The-Open-Group

Exam Questions OGEA-103

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

NEW QUESTION 1
- (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 2
- (Topic 1)
Which of the following are interests important to the stakeholders in a system?

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

Answer: C

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

NEW QUESTION 3
- (Topic 1)
Which of the following best describes a purpose of the Gap Analysis technique?

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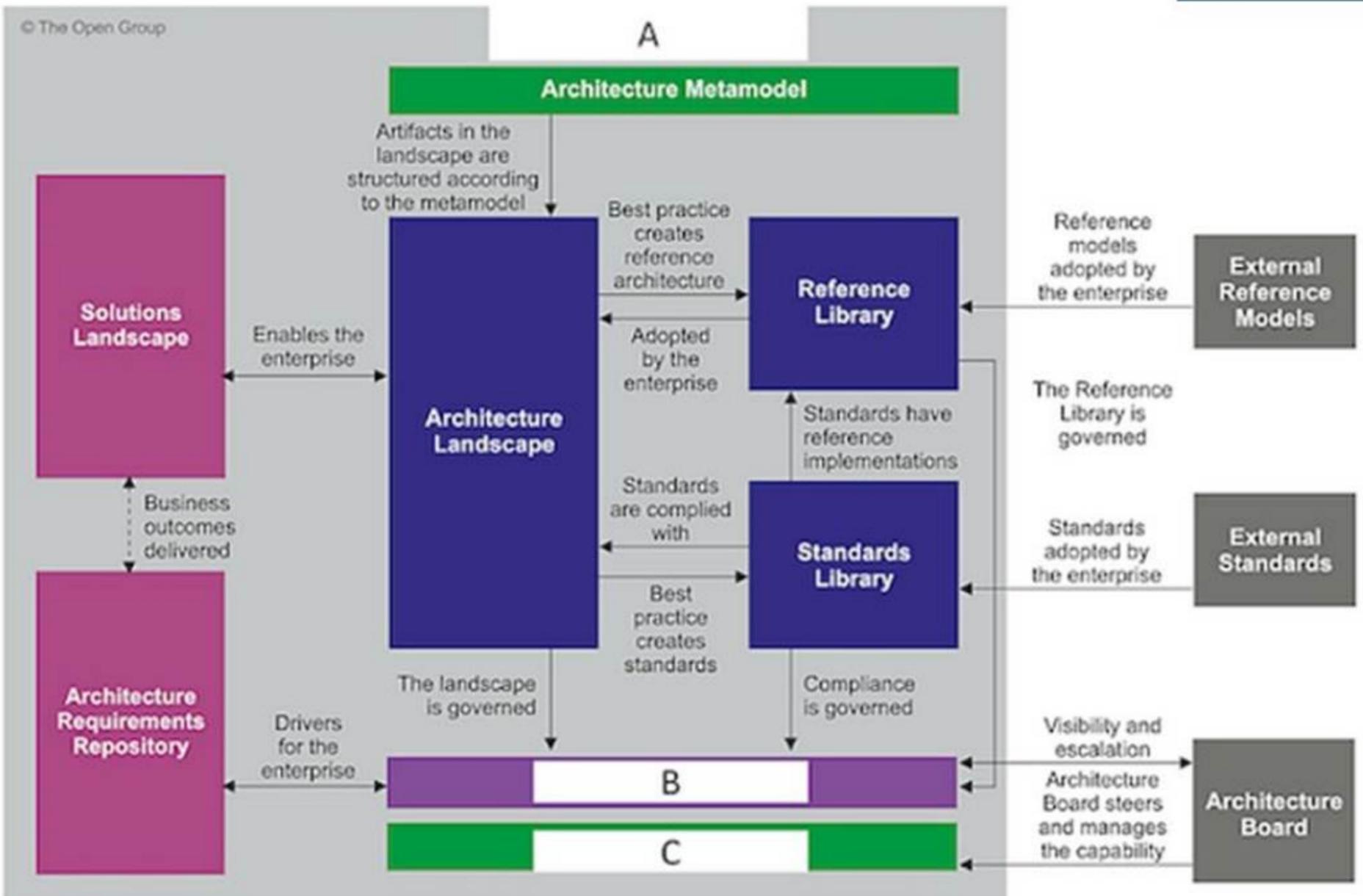D. To identify missing functions

Answer: D

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

NEW QUESTION 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. When considering agile development, Architecture to Support Portfolio will identify what products the Enterprise needs, the boundary of

the products, and what constraints a product owner has; this defines the Enterprise's

A. risk tolerance
B. business continuity
C. backlog
D. operating model

Answer: C

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

NEW QUESTION 7
- (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 8
- (Topic 1)
Complete the following sentence. In the ADM documents which are under development and have not undergone any formal review and approval process are _____.

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

Answer: A

Explanation:
In the ADM documents which are under development and have not undergone any formal review and approval process are called ??draft??. This indicates that they are subject to change and refinement as the architecture development progresses.
Reference: The TOGAF® Standard | The Open Group Website, Section 4.2.5 Architecture Deliverables.

NEW QUESTION 9
- (Topic 1)
Consider the following statements.
* 1. All processes, decision-making, and mechanisms used will be established so as to minimize or avoid potential conflicts of interest.
* 2. More effective strategic decision-making will be made by C-Level executives and business leaders.
* 3. All actions implemented and their decision support will be available for inspection by authorized organization and provider parties.
* 4. Digital Transformation and operations will be more effective and efficient.
Which statements highlight the value and necessity for Architecture Governance to be adopted within organizations?

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

Answer: B

Explanation:
Statements 1 and 3 highlight the value and necessity for Architecture Governance to be adopted within organizations. Architecture Governance is the practice and orientation by which Enterprise Architectures and other architectures are managed and controlled at an enterprise-wide 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 10

- (Topic 1)
Complete the following sentence. In the ADM, documents which are under development and have not undergone any formal review and approval process are called_____ Documents which have been reviewed and approved are called _____

A. "draft"- "finalized"
B. "draft" - "approved"
C. "concept" - "deliverable"
D. "Version 0.1" - "Version 1.0"

Answer: B

Explanation:
According to the TOGAF Standard, 10th Edition, documents which are under development and have not undergone any formal review and approval process are called draft documents, while documents which have been reviewed and approved are called approved documents 1. Draft documents are typically marked with a version number of 0.x, indicating that they are incomplete or provisional. Approved documents are typically marked with a version number of 1.0 or higher, indicating that they have been finalized and authorized. The other options are not correct, as they are not the terms used by the TOGAF Standard to distinguish between documents under development and documents that have been reviewed and approved. The terms ??finalized??, ??concept??, ??deliverable??, and ??Version 0.1?? and ??Version 1.0?? are not specific to the TOGAF Standard, and they may have different meanings or interpretations in different contexts. References: 1: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 7: Applying Iteration to the ADM, Section 7.2.3 Document Categorization.

NEW QUESTION 10
- (Topic 1)
Which of the following best summarizes the purpose of Enterprise Architecture?

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

Answer: B

Explanation:
EA applies architecture principles and practices to analyze, design, plan, and implement enterprise analysis that supports digital transformation, IT growth, and the modernization of IT2. EA also helps organizations improve the efficiency, timeliness, and reliability of business information, as well as the alignment, agility, and adaptability of the architecture to the changing needs and requirements3. Therefore, the best summary of the purpose of EA is to guide effective change.
References: 1: Enterprise architecture - Wikipedia 2: What is enterprise architecture? A framework for transformation 3: 3 The Purpose of Enterprise Architecture - The Open Group

NEW QUESTION 14
- (Topic 1)
Which statement about Requirements Management is most correct?

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

Answer: D

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

NEW QUESTION 17
- (Topic 1)
Consider the following ADM phases objectives.
Objective:
* 1. Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
* 2. Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
* 3. Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
* 4. Identify candidate Architecture Roadmap components based upon gaps between the
Baseline and Target Technology Architectures Which phase does each objective match?

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

Answer: C

Explanation:
•Phase A: Architecture Vision
oDevelop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
oDefine the scope and boundaries of the architecture engagement oIdentify the key stakeholders and their concerns and expectations
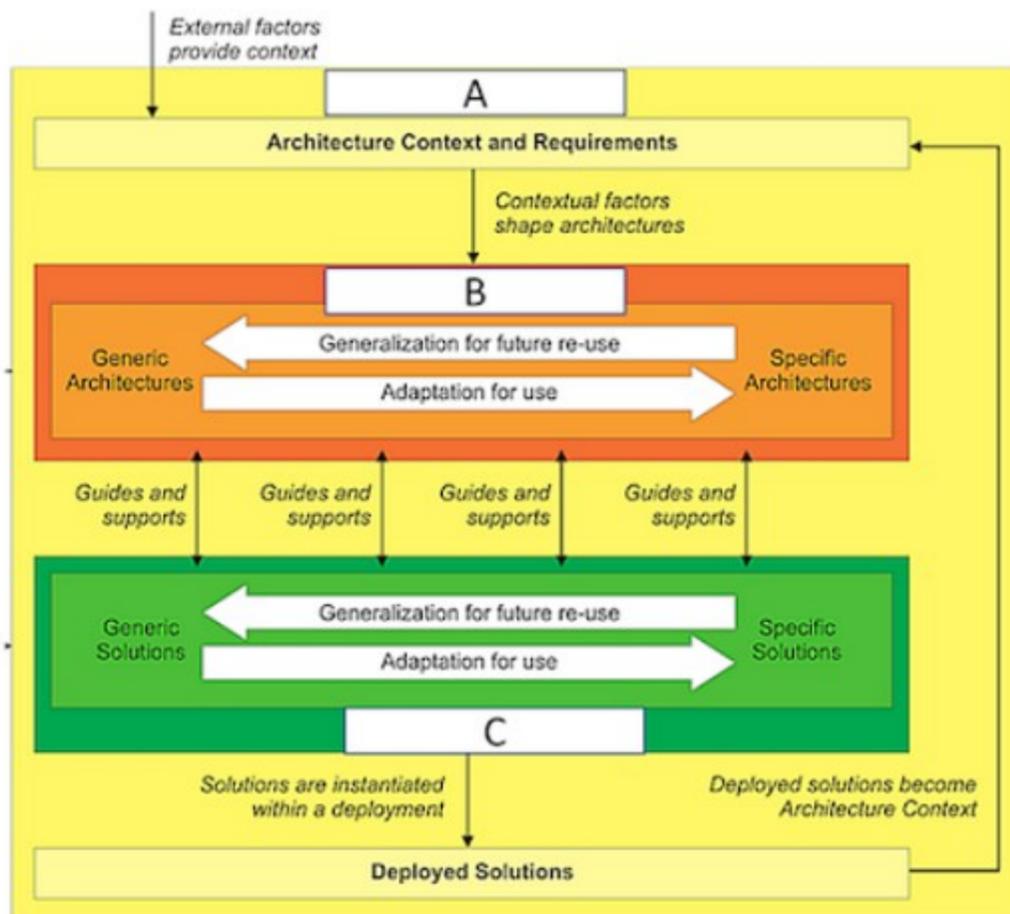oDefine the Architecture Vision statement and the Architecture Definition Document oObtain approval and commitment from the sponsors and stakeholders
•Phase B: Business Architecture

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

NEW QUESTION 21
- (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 22
- (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 26
- (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 31
- (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 35
- (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
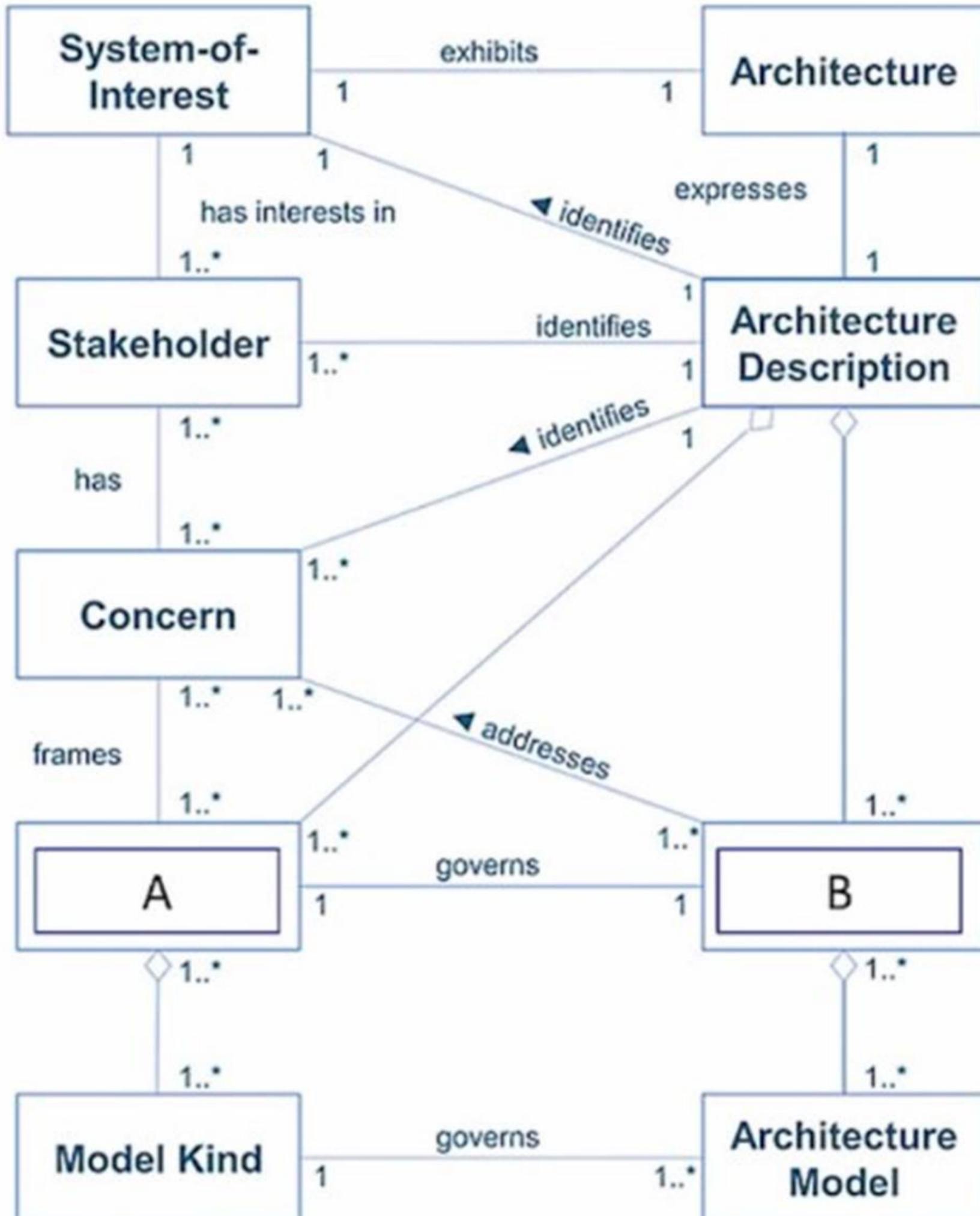D. To form a contract between sponsoring organization and the enterprise architects

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 38
- (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 42
- (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 47
- (Topic 1)
Complete the sentence The purpose of Enterprise Architecture is to _____.

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

Answer: C

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

NEW QUESTION 49
- (Topic 1)
Consider the following ADM phases objectives.

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

Which phase does each objective match?

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

Answer: B

Explanation:

1E: To identify delivery vehicles (projects programs portfolios) that will deliver the Target Architecture 2F: To confirm readiness and ability to undergo change 3E: To determine whether an incremental approach is required and if so identify Transition Architectures that will deliver continuous business value 4G: To perform appropriate governance functions while the solution is being implemented

Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 ADM Phases.

NEW QUESTION 52
- (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 54
- (Topic 1)
Complete the sentence The Architecture Landscape is divided into levels known as _____.

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

Answer: C

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

NEW QUESTION 55
- (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 57
- (Topic 1)
Complete the following sentence:
Presenting different _____ and _____ to stakeholders helps architects to extract hidden agendas principles and requirements that could impact the final Target Architecture

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

Answer: C

Explanation:
According to the TOGAF Standard, an architecture view is a representation of a system from the perspective of a related set of concerns1. An architecture viewpoint is a specification of the conventions for a particular kind of architecture view1. Presenting different architecture views and architecture viewpoints to stakeholders helps architects to extract hidden agendas, principles, and requirements that could impact the final target architecture. This is because different stakeholders may have different concerns and interests in the system, and by showing them how the system addresses their concerns from different perspectives, the architects can elicit more feedback and validation from them2. For example, a business stakeholder may be interested in the business architecture view, which focuses on the business processes, functions, and capabilities of the system3. A security stakeholder may be interested in the enterprise security view, which addresses the security aspects of the system, such as confidentiality, integrity, and availability3. By presenting these views to the respective stakeholders, the architects can ensure that the system meets their expectations and needs, and also identify any potential issues or gaps that may affect the target architecture. References: 1: The TOGAF Standard, Version 9.2 - Architectural Artifacts - TheOpen Group1; 2: Understanding TOGAF Views and Viewpoints in Enterprise Architecture2; 3: Developing Architecture Views - The Open Group4

NEW QUESTION 62
- (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 65
- (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 68
- (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 70
- (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 71
- (Topic 1)
According to the TOGAF standard, what term describes an individual with an interest in a system?

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

Answer: A

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

NEW QUESTION 72
- (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 organizationsworking together typically align with broader, often international, scopes of architecture that transcend individual enterprise boundaries.
? Partnerships and alliances of businessesworking 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 77
- (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 80
- (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 83
- (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 88
- (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 92
- (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 section 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 94
- (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 98
- (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 102
- (Topic 1)
The _____ ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance.

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

Answer: C

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

NEW QUESTION 107
- (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 110
- (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 111
- (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 113
- (Topic 1)
What are the following activities part of?
• Initial risk assessment
• Risk mitigation and residual risk assessment
• Risk monitoring

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

Answer: A

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

NEW QUESTION 115
- (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 117
- (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 122
- (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 EAteam will need to assess the risks associated with the proposed architecture. He has received concerns from key stakeholders across the company that the proposed reorganization may be too ambitious and there is doubt whether it can produce sufficient value to warrant the risks.
Refer to the scenario
You have been asked to recommend an approach to satisfy these concerns. Based on the TOGAF Standard, which of the following is the best answer?

A. The Enterprise Architects should evaluate the organization's readiness to undergo chang
B. This will allow the risks associated with the transformations to be identified, classified, and mitigated fo
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 Pla
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 techniqu
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 minimize
J. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architectur
K. This should include the development of a matrix showing the interoperability requirement
L. These can then be included within the transformation strategy embedded in the target transition architecture
M. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.
N. Before preparing the detailed Implementation and Migration plan, the Enterprise Architects should review and consolidate the gap analysis results from Phases B to This will identify the transformations required to achieve the proposed Target Architectur
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 identifie
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 124
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