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)
Consider the following ADM phases objectives.

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

Which phase does each objective match?

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

Answer: B

Explanation:
? According to the TOGAF Standard, Version 9.2, the ADM phases and their objectives are as follows1:
? Based on the above definitions, we can match each objective with the corresponding phase as follows:
References:
? 1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)
? 2: The TOGAF Standard, Version 9.2, Chapter 21: Architecture Change Management
? 3: The TOGAF Standard, Version 9.2, Chapter 20: Migration Planning
? 4: The TOGAF Standard, Version 9.2, Chapter 19: Implementation Governance

NEW QUESTION 3
- (Topic 1)
Which of the following 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)
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 5
- (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 6
- (Topic 1)
Consider the following statement.
Projects may cycle between ADM phases, in planned cycles covering multiple phases. What does it illustrate?

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

Answer: B

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

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

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

Answer: A

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

NEW QUESTION 8
- (Topic 1)
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

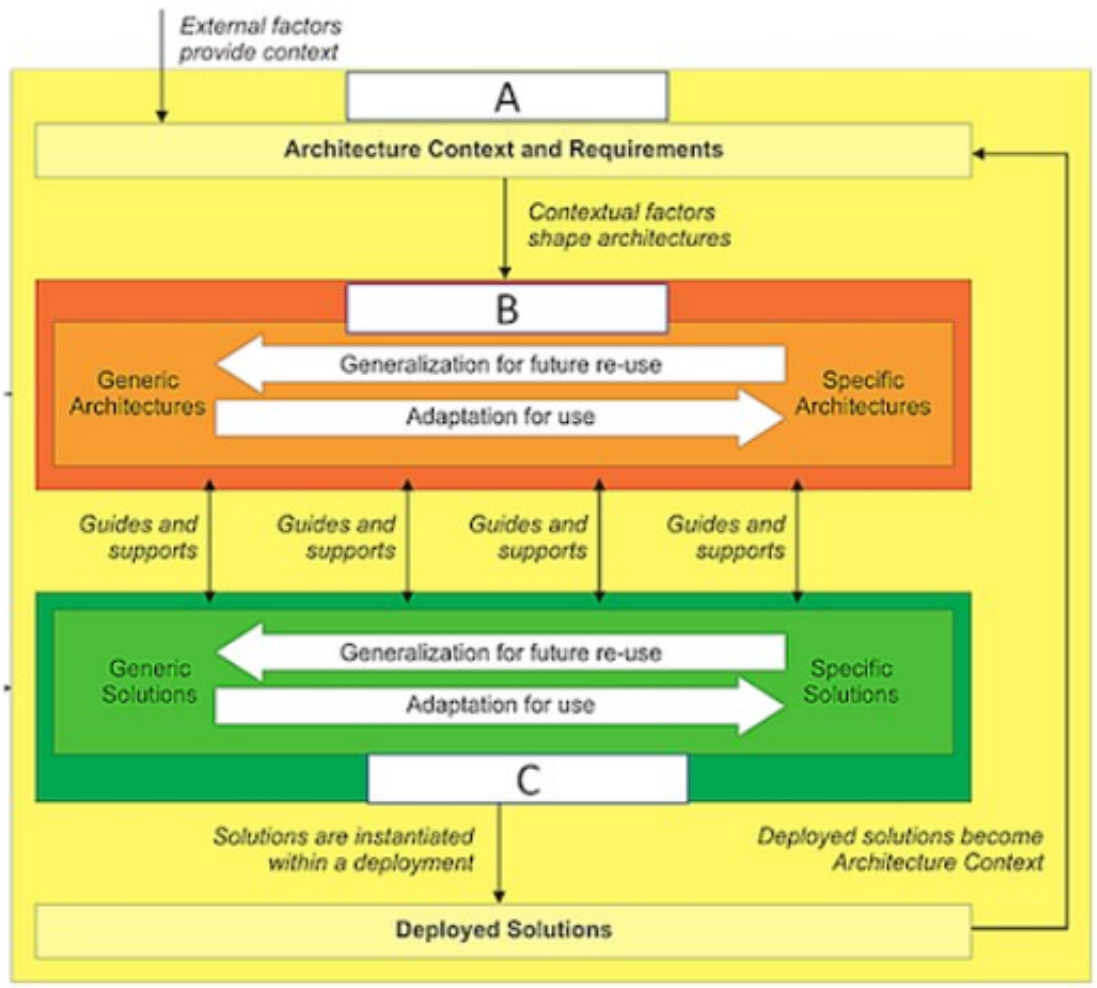
NEW QUESTION 9
- (Topic 1)
What is defined as the effect of uncertainty on objectives?

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

Answer: B

Explanation:
Risk is defined as the effect of uncertainty on objectives, according to the ISO 31000 standard, which provides principles and guidelines for risk management1 Risk can be positive or negative, depending on whether the uncertainty affects the achievement or the failure of the objectives. Risk can also be expressed in terms of likelihood and impact, which indicate the probability and the consequence of the risk occurrence. Risk management is the coordinated activities to direct and control an organization with regard to risk. Risk management is an integral part of the TOGAF standard, as it helps to identify, assess, and treat the risks that may affect the architecture development and implementation2 References: 1: ISO 31000:2018, Risk management — Guidelines, Clause 3.1 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management

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

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

Answer: B

Explanation:
The Architecture Requirements Specification is one of the TOGAF deliverables that provides a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture12. It is a companion to the Architecture Definition Document, which provides a qualitative view of the solution and aims to communicate the intent of the architect. The Architecture Requirements Specification provides a quantitative view of the solution, stating measurable criteria that must be met during the implementation of the architecture3. It typically forms a major component of an implementation contract or contract for more detailed Architecture Definition4. References:
•Deliverable: Architecture Requirements Specification - The Open Group
•Architecture Requirements Specification - Visual Paradigm Community Circle
•The TOGAF Standard, Version 9.2 - Definitions - The Open Group
•The TOGAF Standard, Version 9.2 - Architecture Requirements Specification - The Open Group

NEW QUESTION 14
- (Topic 1)
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 19
- (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 21
- (Topic 1)
In which phase of the ADM cycle do building blocks become implementation-specific?

A. Phase B
B. Phase C
C. Phase D
D. Phase E

Answer: D

Explanation:

Building blocks are reusable components of business, IT, or architectural capability that can be combined to deliver architectures and solutions. Building blocks can be defined at various levels of detail, depending on the stage of architecture development. In the earlier phases of the ADMcycle (A to D), building blocks are defined in generic terms, such as logical or physical, to provide a high-level view of the architecture. In Phase E: Opportunities and Solutions, building blocks become implementation-specific, meaning that they are linked to specific products, standards, technologies, and vendors that are available in the market. This phase also identifiesthe delivery vehicles, such as projects, programs, or portfolios, that will realize the building blocks12 References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 23: Phase E: Opportunities and Solutions 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks

NEW QUESTION 25
- (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)

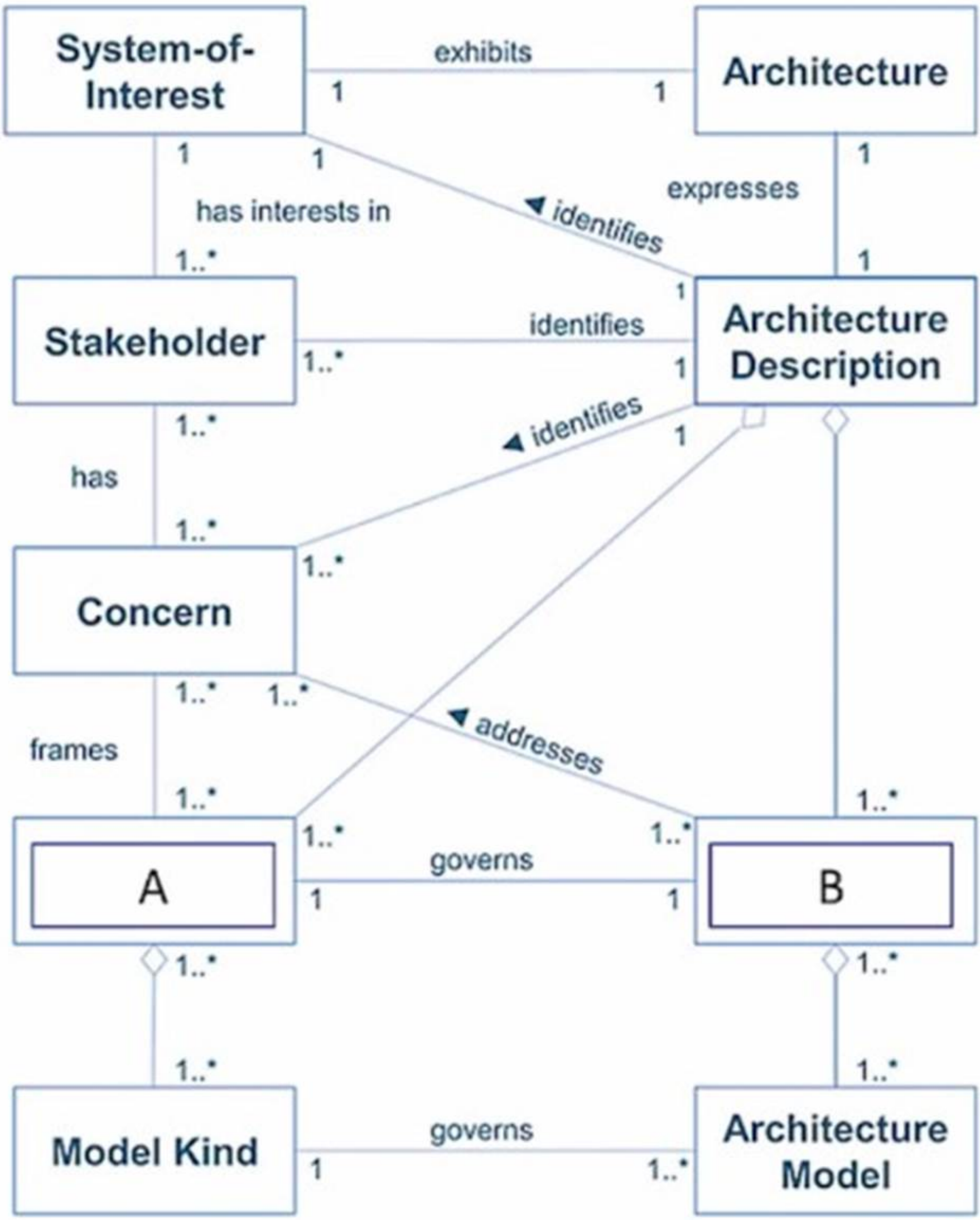
Which ADM Phase does this describe?

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 28
- (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 33
- (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 38
- (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 40
- (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 44
- (Topic 1)
Complete the sentence A set of architecture principles that cover every situation perceived meets the recommended criteria of _____

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

Answer: D

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

NEW QUESTION 46
- (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 49
- (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 53
- (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 58
- (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 59
- (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 63

- (Topic 1)
What is presented as ??striking a balance between positive and negative outcomes resulting from the realization of either opportunities or threats?

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

Answer: D

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

NEW QUESTION 67
- (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 72
- (Topic 1)
Which of the following is included as part of Architecture Governance1?

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

Answer: A

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

NEW QUESTION 74
- (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 75
- (Topic 1)
Complete the sentence When considering agile development Architecture to Support Project will identify what products the Enterprise needs the boundary of the products and what constraints a product owner has. this defines the Enterprise's _____.

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

Answer: B

Explanation:

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

NEW QUESTION 77
- (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 79
- (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 83
- (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 84
- (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 87
- (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 90
- (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 sectionshould 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 91
- (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

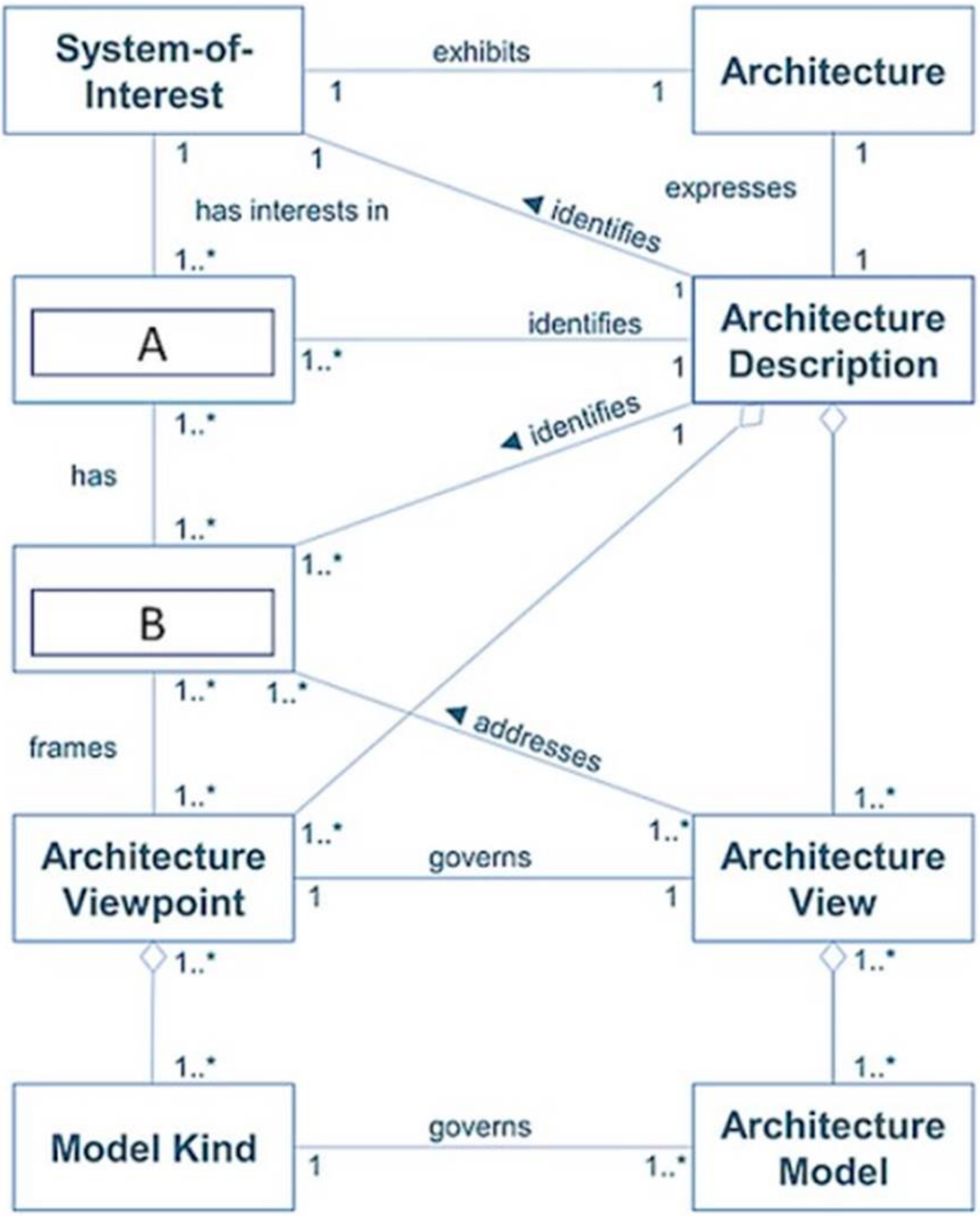
NEW QUESTION 92
- (Topic 1)
Which of the following describes how the Enterprise Continuum is used when developing an enterprise architecture?

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

Answer: D

Explanation:
The Enterprise Continuum consists of two complementary concepts: the Architecture Continuum and the Solutions Continuum1. The Architecture Continuum provides a consistent way to describe and understand the generic and reusable architecture building blocks, such as models, patterns, and standards, that can be applied and tailored to specific situations2. The Solutions Continuum provides a consistent way to describe and understand the specific and implemented solution building blocks, such as products, services, and components, that realize the architecture building blocks3. The Enterprise Continuum enables the reuse and integration of architecture and solution assets across different levels of abstraction, scope, and detail, ranging from foundation architectures to organization-specific architectures1.
The Enterprise Continuum is used when developing an enterprise architecture to support the following activities1:
•Selecting relevant architecture and solution assets from the Architecture Repository or other sources, based on the business drivers, goals, and requirements
•Adapting and customizing the architecture and solution assets to suit the specific needs and context of the enterprise
•Defining and developing the target architecture and the architecture roadmap, based on the gaps and opportunities identified between the baseline and the target states
•Defining and developing the implementation and migration plan, based on the architecture roadmap and the solution building blocks
•Governing and managing the architecture and solution assets throughout the architecture lifecycle, ensuring their quality, consistency, and compliance
References: 1: The TOGAF Standard, Version 9.2 - Enterprise Continuum 2: The TOGAF Standard, Version 9.2 - Architecture Continuum 3: The TOGAF Standard, Version 9.2 - Solutions Continuum

NEW QUESTION 93
- (Topic 1)
Exhibit:



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

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

Answer: C

Explanation:

In the context of TOGAF, a stakeholder is any individual, team, or
organization who has interests in, or concerns relative to, the outcome of the architecture. Concerns are those interests which pertain to any aspect of the system??s functioning, development or operation, including considerations such as performance, reliability, and security1. References:
•The TOGAF Standard, Version 9.2 - Definitions - The Open Group

NEW QUESTION 96
- (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 101
- (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 106
- (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 108
- (Topic 2)
Please read this scenario prior to answering the question
You are serving as the Lead Architect for an Enterprise Architecture team within a leading multinational biotechnology company. The company works in three major industries, including healthcare, crop production, and agriculture. Your team works within the healthcare division.
The healthcare division is developing a new vaccine, and has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the relevant health authorities. The clinical trials are undertaken by its research laboratories at multiple facilities worldwide. In addition to internal research and development activities, the healthcare division is also involved in publicly funded collaborative research projects with industrial and academic partners.
The Enterprise Architecture team has been engaged in an architecture project to develop a secure system that will allow the healthcare researchers to share information more easily about their clinical trials, and work more collaboratively across the organization and also with its partners. This system will also connect with external partners.
The Enterprise Architecture team uses the TOGAF ADM with extensions required to support healthcare manufacturing practices and laboratory practices. Due to the highly sensitive nature of the information that is managed, special care has been taken to ensure that each architecture domain considers the security and privacy issues that are relevant.
The Vice President for Worldwide Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that disruptions must be minimized for the clinical trials, and that the rollout must be undertaken incrementally.
Refer to the scenario
You have been asked to recommend the approach to identify the work packages for an incremental rollout meeting the requirements.
Based on the TOGAF standard which of the following is the best answer?

A. You recommend that the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix be grouped into a set of work package
B. Using the matrix as a planning tool, regroup the work packages to account for dependencie
C. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture, so that the implementation team can schedule the rollout one region at a time to minimize disruptio

D. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.
E. You recommend that a Consolidated Gap
F. Solutions and Dependencies Matrix is used as a planning tool for creating work package
G. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing produc
H. Group the similar solutions together to define the work package
I. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture considering the schedule for clinical trials, and document in an Architecture Definition Increments Table.
J. You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraint
K. A Consolidated Gap
L. Solutions and Dependencies Matrix should also be create
M. For each ga
N. identify a proposed solution and classify it as new development, purchased solution, or based on an existing produc
O. Group similar activities together to form work package
P. Identify dependencies between work packages factoring in the clinical trial schedule
Q. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.
R. You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procure
S. Eliminate any duplicate
T. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matri
. Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architecture
. Schedule the roll out of the work packages to be sequential across the geographic regions.

Answer: B

Explanation:
A Consolidated Gaps, Solutions and Dependencies Matrix is a technique that can be used to create work packages for an incremental rollout of the architecture. A work package is a set of actions or tasks that are required to implement a specific part of the architecture. A work package can be associated with one or more Architecture Building Blocks (ABBs) or Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. A work package can also be associated with one or more Capability Increments, which are defined, discrete portions of the overall capability that deliver business value. A Capability Increment can be realized by one or more Transition Architectures, which are intermediate states of the architecture that enable the transition from the Baseline Architecture to the Target Architecture123
The steps for creating work packages using this technique are:
? For each gap between the Baseline Architecture and the Target Architecture, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. A gap is a difference or deficiency in the current state of the architecture that needs to be addressed by the future state of the architecture. A solution is a way of resolving a gap by implementing one or more ABBs or SBBs.
? Group similar solutions together to define the work packages. Similar solutions are those that have common characteristics, such as functionality, technology, vendor, or location.
? Identify dependencies between work packages, such as logical, temporal, or resource dependencies. Dependencies indicate the order or priority of the work packages, and the constraints or risks that may affect their implementation.
? Regroup the work packages into a set of Capability Increments to transition to the Target Architecture. Capability Increments should be defined based on the business value, effort, and risk associated with each work package, and the schedule and objectives of the clinical trials. Capability Increments should also be aligned with the Architecture Vision and the Architecture Principles.
? Document the work packages and the Capability Increments in an Architecture
Definition Increments Table, which shows the mapping between the work packages, the ABBs, the SBBs, and the Capability Increments. The table also shows the dependencies, assumptions, and issues related to each work package and Capability Increment.
Therefore, the best answer is B, because it describes the approach to identify the work packages for an incremental rollout meeting the requirements, using the Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool.
References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 23: Phase E: Opportunities and Solutions : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles

NEW QUESTION 109
- (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 114
- (Topic 2)
Please read this scenario prior to answering the question
Your role is that of a senior architect, reporting to the Chief Enterprise Architect, at a medium-sized company with 400 employees. The nature of the business is such that the data and the information stored on the company systems is their major asset and is highly confidential.
The company employees travel extensively for work and must communicate over public infrastructure using message encryption, VPNs, and other standard safeguards. The company has invested in cybersecurity awareness training for all its staff. However, it is recognized that even with good education as well as system security, there is a dependency on third-parly suppliers of infrastructure and software.
The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The CTO is the sponsor of the activity.
The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile.
The CSO recognizes that no matter how much is spent on education, and support, it is likely just a matter of time before the company suffers a significant attack that could completely lock them out of their information assets.
A risk assessment has been done and the company has sought cyber insurance that includes ransomware coverage. The quotation for this insurance is hugely expensive. The CTO has recently read a survey that stated that one in four organizations paying ransoms were still unable to recover their data, while nearly as many were able to recover the data without paying a ransom. The CTO has concluded that taking out cyber insurance in case they need to pay a ransom is not an option.
Refer to the scenario
You have been asked to describe the steps you would take to improve the resilience of the current architecture?
Based on the TOGAF standard which of the following is the best answer?

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

S. You would then determine and present your recommendations.

Answer: A

Explanation:
Business continuity is the ability of an organization to maintain essential functions during and after a disaster or disruption. Business continuity requirements are the specifications and criteria that define the acceptable level of performance and availability of the business processes and services in the event of a disaster or disruption. A gap analysis is a technique that compares the current state of the architecture with the desired state, and identifies the gaps or differences that need to be addressed. A change request is a formal proposal for an amendment to some product or system, such as the architecture. A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project123
The best answer is A, because it describes the steps that would improve the resilience of the current architecture, which is the ability to withstand and recover from a ransomware attack or any other disruption. The steps are:
? Determine the business continuity requirements, which specify the minimum acceptable level of performance and availability of the business processes and services in case of a ransomware attack. This would involve identifying the critical business functions, the recovery time objectives, the recovery point objectives, and the dependencies and resources needed for recovery.
? Undertake a gap analysis of the current Enterprise Architecture, which compares the current state of the architecture with the desired state based on the business continuity requirements. This would involve assessing the strengths and weaknesses of the current architecture, the risks and opportunities for improvement, and the gaps or differences that need to be addressed.
? Make recommendations for change requirements to address the situation and create a change request. This would involve proposing solutions and alternatives to close the gaps, enhance the resilience, and mitigate the risks of the current architecture. The change request would document the rationale, scope, impact, and benefits of the proposed changes, and seek approval from the relevant stakeholders.
? Manage a meeting of the Architecture Board to assess and approve the change request. The Architecture Board is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. The meeting would involve presenting the change request, discussing the pros and cons, resolving any issues or conflicts, and obtaining the approval or rejection of the change request.
? Once approved, produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change. The Request for Architecture Work would describe the scope, approach, and expected outcomes of the architecture project that would implement the approved change request. The Request for Architecture Work would initiate a new cycle of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture.
References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 33: Business Scenarios 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 34: Business Transformation Readiness Assessment : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work

NEW QUESTION 116
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