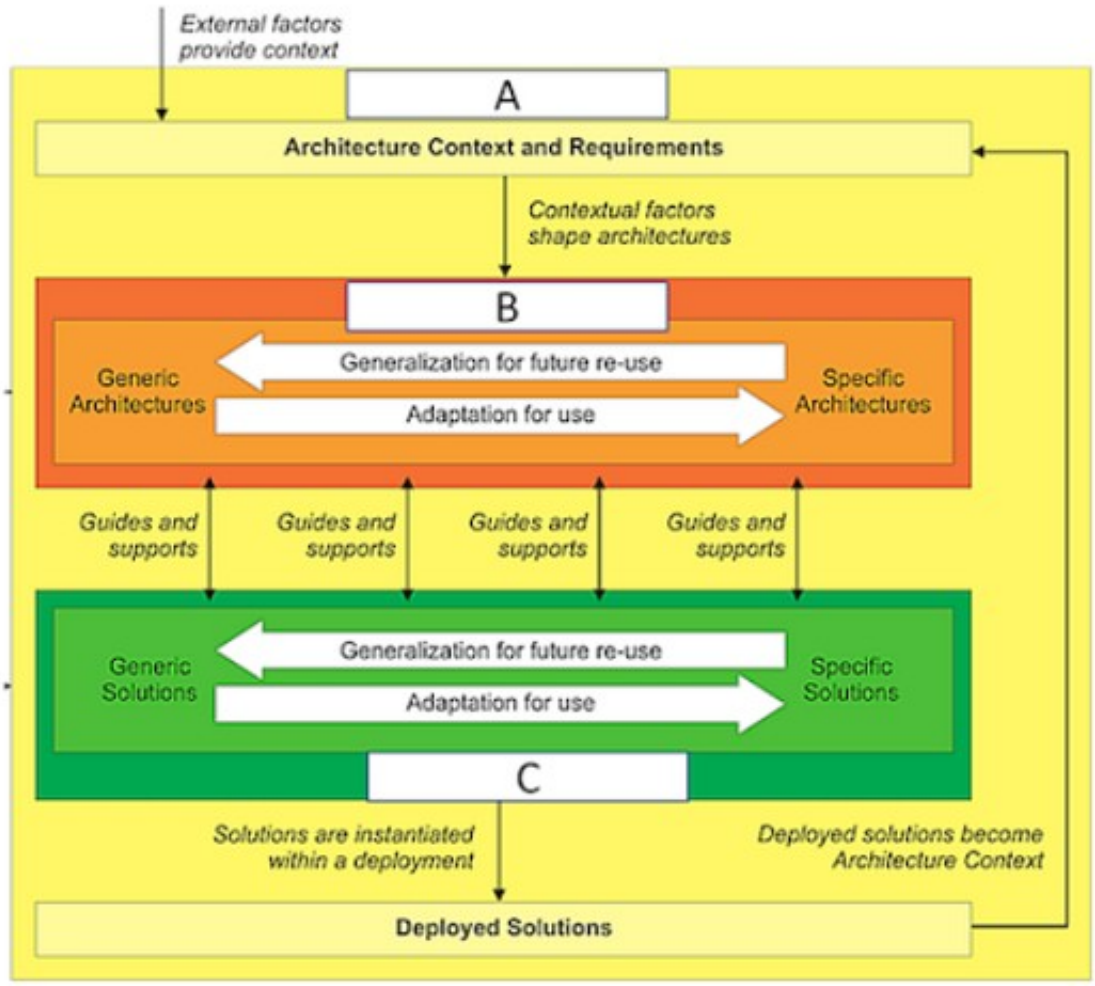
NEW QUESTION 9
- (Topic 1)
What is present in all phases within the ADM and should be identified, classified and mitigated before starting a transformation effort?

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

NEW QUESTION 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. TheEnterprise 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)
In which phase(s) of the ADM would you deal with the actions resulting from a transformation readiness assessment?

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

Answer: C

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

NEW QUESTION 11
- (Topic 1)
Which of the following statements about architecture partitioning are correct*? 1 Partitions are used to simplify the management of the Enterprise Architecture 2 Partitions are equivalent to architecture levels
3 Partitions enable different teams to work on different element of the architecture at the same time.
4 Partitions reflect the organization's structure

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

D. 2 & 4

Answer: B

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

NEW QUESTION 15
- (Topic 1)
Which of the following describes a purpose of Architecture Principles?

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

Answer: B

Explanation:
Architecture Principles are general rules and guidelines that inform and support the way in which an organization sets about fulfilling its mission. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions. One of the purposes of Architecture Principles is to establish a common understanding of how to control the business in pursuit of strategic objectives, by providing a framework for evaluating and agreeing on the changes that affect the
enterprise??s architecture3 References: 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 31: Architecture Principles

NEW QUESTION 20
- (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 24
- (Topic 1)
Refer to the table below:

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

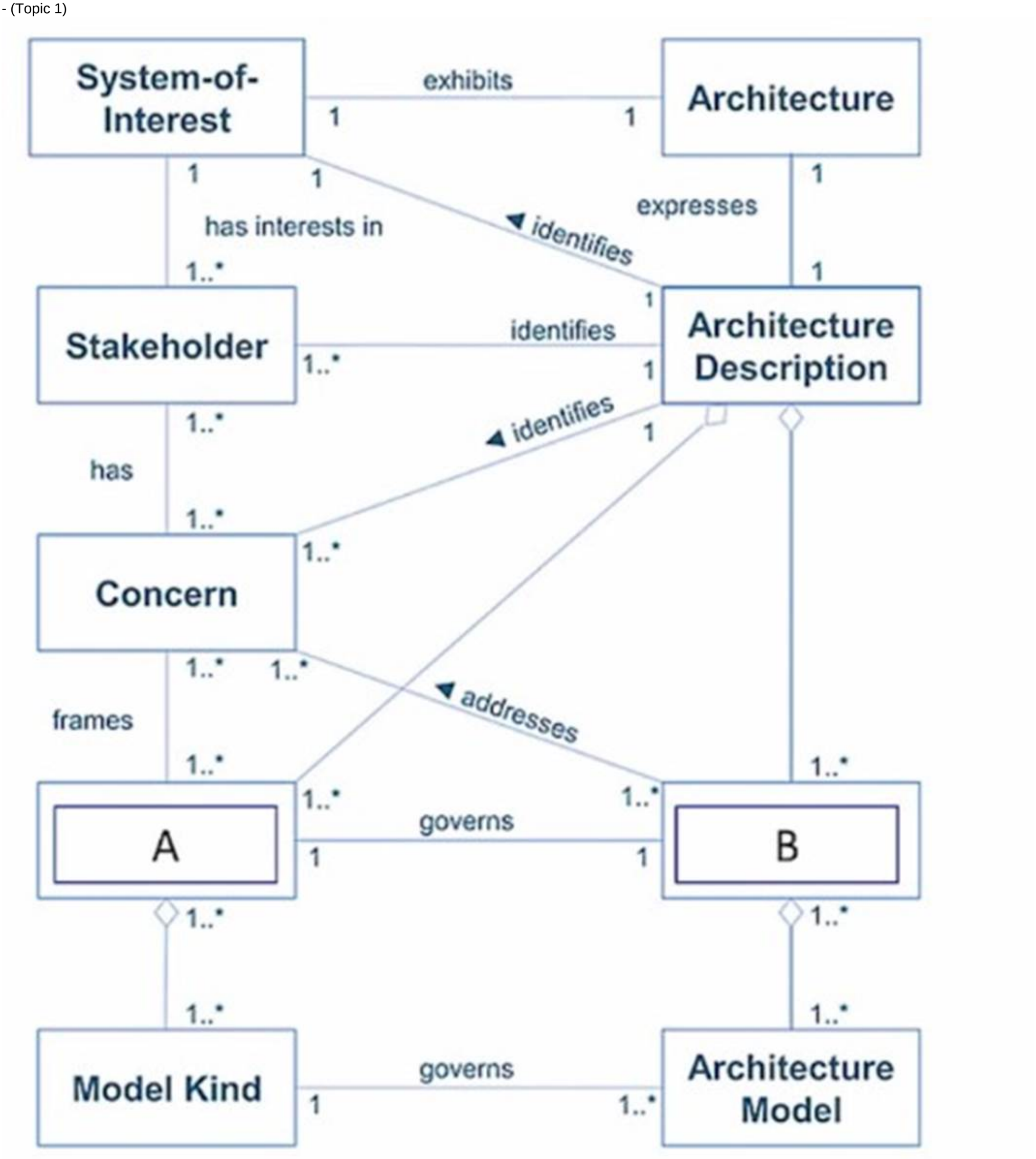
Which ADM Phase does this describe?

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

Answer: B

Explanation:
The table describes the output, outcome, and essential knowledge of an ADM phase that oversees the implementation of changes necessary to reach the adjusted target state. This corresponds to Phase G, also known as Implementation Governance, which ensures that the architecture defined in earlier phases is realized, and it oversees the development and implementation of projects to align with this architecture. The essential knowledge required during this phase includes understanding constraints on the implementation team and adjusting stakeholder priority and preference in response to success, value, effort, and risk of change.
References: TOGAF Version 9.1 - 1

NEW QUESTION 26
- (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 29
- (Topic 1)
Consider the following ADM phases objectives.
Objective
1- Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
2- Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D
3- Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
4- Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
Which phase does each objective match?

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

Answer: B

Explanation:
According to the TOGAF standard, the objectives of each ADM phase are as follows1:
•Phase E: Opportunities and Solutions
oDetermine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
oIdentify and group major work packages within the Architecture Roadmap
oIdentify and group major implementation projects to realize the Architecture Roadmap oIdentify dependencies between increments and projects
oEstimate cost, benefit, and risk at a high level for each increment and project oConduct initial prioritization and sequencing of the Architecture Roadmap and projects
•Phase F: Migration Planning
oGenerate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D oConfirm the Transition Architectures with relevant stakeholders
oCreate the Implementation and Migration Plan, including Transition Architectures, work packages, projects, and other activities
oConfirm and agree the Architecture Roadmap and Implementation and Migration Plan with relevant stakeholders
•Phase G: Implementation Governance
oFinalize the Architecture Roadmap and the supporting Implementation and Migration Plan oEnsure conformance with the Target Architecture by implementation projects
oPerform appropriate Architecture Governance functions for the solution and any implementation-driven architecture Change Requests
oEnsure that the architecture lifecycle is maintained
oEnsure that the Architecture Governance Framework is executed
•Phase H: Architecture Change Management
oEnsure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
oManage risks and issues related to the Architecture Roadmap and Implementation and Migration Plan
oMonitor the implementation projects and Transition Architectures oManage changes to the architecture baseline
oManage changes to the Architecture Capability
Therefore, the correct matching of the objectives and the phases is:
•1G: Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
•2E: Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D
•3F: Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
•4F: Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
References: 1: The TOGAF Architecture Development Method

NEW QUESTION 32
- (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)
Which one of the following classes of information within the Architecture Repository would typically contain a list of the applications in use within the enterprise?

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

Answer: C

Explanation:
The Architecture Landscape is a class of information within the Architecture Repository that shows an architectural view of the building blocks that are in use within the organization today (the Baseline Architecture), as well as those that are planned for the future (the Target Architecture). The Architecture Landscape typically contains a list of the applications in use within the enterprise, along with their relationships and dependencies, as well as other relevant architectural information. The Architecture Landscape helps to identify opportunities for re-use, consolidation, or retirement of existing applications, as well as gaps or overlaps in the current or future architecture.References: : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 34: Architecture Landscape : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47: Architecture Repository

NEW QUESTION 41
- (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 aparticular 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 46
- (Topic 1)
What are the four architecture domains that the TOGAF standard deals with?
? Business, Data, Application, Technology
? Capability, Segment, Enterprise, Federated
? Baseline, Candidate, Transition, Target
A. Application, Data, Information, Knowledge

Answer: A

Explanation:
The TOGAF standard divides Enterprise Architecture into four primary architecture domains: business, data, application, and technology. These domains represent different aspects of an enterprise and how they relate to each other. The business domain defines the business strategy, governance, organization, and key business processes. The data domain describes the structure of the logical and physical data assets and data management resources. The application domain provides a blueprint for the individual applications to be deployed, their interactions, and their relationships to the core business processes. The technology domain describes the logical software and hardware capabilities that are required to support the deployment of business, data, and application services. Other domains, such as motivation, security, or governance, may span across these four primary domains. References:
? The TOGAF Standard, Version 9.2 - Core Concepts
? Domains - The Open Group
? TOGAF® Standard — Introduction - Definitions - The Open Group
? The TOGAF Standard, Version 9.2 - Definitions - The Open Group
? TOGAF and the history of enterprise architecture | Enable Architect

NEW QUESTION 49
- (Topic 1)
Complete the sentence The TOGAF standard covers the development of four architecture domains. Business. Data, Technology and _____.

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

Answer: D

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

NEW QUESTION 51
- (Topic 1)
What component of the Architecture Repository represents architecture requirements agreed with the Architecture Board?

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

Answer: C

Explanation:
The Architecture Requirements Repository stores all the requirements that are output of the architecture development cycle, as well as the requirements that are input to the architecture development cycle1. The Architecture Requirements Repository includes the following types of requirements1:
•Stakeholder Requirements: These are the high-level requirements and expectations of the stakeholders, derived from the business drivers, goals, and objectives. They are captured and refined in the Architecture Vision phase and the Requirements Management phase.
•Architecture Requirements: These are the detailed requirements that specify what the architecture must do or deliver to meet the stakeholder requirements. They are derived and refined in the Business, Information Systems, and Technology Architecture phases.
•Implementation and Migration Requirements: These are the detailed requirements that specify what the implementation and migration projects must do or deliver to realize the architecture. They are derived and refined in the Opportunities and Solutions and Migration Planning phases.
The Architecture Requirements Repository is used to manage the architecture requirements throughout the architecture lifecycle, ensuring their traceability, consistency, and compliance1. The Architecture Board is the authority that reviews and approves the architecture requirements, as well as the architecture deliverables and artifacts, as part of the architecture governance process2.
References: 1: Architecture Requirements Repository 2: Architecture Board

NEW QUESTION 52
- (Topic 1)
Which of the following is a responsibility of an Architecture Board?

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

Answer: D

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

NEW QUESTION 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 61
- (Topic 1)
Which section of the TOGAF template for Architecture Principles should highlight the requirements for carrying out the principle?

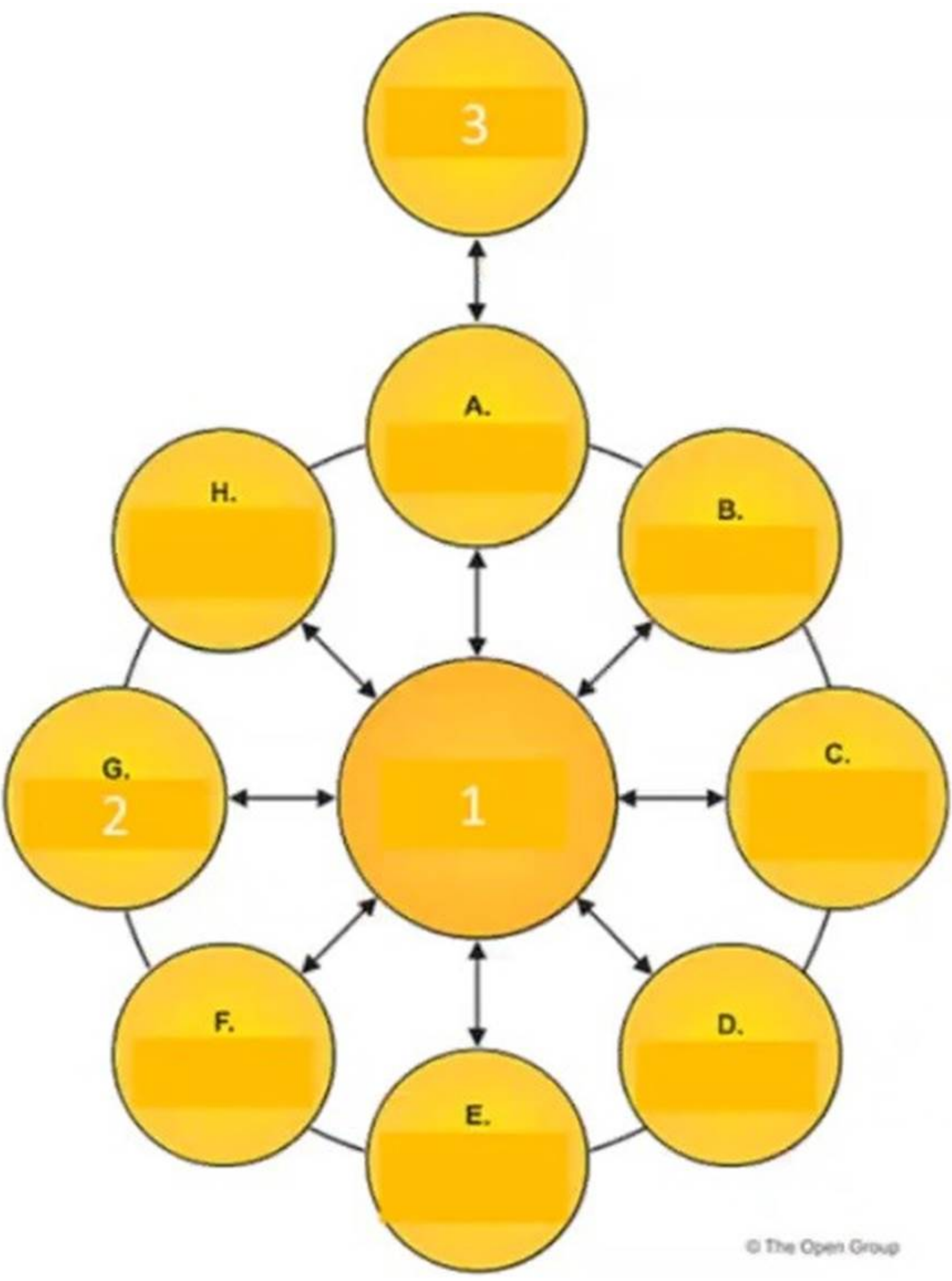
A. Rationale
B. Name
C. Statement
D. Implications

Answer: D

Explanation:

The Implications section describes the impact of adhering to the principle on the organization, the processes, the information systems, and the technology23. It also identifies the changes, costs, and risks that may result from applying the principle23. The Implications section helps to communicate the benefits and consequences of the principle to the stakeholders and to guide the implementation and governance of the architecture23. The other sections of the TOGAF template for Architecture Principles are1:
•Name: This section provides a short and memorable name for the principle that represents its essence and purpose23. The name should not mention any specific technology or solution23.
•Statement: This section provides a concise and formal definition of the principle that expresses the fundamental rule or constraint that the principle imposes23. The statement should be clear, unambiguous, and testable23.
•Rationale: This section provides the reasoning and justification for the principle, explaining why it is important and how it supports the business goals and drivers23. The rationale should also link the principle to the higher-level enterprise or IT principles that it elaborates on23.
References: 2: The TOGAF Standard, Version 9.2 - Architecture Principles 3: TOGAF 8.1.1 Online - Architecture Principles 1: Architecture Principles Template

NEW QUESTION 65
- (Topic 1)
Exhibit



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

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

Answer: C

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

managing an enterprise architecture1.
? The ADM consists of nine phases, each with a specific purpose and output. The phases are1:
? In addition to these phases, there is a central process called Requirements Management, which is labeled as item 1 in the illustration. This process operates throughout the ADM cycle, and its purpose is to manage the architecture requirements throughout the architecture development, ensuring that they are aligned with the business requirements and the stakeholder concerns2.
? Therefore, the description that matches the phase of the ADM labeled as item 1 is C. Operates the process of managing architecture requirements. References:
? 1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)
? 2: The TOGAF Standard, Version 9.2, Chapter 17: Requirements Management

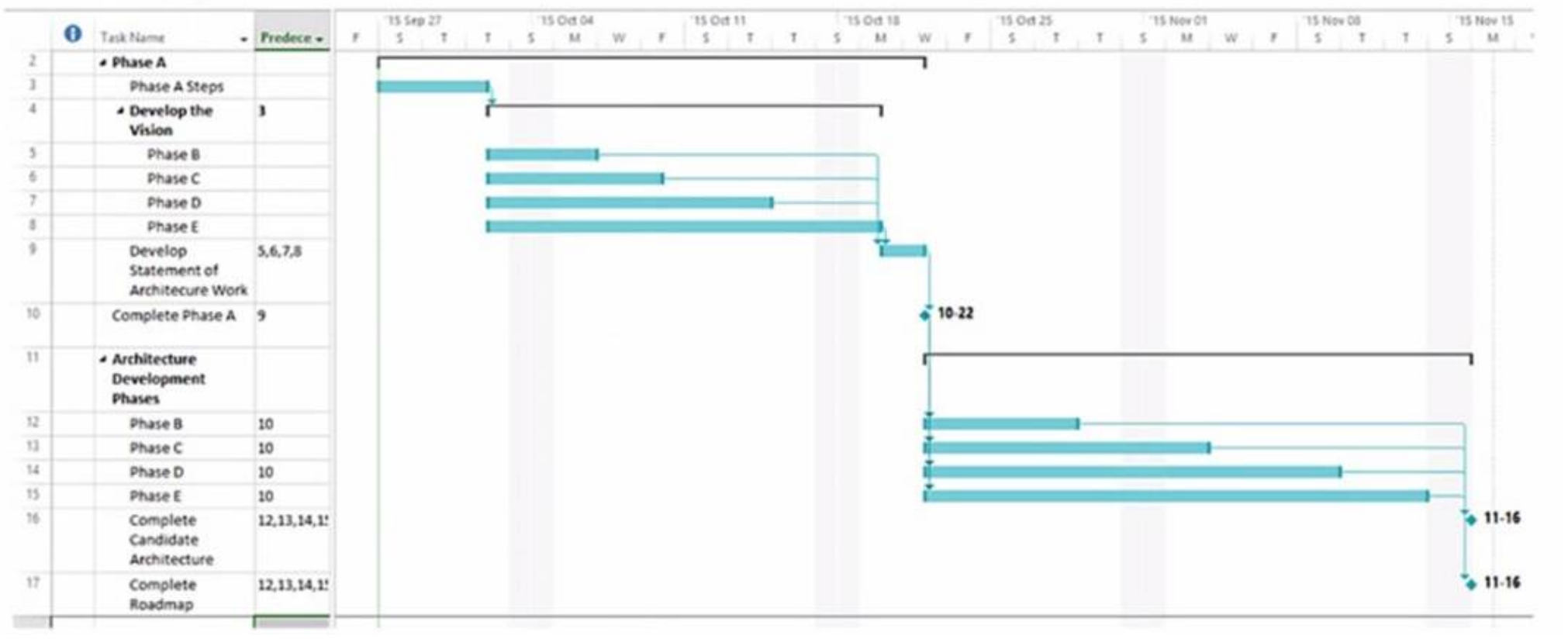
NEW QUESTION 66
- (Topic 1)
Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.
? General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission
? The 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 71
- (Topic 1)
Consider the following chart:



Which important concept for Enterprise Architecture Practitioners does it illustrate?

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

Answer: C

Explanation:
The chart shown is a Gantt chart, which is commonly used for project management to illustrate a project schedule. In the context of TOGAF (The Open Group

ArchitectureFramework), which is a framework for enterprise architecture, this Gantt chart is demonstrating the sequenced approach to the Architecture Development Method (ADM). The ADM is the core process of TOGAF which provides a tested and repeatable process for developing architectures. The ADM is described as being iterative, over the whole
process, between phases, and within phases. For each iteration of the ADM, a fresh decision must be taken about each of the parameters (scope, granularity, time period, and architecture assets).
The ADM consists of a number of phases that have to be followed in sequence:
? Preliminary Phase: Framework and principles
? Phase A: Architecture Vision
? Phase B: Business Architecture
? Phase C: Information Systems Architectures, including Data and Application Architectures
? Phase D: Technology Architecture
? Phase E: Opportunities and Solutions
? Phase F: Migration Planning
? Phase G: Implementation Governance
? Phase H: Architecture Change Management
? Requirements Management
Each phase is dependent on the outputs of the previous phase and the Requirements Management phase runs throughout. The Gantt chart clearly shows the dependency and sequence in which these phases occur, implying that a structured approach is followed to produce the enterprise architecture.
References:
? The TOGAF Standard, Version 9.2, a standard of The Open Group
? The TOGAF documentation available at https://publications.opengroup.org/standards/architecture andhttps://publications.opengroup.org/guides/architecture

NEW QUESTION 75
- (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 76
- (Topic 1)
Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the

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

Answer: D

Explanation:
The Business Transformation Readiness Assessment technique is used to evaluate the readiness of the organization to undergo change and to identify the actions needed to increase the likelihood of a successful business transformation. These actions should be incorporated in the Implementation and Migration Plan, which is the detailed plan to transition from the Baseline Architecture to the Target Architecture. The Implementation and Migration Plan also includes the Transition Architectures, the Architecture Building Blocks, the Work Packages, the Implementation Governance Model, and the Architecture Contract12
References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment 2: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning

NEW QUESTION 78
- (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 83
- (Topic 1)
Which of the following is a responsibility of an Architecture Board?

A. Conducting assessments of the maturity level of architecture discipline within the organization
B. Allocating resources for architecture projects
C. Creating the Statement of Architecture Work
D. Establishing targets for re-use of components

Answer: D

Explanation:
? An Architecture Board is an executive-level group responsible for the review and maintenance of the strategic architecture and all of its sub-architectures1. It is a key element in a successful Architecture Governance strategy2.
? An Architecture Board is typically made responsible, and accountable, for achieving some or all of the following goals2:
? Therefore, the correct answer is option D, which captures one of the goals of an Architecture Board as stated in the TOGAF Standard, Version 9.22.
? Option A is incorrect, because conducting assessments of the maturity level of architecture discipline within the organization is not a direct responsibility of an Architecture Board, but rather a part of the Architecture Capability Framework3.
? Option B is incorrect, because allocating resources for architecture projects is not a direct responsibility of an Architecture Board, but rather a part of the Architecture Governance Framework4.
? Option C is incorrect, because creating the Statement of Architecture Work is not a direct responsibility of an Architecture Board, but rather a part of the Architecture Development Method5. References:
? 1: Architecture Board - The Open Group3
? 2: TOGAF Standard, Version 9.2 - Part VI: Architecture Governance Framework - Architecture Board
? 3: TOGAF Standard, Version 9.2 - Part VI: Architecture Governance Framework - Architecture Capability Framework
? 4: TOGAF Standard, Version 9.2 - Part VI: Architecture Governance Framework - Architecture Governance Framework
? 5: TOGAF Standard, Version 9.2 - Part II: Architecture Development Method - Phase A: Architecture Vision

NEW QUESTION 86
- (Topic 1)
Consider the following statements:
* 1. Each contracted party is required to act responsibly to the organization and its stakeholders.
* 2. All decisions taken, processes used, and their implementation will not be allowed to create unfair advantage to any one particular party.
* 3. Digital Transformation and operations will be more effective and efficient.
* 4. Strategic decision-making by C-Level executives and business leaders will be more effective.
Which statements highlight the value and necessity for Architecture Governance to be adopted within organizations?

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

Answer: A

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

NEW QUESTION 91
- (Topic 1)
Which of the following best describes the purpose of the Architecture Roadmap?

A. It provides for effective communication of the end architecture project to thestakeholders
B. It is sent from the sponsor and triggers the start of an architecture development cycle
C. It forms the basis of a contractual agreement between the sponsor and the architecture organization
D. It lists work packages on a timeline showing progress towards the Target Architecture

Answer: D

Explanation:
The purpose of the Architecture Roadmap is to provide a high-level view of how the Baseline Architecture will transition to the Target Architecture over time. It lists work packages on a timeline showing progress towards the Target Architecture, as well as dependencies, risks, and benefits. The Architecture Roadmap forms part of the Implementation and Migration Plan and guides the execution of the architecture projects.References:https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap20.html

NEW QUESTION 96
- (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 101
- (Topic 1)
Which of the following best describes the need for the ADM process to be governed?

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

Answer: B

Explanation:
According to the TOGAF standard, the need for the ADM process to be governed is to ensure that the architecture development and implementation activities are conducted in a consistent, coherent, and compliant manner1. Governance provides the means to verify that the method is being applied correctly and effectively, and that the architecture deliverables and artifacts meet the quality and standards criteria1. Governance also enables the management of risks, issues, changes, and dependencies that may arise during the ADM process1.
Some of the benefits of governing the ADM process are2:
•Improved alignment of the architecture with the business strategy and objectives
•Enhanced stakeholder engagement and communication
•Increased reuse and integration of architecture assets and resources
•Reduced complexity and duplication of architecture efforts
•Increased agility and adaptability of the architecture to changing needs and requirements
•Improved compliance and auditability of the architecture outcomes and outputs References: 1: Architecture Governance 2: Architecture Governance Benefits

NEW QUESTION 103
- (Topic 2)
Please read this scenario prior to answering the question
You are working as the Chief Enterprise Architect within a law firm specializing in personal injury cases. Many of the firm's competitors have improved their litigation strategies, and efficiency by streamlining their processes using Artificial Intelligence {Al).
The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining a new Al-driven litigation and finance process for the firm. This process would instruct the lawyers and analysts as to what tasks and portfolio they should work on. The key objectives are to increase task profitability, maximize staff utilization, and increase individual profitability.
The CIO has emphasized that the architecture should enable the fast implementation of continuous Machine Learning. The solution will need to be constantly measured for delivered value and be quickly iterated to success.
Some of the partners have expressed concerns about letting the Al make the decisions, others about the risks associated with use of it for the type of service they deliver. The CIO wants to know if these concerns can be addressed, and how risks will be covered by a new
architecture enabling Al and Machine Learning. Refer to the scenario
You have been asked to respond to the CIO recommending an approach that would enable the development of an architecture that addresses the concerns of the CIO and the concerns of the partners.
Based on the TOGAF standard which of the following is the best answer?

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

Answer: B

Explanation:
A Stakeholder Map is a technique that can be used to identify and classify the stakeholders of the architecture work, and to document their key interests, requirements, and concerns. A stakeholder is any person, group, or organization that has a stake in the outcome of the architecture work, such as the sponsor, the

client, the users, the suppliers, the regulators, or the competitors. A Stakeholder Map can help to understand the needs and expectations of the stakeholders, and to communicate and engage with
them effectively1
The steps for creating a Stakeholder Map are:
? Identify the stakeholders of the architecture work, using various sources and methods, such as interviews, surveys, workshops, or existing documents.
? Classify the stakeholders according to their roles, responsibilities, and relationships, using various criteria and dimensions, such as power, influence, interest, attitude, or impact.
? Define the concerns and relevant views for each stakeholder group, using various techniques, such as business scenarios, use cases, or value propositions. A concern is a key interest or issue that is relevant to the stakeholder, such as a goal, a problem, a need, or a risk. A view is a representation of the system of interest from the perspective of one or more stakeholders and their concerns.
? Record the stakeholders and their concerns in a Stakeholder Map, which shows
the mapping between the stakeholder groups, the concerns, and the views. The Stakeholder Map also shows the dependencies, assumptions, and issues related to each stakeholder and concern.
Therefore, the best answer is B, because it recommends the approach that would enable the development of an architecture that addresses the concerns of the CIO and the partners, using the Stakeholder Map technique. The answer covers the following aspects:
? An analysis of the stakeholders is undertaken, which involves identifying, classifying, and defining the stakeholders and their concerns.
? The stakeholders and their concerns are documented in a Stakeholder Map, which provides a clear and comprehensive picture of the stakeholder landscape and their interests.
? The concerns and relevant views are recorded in the Architecture Vision document, which is the output of Phase A: Architecture Vision of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. The Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process2
? The requirements include risk mitigation through regular assessments, which involves identifying, analyzing, and evaluating the risks that may affect the architecture, and determining the appropriate measures or actions to prevent, reduce, or mitigate the risks. Risk mitigation can also involve monitoring and reviewing the risk situation, and communicating and reporting the risk status and actions3
? This approach also allows a supervised agile implementation of the continuous Machine Learning, which involves applying agile principles and practices to the architecture development and implementation, such as iterative and incremental delivery, frequent feedback, collaboration, and adaptation. A supervised agile implementation can help to ensure the quality, value, and alignment of the architecture, and to respond to the changing needs and expectations of the stakeholders.
References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24: Stakeholder Management 2: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 29: Applying Iteration to the ADM

NEW QUESTION 105
- (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 identifie
B. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the chang
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 compan
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 chang
G. The team should focus iteration cycles on a baseline first approach to architecture development, and then transition plannin
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 approac
J. This will support the change in direction as stated by the CE
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 thedefinition 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 106
- (Topic 2)
Please read this scenario prior to answering the question
Your role is consultant to the Lead Architect within a multinational company that manufactures electronic components. The company has several manufacturing divisions located worldwide and a complex supply chain. After a recent study, senior management have stated a concern about business efficiency considering the company's multiple data centers and duplication of applications.
The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF architecture development method in its EA practice. In addition to the EA program, the company has severalmanagement frameworks in use, including business planning, project/portfolio management, and operations management. The EA program is sponsored
by the CIO.
A strategic architecture has been defined to improve the ability to meet customer demand and improve management of the supply chain. The strategic architecture includes the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions' production facilities.
Each division has completed the Architecture Definition documentation to meet its own specific manufacturing requirements. The enterprise architects have defined a set of work packages that address the gaps identified. They have identified the value produced, effort required, and dependencies between work packages to reach a farget architecture that would integrate a new ERP environment into the company.
Because of the risks posed by change from the current environment, the architects have recommended that a phased approach occurs to implement the target architecture with several transition states. The overall implementation process is estimated to take several years.
Refer to the scenario
You have been asked what the next steps are for the migration planning. Based on the TOGAF standard which of the following is the best answer?

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

Answer: C

Explanation:
The Business Value Assessment Technique is a technique that can be used to estimate and compare the business value of the projects and project increments that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. The business value is the measure of the benefits or advantages that the project or project increment delivers to the business, such as increased revenue, reduced costs, improved quality, or enhanced customer satisfaction1
The steps for applying the Business Value Assessment Technique are:
? Identify the criteria and factors that are relevant to the business value assessment, such as costs, benefits, risks, and opportunities. The criteria and factors should be aligned with the business goals and drivers that motivate the architecture work, and the stakeholder requirements and concerns that influence the architecture work.
? Assign weights and scores to the criteria and factors, using various methods, such as expert judgment, historical data, or analytical models. The weights and scores should reflect the importance and performance of the criteria and factors, and the trade-offs and preferences of the stakeholders.
? Calculate the business value for each project or project increment, using various techniques, such as net present value, return on investment, or balanced scorecard. The business value should indicate the expected or actual outcomes and impacts of the project or project increment on the business.
? Prioritize the implementation projects and project increments, based on the business value and other considerations, such as dependencies, resources, or risks. The prioritization should determine the order or sequence of the projects and project increments, and the allocation and utilization of the resources.
Therefore, the best answer is C, because it describes the next steps for the migration planning, which are the activities that support the transition from the Baseline Architecture to the Target Architecture. The answer covers the Business Value Assessment Technique, which is relevant to the scenario.
References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 28: Business Value Assessment Technique : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks

NEW QUESTION 109

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