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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 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 3

- (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 4

- (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 5

- (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 6

- (Topic 1)

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

1	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
2	A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture.
3	A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle
4	The scope and approach that will be used to complete an architecture development cycle

Which deliverables match these descriptions?

- A. 1 Architecture Requirements Specification - 2 Request for Architecture Work - 3 Statement of Architecture Work - 4 Architecture Principles
- B. 1 Statement of Architecture Work - 2 Architecture Principles - 3 Architecture Requirements Specification - 4 Request for Architecture Work
- C. 1 Architecture Principles - 2 Architecture Requirements Specification - 3 Request for Architecture Work - 4 Statement of Architecture Work
- D. 1 Request for Architecture Work - 2 Statement of Architecture Work - 3 Architecture Principles - 4 Architecture Requirements Specification

Answer: D

Explanation:

The Request for Architecture Work is a deliverable that is sent from the sponsor and triggers the start of an architecture development cycle. It defines the scope, budget, schedule, and deliverables for a specific architecture project. The Statement of Architecture Work is a deliverable that is produced by the architect and defines the approach and resources needed to complete an architecture project. It forms the basis of a contractual agreement between the sponsor and the architecture organization. The Architecture Principles are a deliverable that is produced by the architect and defines the general rules and guidelines for the architecture work. They reflect the business principles, business goals, and business drivers of the organization. The Architecture Requirements Specification is a deliverable that is produced by the architect and defines the requirements that govern the architecture work. It covers both functional and non-functional requirements as well as constraints and assumptions.

NEW QUESTION 7

- (Topic 1)

Consider the following statements.

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

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

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

Answer: B

Explanation:

Statements 1 and 3 highlight the value and necessity for Architecture Governance to be adopted within organizations. Architecture Governance is the practice and orientation by which Enterprise Architectures and other architectures are managed and controlled at an enterprise-wide level12. It ensures that architectural

decisions are aligned with the organization's strategy, objectives, and standards. Architecture Governance also involves establishing and maintaining processes, decision-making, and mechanisms to avoid or minimize potential conflicts of interest, such as between different stakeholders, business units, or projects³⁴.

Moreover, Architecture Governance requires transparency and accountability for all actions implemented and their decision support, so that they can be inspected and evaluated by authorized parties, such as auditors, regulators, or customers⁵. References:

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

NEW QUESTION 8

- (Topic 1)

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 9

- (Topic 1)

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

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

Answer: B

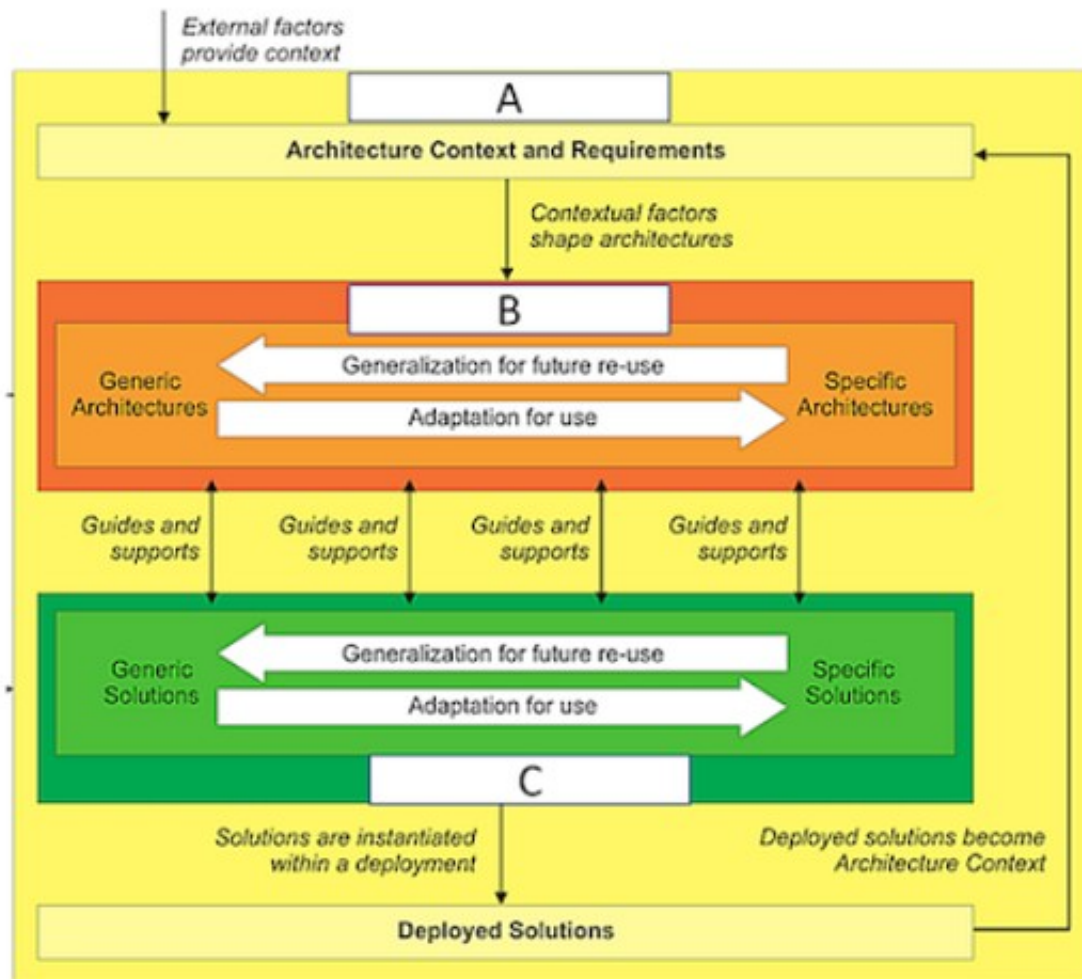
Explanation:

According to the TOGAF Standard, 10th Edition, risk is present in all phases within the Architecture Development Method (ADM), and it should be identified, classified, and mitigated before starting a transformation effort¹. Risk is defined as "the effect of uncertainty on objectives"², and it can have positive or negative impacts on the architecture project. Risk management is a technique that helps to assess and address the potential risks that may affect the achievement of the architecture objectives, and to balance the trade-offs between opportunities and threats. Risk management is applied throughout the ADM cycle, from the Preliminary Phase to the Requirements Management Phase, and it is integrated with other techniques, such as stakeholder management, business transformation readiness assessment, gap analysis, and migration planning¹. The other options are not correct, as they are not present in all phases within the ADM, and they are not necessarily identified, classified, and mitigated before starting a transformation effort. Budgetary constraints are the limitations on the financial resources available for the architecture project, and they are usually considered in Phase E: Opportunities and Solutions, and Phase F: Migration Planning³. Schedule constraints are the limitations on the time available for the architecture project, and they are also usually considered in Phase E and F³. Information gaps are the missing or incomplete data or knowledge that may affect the architecture project, and they are usually identified in Phase B: Business Architecture, Phase C: Information Systems Architecture, and Phase D: Technology Architecture. References: 1: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management. 2: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 3: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 16: Phase E: Opportunities and Solutions, and Chapter 17: Phase F: Migration Planning. : TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 13: Phase B: Business Architecture, Chapter 14: Phase C: Information Systems Architecture, and Chapter 15: Phase D: Technology Architecture.

NEW QUESTION 10

- (Topic 1)

Consider the illustration.



What are the items labelled A, B and C?

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

Answer: A

Explanation:

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

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

NEW QUESTION 10

- (Topic 1)

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

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

Answer: C

Explanation:

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

NEW QUESTION 11

- (Topic 1)

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

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

D. 2 & 4

Answer: B

Explanation:

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

NEW QUESTION 13

- (Topic 1)

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

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

Answer: B

Explanation:

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

NEW QUESTION 16

- (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 19

- (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 21

- (Topic 1)

What is used to structure architectural information in an orderly way so that it can be processed to meet stakeholder needs?

- A. A Stakeholder Map
- B. An Architecture Framework
- C. Content Metamodel
- D. An EA Library

Answer: C

Explanation:

? A content metamodel is a formal structure that defines the types of entities and relationships that are used to capture, store, filter, query, and represent architectural information in a way that supports consistency, completeness, and traceability¹².

? A stakeholder map is a tool that identifies and analyzes the key stakeholders and their interests, influence, and expectations in relation to the architecture³. It is not used to structure architectural information, but rather to understand the stakeholder needs and concerns.

? An architecture framework is a set of principles, guidelines, standards, and tools that provide a common structure and methodology for developing architectures⁴. It is not used to structure architectural information, but rather to guide the architecture development process and ensure alignment with the business strategy and objectives.

? An EA library is a repository that stores and manages the architecture artifacts, deliverables, and other relevant information produced and consumed during the architecture development and governance. It is not used to structure architectural information, but rather to provide access, security, and version control for the architecture content.

References: 1: The TOGAF Standard, Version 9.2 - Content Metamodel 2: TOGAF 9.2 Content Metamodel Framework - A Quick Guide - KnowledgeHut 3: The TOGAF Standard, Version 9.2 - Stakeholder Management 4: The TOGAF Standard, Version 9.2 - Architecture Framework : The TOGAF Standard, Version 9.2 - Architecture Repository

NEW QUESTION 23

- (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 28

- (Topic 1)

Complete the sentence. The architecture domains that are considered by the TOGAF standard as subsets of an overall enterprise architecture are Business, Technology,

- A. Logical and Physical
- B. Information and Data
- C. Capability and Segment
- D. Application and Data

Answer: D

Explanation:

These domains provide a consistent way to describe and understand the architecture from different perspectives, such as business, information, and technology¹². Each domain has its own set of concepts, models, views, and artifacts that define the structure and behavior of the architecture within that domain¹².

The other options are incorrect because:

•Logical and Physical are not architecture domains, but rather levels of abstraction that can be applied to any domain. Logical architecture describes the functionality and behavior of the system, while physical architecture describes the implementation and deployment of the system³.

•Information and Data are not distinct architecture domains, but rather aspects of the same domain. Information architecture describes the meaning and context of the data, while data architecture describes the structure and format of the data⁴.

•Capability and Segment are not architecture domains, but rather levels of granularity that can be applied to any domain. Capability architecture describes the current and desired states of a specific business capability, while segment architecture describes a subdivision of the enterprise that has a clear business focus⁵.

References: 1: The TOGAF Standard, Version 9.2 - Definitions 2: TOGAF® Standard — Introduction - Definitions 3: [Logical vs Physical Architecture] 4: [Information Architecture vs Data Architecture] 5: [The TOGAF Standard, Version 9.2 - Applying the ADM Across the Architecture Landscape]

NEW QUESTION 30

- (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 31

- (Topic 1)

What component of the Architecture Repository represents architecture requirements agreed with the Architecture Board?

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

Answer: C

Explanation:

The Architecture Requirements Repository stores all the requirements that are output of the architecture development cycle, as well as the requirements that are input to the architecture development cycle¹. The Architecture Requirements Repository includes the following types of requirements¹:

- Stakeholder Requirements: These are the high-level requirements and expectations of the stakeholders, derived from the business drivers, goals, and objectives. They are captured and refined in the Architecture Vision phase and the Requirements Management phase.

- Architecture Requirements: These are the detailed requirements that specify what the architecture must do or deliver to meet the stakeholder requirements. They are derived and refined in the Business, Information Systems, and Technology Architecture phases.

- Implementation and Migration Requirements: These are the detailed requirements that specify what the implementation and migration projects must do or deliver to realize the architecture. They are derived and refined in the Opportunities and Solutions and Migration Planning phases.

The Architecture Requirements Repository is used to manage the architecture requirements throughout the architecture lifecycle, ensuring their traceability, consistency, and compliance¹. The Architecture Board is the authority that reviews and approves the architecture requirements, as well as the architecture deliverables and artifacts, as part of the architecture governance process².

References: 1: Architecture Requirements Repository 2: Architecture Board

NEW QUESTION 36

- (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 38

- (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

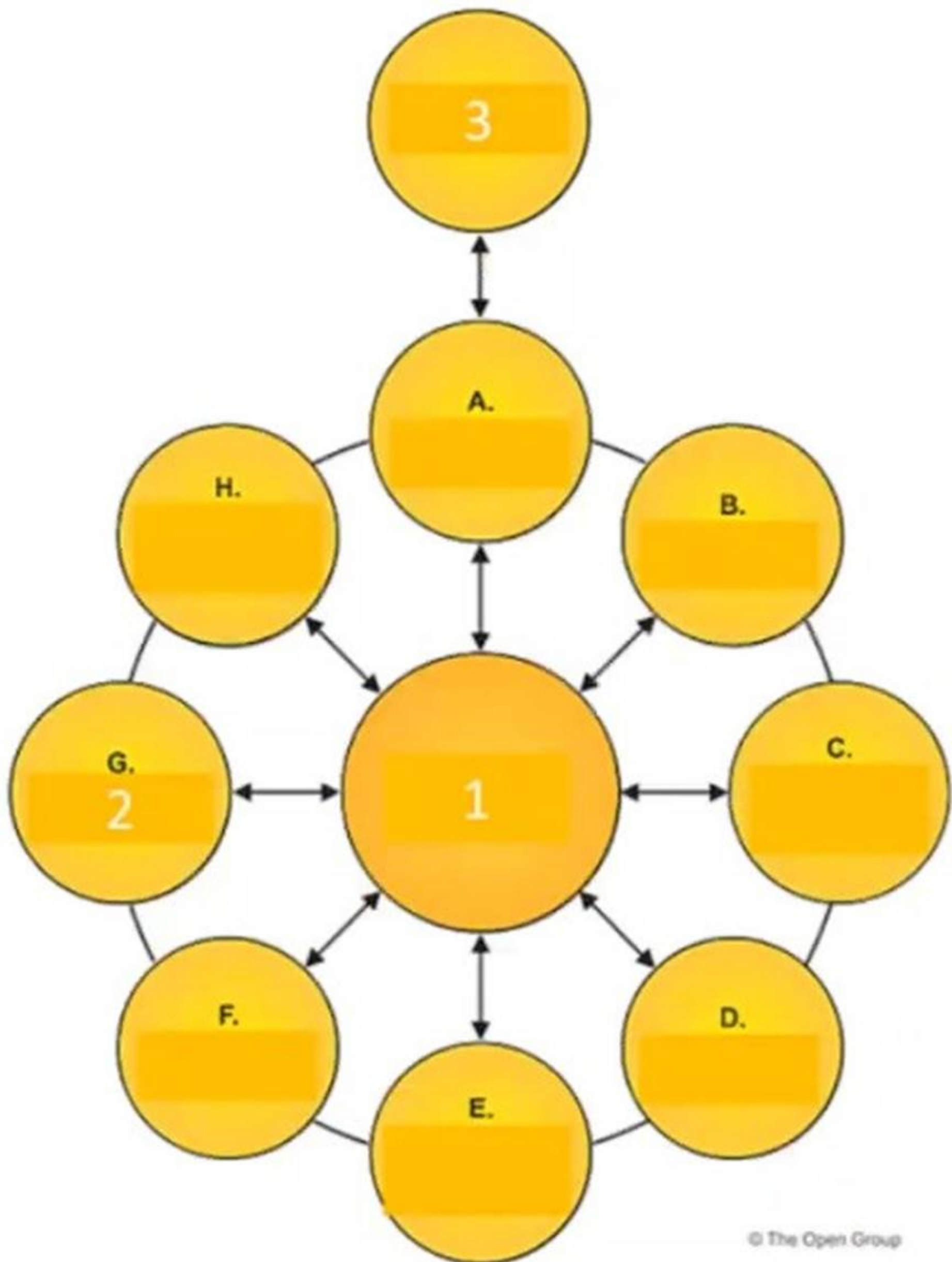
Explanation:

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 42

- (Topic 1)

Exhibit



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

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

Answer: C

Explanation:

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

managing an enterprise architecture1.

? The ADM consists of nine phases, each with a specific purpose and output. The phases are1:

? In addition to these phases, there is a central process called Requirements Management, which is labeled as item 1 in the illustration. This process operates throughout the ADM cycle, and its purpose is to manage the architecture requirements throughout the architecture development, ensuring that they are aligned with the business requirements and the stakeholder concerns2.

? Therefore, the description that matches the phase of the ADM labeled as item 1 is C. Operates the process of managing architecture requirements. References:

? 1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)

? 2: The TOGAF Standard, Version 9.2, Chapter 17: Requirements Management

NEW QUESTION 43

- (Topic 1)

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

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

Answer: A

Explanation:

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

NEW QUESTION 46

- (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 51

- (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

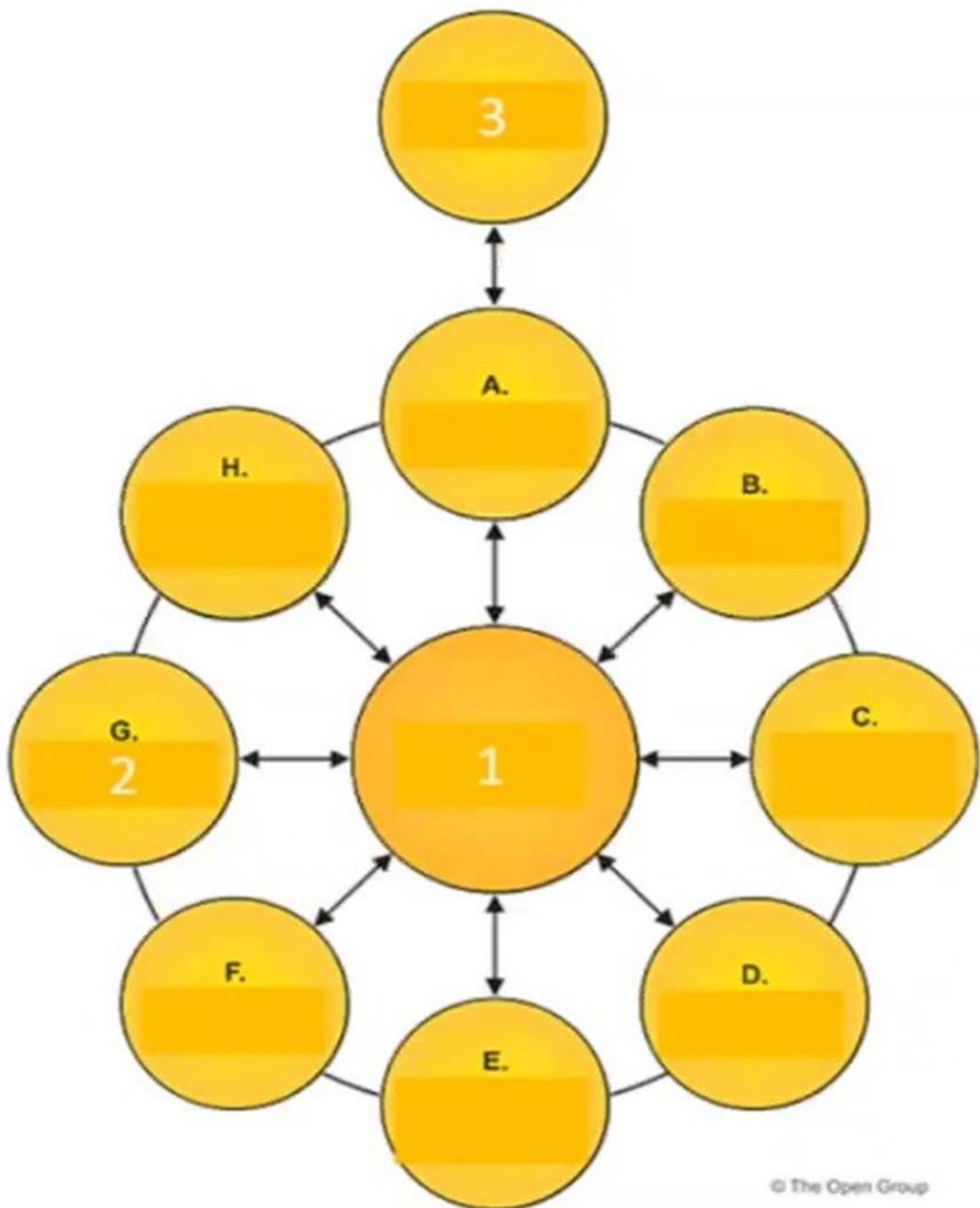
Answer: C

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 53

- (Topic 1)
Exhibit



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

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

Answer: D

Explanation:

Based on the illustration, the phase of the ADM labeled as item 2 is the Implementation Governance phase. This phase provides architectural oversight for the implementation. It ensures that the implementation project conforms to the architecture. It also provides a framework for monitoring and managing the implementation. The Implementation Governance phase involves the following activities:
 ? Finalizing the Architecture Roadmap and the supporting Implementation and Migration Plan

? Assigning an Architecture Board to oversee the implementation
? Establishing Architecture Contracts with the implementation partners
? Reviewing and approving the implementation project plans and deliverables
? Performing Architecture Compliance reviews to ensure alignment with the architecture
? Performing Architecture Audit reviews to ensure quality and performance of the architecture
? Resolving any architecture issues or change requests that arise during the implementation
? Maintaining the architecture lifecycle and ensuring its continuity
The Implementation Governance phase is essential for ensuring that the architecture is realized as intended and that it delivers the expected business value and outcomes. References: : Implementation Governance

NEW QUESTION 57

- (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 60

- (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 65

- (Topic 1)

Complete the sentence. The four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository are Strategy, Portfolio,

- A. Project, and Solution Delivery.
- B. Subordinate, and Superior Architecture.
- C. Discreet, and Cohesive.
- D. Segment, and End-to-end Target Architecture.

Answer: D

Explanation:

The planning horizon, depth, and breadth of an Architecture Project, along with the contents of the EA Repository, are typically framed by Strategy, Portfolio, Segment, and End-to-end Target Architecture. The 'Segment' refers to a part of the organization, typically addressed in a Segment Architecture, while 'End-to-end Target Architecture' encompasses the complete view of the planned architecture across the entire organization.

NEW QUESTION 68

- (Topic 1)

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

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

Answer: B

Explanation:

According to the TOGAF standard, the need for the ADM process to be governed is to ensure that the architecture development and implementation activities are conducted in a consistent, coherent, and compliant manner¹. Governance provides the means to verify that the method is being applied correctly and effectively, and that the architecture deliverables and artifacts meet the quality and standards criteria¹. Governance also enables the management of risks, issues, changes, and dependencies that may arise during the ADM process¹.

Some of the benefits of governing the ADM process are²:

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

References: 1: Architecture Governance 2: Architecture Governance Benefits

NEW QUESTION 71

- (Topic 1)

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

- A. Project
- B. Breadth
- C. Depth
- D. Architecture Domains

Answer: C

Explanation:

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

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

References: : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 25: Architecture Scope : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 25.2: Scope Dimensions : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 25.2.1: Project, Breadth, Depth, and Architecture Domains

NEW QUESTION 76

- (Topic 2)

Please read this scenario prior to answering the question

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

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

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

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

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

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

Refer to the scenario

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

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

O. A consolidated gap analysis between the architectures will then validate the approach and determine the capability increments needed to achieve the target state.

Answer: C

Explanation:

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

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

- ? Establish the architecture project
- ? Identify stakeholders, concerns, and business requirements
- ? Confirm and elaborate business goals, business drivers, and constraints
- ? Evaluate business capabilities
- ? Assess readiness for business transformation
- ? Define scope
- ? Confirm and elaborate Architecture Principles, including business principles
- ? Develop Architecture Vision
- ? Define the Target Architecture value propositions and KPIs
- ? Identify the business transformation risks and mitigation activities
- ? Secure stakeholder and sponsor approval

The answer C covers most of these steps, by using the business scenarios technique to elicit and validate the business requirements, goals, drivers, and constraints, as well as the current and future states of the architecture². The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations³. The answer C also generates high level definitions of the baseline and target architectures, which can be used to develop the Architecture Vision and the value propositions⁴.

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

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

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

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

References: ¹The TOGAF Standard, Version 9.2 - Architecture Vision ²The TOGAF Standard, Version 9.2 - Business Scenarios ³[The TOGAF Standard, Version 9.2 - Stakeholder Management] ⁴[The TOGAF Standard, Version 9.2 - Architecture Definition Document]

NEW QUESTION 78

- (Topic 2)

Please read this scenario prior to answering the question

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

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

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

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

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

Refer to the scenario

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

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

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

S. You would then seek approval by the Architecture Board and initiate the project.

Answer: B

Explanation:

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

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

- ? Refer to the end-to-end Target Architecture for guidance and direction. The end-to-end Target Architecture provides the overall vision, scope, and objectives of the architecture work, and the alignment with the business strategy and goals. The end-to-end Target Architecture also provides the high-level definitions and principles for the four architecture domains, and the roadmap for change that outlines the major milestones and deliverables.
- ? Identify projects, dependencies and synergies, then prioritize before initiating the projects. Projects are the units of work that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. Dependencies are the relationships and constraints that affect the order or priority of the projects, such as logical, temporal, or resource dependencies. Synergies are the benefits or advantages that result from the combination or coordination of the projects, such as cost savings, efficiency gains, or innovation opportunities. Prioritization is the process of ranking the projects according to their importance, urgency, or value, and assigning resources and schedules accordingly.
- ? Develop high-level architecture descriptions. High-level architecture descriptions are the outputs of the architecture development phases (B, C, and D) of the ADM cycle, which describe the Business, Data, Application, and Technology Architectures in terms of the Architecture Building Blocks (ABBs) and the Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. High-level architecture descriptions also include the Architecture Views, which are representations of the system of interest from the perspective of one or more stakeholders and their concerns.
- ? For each project, estimate effort size, identify reference architectures, and candidate building blocks. Effort size is the measure of the amount of work, time, or resources required to complete a project. Effort size can be estimated using various techniques, such as analogy, expert judgment, parametric, or bottom-up. Reference architectures are standardized architectures that provide a common framework and vocabulary for a specific domain or industry. Reference architectures can be used as a source of best practices, patterns, and models for the architecture development. Candidate building blocks are the potential ABBs or SBBs that can be used to implement the architecture. Candidate building blocks can be identified from the Architecture Repository, which is a collection of architecture assets, such as models, patterns, principles, standards, and guidelines.
- ? Identify the resource needs considering cost and value. Resource needs are the specifications and criteria that define the acceptable level and quality of the resources required to complete the project, such as human, financial, physical, or technological resources. Resource needs can be identified by analyzing the scope, complexity, and dependencies of the project, and the availability, capability, and suitability of the resources. Cost and value are the factors that influence the allocation and utilization of the resources, such as the budget, the return on investment, the benefits, or the risks.
- ? Document options, risks, and controls to enable viability analysis and trade-off with the stakeholders. Options are the alternative ways of achieving the project objectives, such as different solutions, technologies, vendors, or approaches. Risks are the effects of uncertainty on the project objectives, such as threats or opportunities. Controls are the measures or actions that are taken to prevent, reduce, or mitigate the risks, such as policies, procedures, or standards. Viability analysis is the process of evaluating and comparing the options, risks, and controls, and determining the feasibility, suitability, and desirability of each option. Trade-off is the decision outcome that balances and reconciles the multiple, often conflicting, requirements and concerns of the stakeholders, and ensures alignment with the Architecture Vision and the Architecture Principles.

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

NEW QUESTION 80

- (Topic 2)

Please read this scenario prior to answering the question

You are the Chief Enterprise Architect at a large food service company specializing in sales to trade and wholesale, for example, restaurants and other food retailers.

One of your company's competitors has launched a revolutionary product range and is running a very aggressive marketing campaign. Your company's resellers are successively announcing that they are not interested in your company's products and will sell your competitor's.

The CEO has stated there must be significant change to address the situation. He has made it clear that new markets must be found for the company's products, and that the business needs to pivot, and address the retail market as well as the existing wholesale market.

A consideration is the company's ability and willingness to change its business model, and if it is a temporary or permanent change. An additional risk factor is one of culture. The company has been used to a stable business with a reasonably well known and settled client base - all with its own local understandings and practices.

The CEO is the sponsor of the EA program within the company. You have been engaged with the sales, logistics, production, and marketing teams, enabling the architecture activity to start. An Architecture Vision, Architecture Principles, and Requirements have all been agreed. As you move forward to develop a possible Target Architecture you have identified that some of the key stakeholders' preferences are incompatible. The incompatibilities are focused primarily on time-to-market, cost savings, and the need to bring out a fully featured product range, but there are additional factors.

Refer to the scenario

You have been asked how you will address the incompatibilities between key stakeholder preferences.

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

- A. You would seek to understand value preferences and priorities of the stakeholder
- B. You would develop alternative Target Architectures, highlighting the gaps between current state and the alternative
- C. You would consider combining features from one or more alternatives in collaboration with the stakeholder
- D. A formal stakeholder review should then be held to decide which alternative is fit for purpose and should be moved forward with
- E. You will then secure the funding required.

- F. You recommend that since the CEO has stated that the company must pivot, it is better to compromise on a full product range rather than time-to-market
- G. You would develop just enough of the Target Architecture to demonstrate fitness of the proposed approach
- H. You would limit the description to just where there is a gap between the current baseline
- I. You would seek approval by the stakeholders to move forward with developing the Target Architecture in detail.
- J. You would use the Architecture Vision, Principles, and Requirements to define a set of criteria for alternatives and create a set of architecture views to illustrate the impact of the alternative Target Architecture
- K. You would identify the impact on planned project
- L. You would understand the strengths and weaknesses of the alternative
- M. You would conduct a formal stakeholder review to decide which alternative to move forward with
- N. You will determine the funding required.
- O. You would review the Stakeholder Map and ensure that you have addressed and represented the concerns of all department heads
- P. You will involve them in resolving the incompatibilities
- Q. The Communications Plan should include a report that summarizes the key features of the architecture with and how incompatibilities were resolved to reflect the stakeholders' requirements. You will check with each key stakeholder they are satisfied with how the incompatibilities have been resolved.

Answer: C

Explanation:

According to the TOGAF standard, the Target Architecture is the description of a future state of the architecture being developed for an organization. It should be aligned with the Architecture Vision, Principles, and Requirements that have been agreed with the stakeholders. To address the incompatibilities between key stakeholder preferences, the TOGAF standard recommends creating and evaluating multiple alternative Target Architectures that meet different sets of criteria. These criteria should reflect the value preferences and priorities of the stakeholders, as well as the business drivers and objectives. The alternative Target Architectures should be illustrated using a set of architecture views that show the impact of each alternative on the business, data, application, and technology domains. The impact on planned projects should also be identified and analyzed. The strengths and weaknesses of each alternative should be understood and documented. A formal stakeholder review should then be conducted to decide which alternative is the most fit for purpose and should be moved forward with. The funding required for implementing the chosen alternative should also be determined and secured. References:

- ? The TOGAF Standard, Version 9.2 - Phase B: Business Architecture - The Open Group
- ? The TOGAF Standard, Version 9.2 - Phase C: Information Systems Architectures - The Open Group
- ? [The TOGAF Standard, Version 9.2 - Phase D: Technology Architecture - The Open Group]
- ? [The TOGAF Standard, Version 9.2 - Phase E: Opportunities and Solutions - The Open Group]
- ? [The TOGAF Standard, Version 9.2 - Phase F: Migration Planning - The Open Group]

NEW QUESTION 81

- (Topic 2)

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a multinational company that manufactures electronic components. The company has several manufacturing divisions located worldwide and a complex supply chain. After a recent study, senior management have stated a concern about business efficiency considering the company's multiple data centers and duplication of applications.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF architecture development method in its EA practice. In addition to the EA program, the company has several management frameworks in use, including business planning, project/portfolio management, and operations management. The EA program is sponsored by the CIO.

A strategic architecture has been defined to improve the ability to meet customer demand and improve management of the supply chain. The strategic architecture includes the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions' production facilities.

Each division has completed the Architecture Definition documentation to meet its own specific manufacturing requirements. The enterprise architects have defined a set of work packages that address the gaps identified. They have identified the value produced, effort required, and dependencies between work packages to reach a target architecture that would integrate a new ERP environment into the company.

Because of the risks posed by change from the current environment, the architects have recommended that a phased approach occurs to implement the target architecture with several transition states. The overall implementation process is estimated to take several years.

Refer to the scenario

You have been asked what the next steps are for the migration planning. Based on the TOGAF standard which of the following is the best answer?

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

Answer: C

Explanation:

The Business Value Assessment Technique is a technique that can be used to estimate and compare the business value of the projects and project increments that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. The business value is the measure of the benefits or advantages that the project or project increment delivers to the business, such as increased revenue, reduced costs, improved quality, or enhanced customer satisfaction¹

The steps for applying the Business Value Assessment Technique are:

- ? Identify the criteria and factors that are relevant to the business value assessment, such as costs, benefits, risks, and opportunities. The criteria and factors

should be aligned with the business goals and drivers that motivate the architecture work, and the stakeholder requirements and concerns that influence the architecture work.

? Assign weights and scores to the criteria and factors, using various methods, such as expert judgment, historical data, or analytical models. The weights and scores should reflect the importance and performance of the criteria and factors, and the trade-offs and preferences of the stakeholders.

? Calculate the business value for each project or project increment, using various techniques, such as net present value, return on investment, or balanced scorecard. The business value should indicate the expected or actual outcomes and impacts of the project or project increment on the business.

? Prioritize the implementation projects and project increments, based on the business value and other considerations, such as dependencies, resources, or risks. The prioritization should determine the order or sequence of the projects and project increments, and the allocation and utilization of the resources.

Therefore, the best answer is C, because it describes the next steps for the migration planning, which are the activities that support the transition from the Baseline Architecture to the Target Architecture. The answer covers the Business Value Assessment Technique, which is relevant to the scenario.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 28: Business Value Assessment Technique : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks

NEW QUESTION 83

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