

The-Open-Group

Exam Questions OGEA-101

TOGAF Enterprise Architecture Part 1 Exam (English)



NEW QUESTION 1

What is an objective of the ADM Preliminary Phase?

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

Answer: B

Explanation:

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

NEW QUESTION 2

Which phase of the ADM has the purpose to develop an Enterprise Architecture Capability?

- A. Phase G
- B. Preliminary Phase
- C. Phase A
- D. Phase B

Answer: B

Explanation:

According to the TOGAF Standard, 10th Edition, the Preliminary Phase of the Architecture Development Method (ADM) has the purpose to develop an Enterprise Architecture Capability 1. An Enterprise Architecture Capability is the ability of the organization to perform the activities and tasks related to Enterprise Architecture, such as defining the scope, principles, vision, governance, and stakeholders of the architecture. The Preliminary Phase also establishes the architecture framework, the architecture repository, the architecture tools, and the architecture team 1. The other options are not correct, as they have different purposes in the ADM. Phase G: Implementation Governance has the purpose to ensure that the implementation projects conform to the target architecture 2. Phase A: Architecture Vision has the purpose to define the scope, stakeholders, business drivers, and objectives of the architecture project 3. Phase B: Business Architecture has the purpose to describe the baseline and target business architecture, and to identify the gaps between them . References: 1: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 6: Preliminary Phase. 2: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 18: Phase G: Implementation Governance. 3: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 12: Phase A: Architecture Vision. : TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 13: Phase B: Business Architecture.

NEW QUESTION 3

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

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

Answer: B

Explanation:

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

NEW QUESTION 4

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 5

Which of the following best describes the purpose of the Architecture Roadmap?

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

Answer: D

Explanation:

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

NEW QUESTION 6

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 7

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 8

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 9

Complete the sentence The purpose of the Preliminary Phase is to _____.

- A. describe the target architecture
- B. define the enterprise strategy
- C. identify the stakeholders and their requirements
- D. architect an Enterprise Architecture Capability

Answer: D

Explanation:

The purpose of the Preliminary Phase is to architect an Enterprise Architecture Capability that meets the needs and expectations of the enterprise's stakeholders and supports and enables subsequent phases of architecture development and transition. This phase involves defining the scope, principles, framework, and governance for the Enterprise Architecture Capability. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 Preliminary Phase.

NEW QUESTION 10

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 10

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 14

What are the four architecture domains that the TOGAF standard deals with?

- A. Business, Data, Application, Technology
- B. Capability, Segment, Enterprise, Federated

- C. Baseline, Candidate, Transition, Target
- D. 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 15

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 18

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 20

Which statement about Requirements Management is most correct?

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

Answer: D

Explanation:

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

NEW QUESTION 23

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 24

What are the four dimensions used to scope an architecture?

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

Answer: C

Explanation:

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

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

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

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

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

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

References:

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

NEW QUESTION 27

Which of the following are interests important to the stakeholders in a system?

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

Answer: C

Explanation:

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

NEW QUESTION 28

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

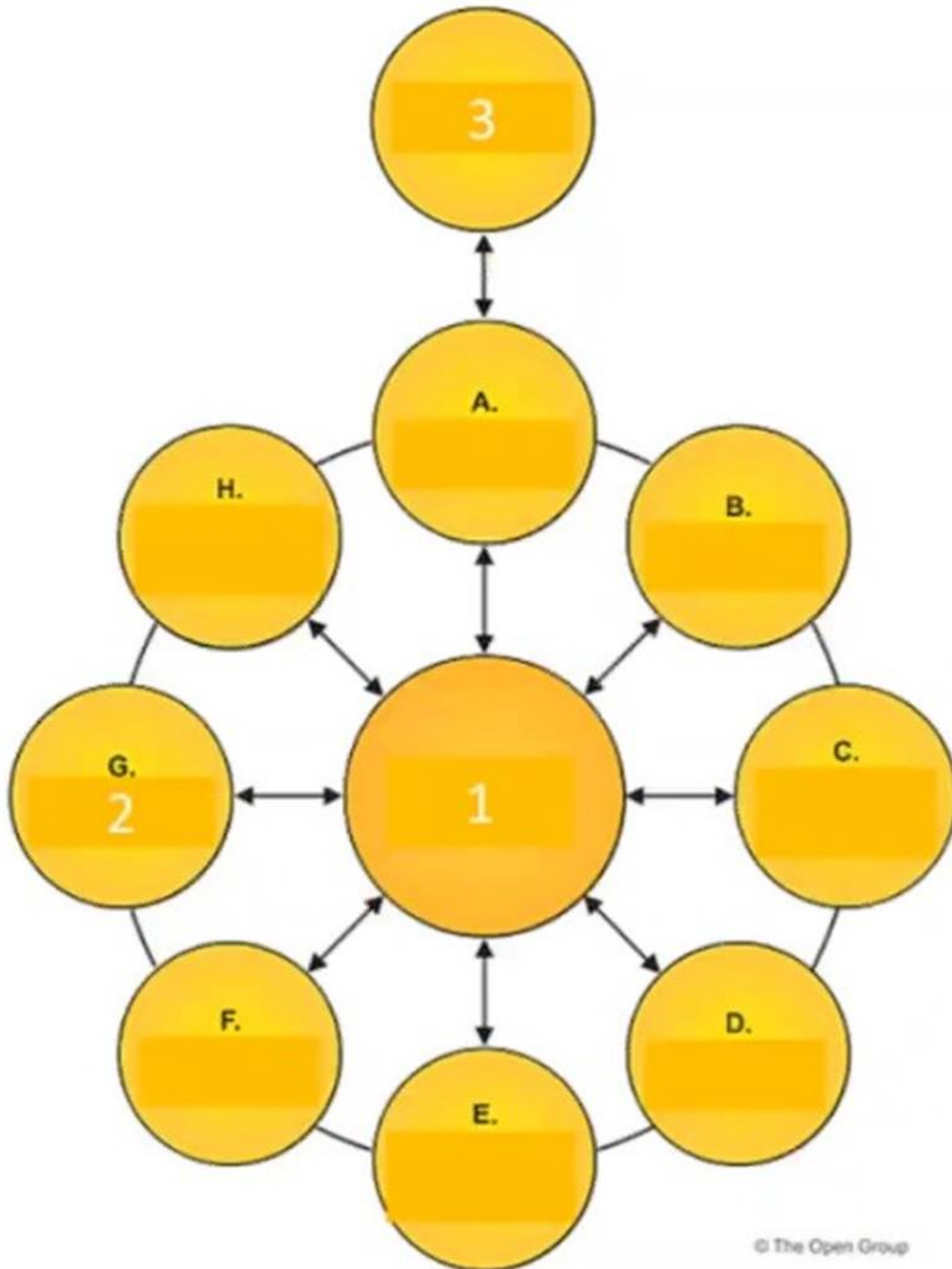
Answer: B

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 33

Exhibit



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

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

Answer: C

Explanation:

? The illustration shows an architecture development cycle based on the TOGAF ADM (Architecture Development Method), which is a method for developing and managing an enterprise architecture¹.

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

? In addition to these phases, there is a central process called Requirements

Management, which is labeled as item 1 in the illustration. This process operates throughout the ADM cycle, and its purpose is to manage the architecture requirements throughout the architecture development, ensuring that they are aligned with the business requirements and the stakeholder concerns².

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

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

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

NEW QUESTION 37

Complete the sentence Business Transformation Readiness Assessment is .

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

Answer: A

Explanation:

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

NEW QUESTION 38

Consider the following ADM phases objectives.

Objective:

- * 1. Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
- * 2. Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
- * 3. Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
- * 4. Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures

Which phase does each objective match?

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

Answer: C

Explanation:

•Phase A: Architecture Vision

oDevelop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture

oDefine the scope and boundaries of the architecture engagement oIdentify the key stakeholders and their concerns and expectations

oDefine the Architecture Vision statement and the Architecture Definition Document oObtain approval and commitment from the sponsors and stakeholders

•Phase B: Business Architecture

oDevelop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals

oDefine the Baseline Business Architecture, if not available

oPerform a gap analysis between the Baseline and Target Business Architectures oDefine candidate roadmap components for the Business Architecture

oResolve impacts across the Architecture Landscape

•Phase C: Information Systems Architecture

oDevelop the Target Data Architecture that enables the Business Architecture and the Architecture Vision

oDevelop the Target Application Architecture that supports the Business Architecture and the Architecture Vision

oDefine the Baseline Data and Application Architectures, if not available oPerform a gap analysis between the Baseline and Target Data and Application Architectures

oDefine candidate roadmap components for the Information Systems Architecture oResolve impacts across the Architecture Landscape

•Phase D: Technology Architecture

oDevelop the Target Technology Architecture that enables the Information Systems Architecture and the Architecture Vision

oDefine the Baseline Technology Architecture, if not available

oPerform a gap analysis between the Baseline and Target Technology Architectures oIdentify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures

oResolve impacts across the Architecture Landscape

Therefore, the correct matching of the objectives and the phases is:

•1C: Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision

•2B: Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals

•3A: Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture

•4D: Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures

References: 1: The TOGAF Architecture Development Method

NEW QUESTION 41

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

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

Answer: A

Explanation:

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

NEW QUESTION 46

Consider the following statements:

- * 1. Each contracted party is required to act responsibly to the organization and its stakeholders.
- * 2. All decisions taken, processes used, and their implementation will not be allowed to create unfair advantage to any one particular party.
- * 3. Digital Transformation and operations will be more effective and efficient.
- * 4. Strategic decision-making by C-Level executives and business leaders will be more effective.

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

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

Answer: A

Explanation:

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

NEW QUESTION 48

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 50

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 51

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 54

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 59

Which of the following statements about architecture partitioning is correct?

- A. Partitions are used to simplify the management of the Enterprise Architecture.
- B. Partitions are equivalent to architecture levels.
- C. Partitions reflect the organization's structure.
- D. Partitions are defined and assigned to agile Enterprise Architecture teams.

Answer: A

Explanation:

Based on the web search results, architecture partitioning is a technique that divides the Enterprise Architecture into smaller and manageable segments or groups, based on various classification criteria, such as subject matter, time, maturity, volatility, etc.¹² Architecture partitioning is used to simplify the development and management of the Enterprise Architecture, by reducing complexity, improving governance, enhancing reusability, and increasing alignment and agility¹². Therefore, the statement that partitions are used to simplify the management of the Enterprise Architecture is correct.

The other statements are incorrect because:

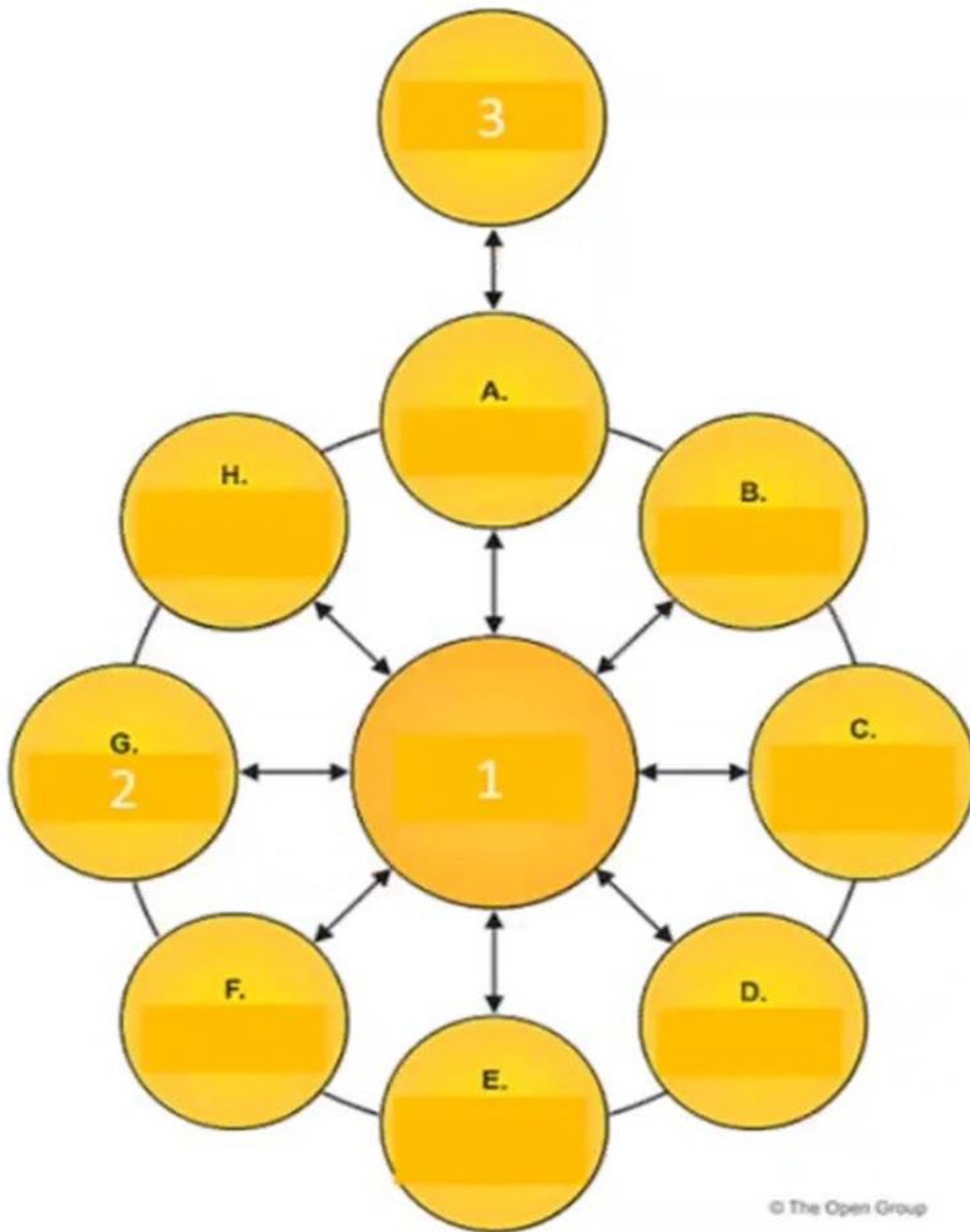
- Partitions are not equivalent to architecture levels. Architecture levels are different layers of abstraction that describe the Enterprise Architecture from different perspectives, such as strategic, segment, and capability³. Partitions are subsets of architectures that are defined within or across the levels, based on specific criteria¹.
- Partitions do not necessarily reflect the organization's structure. The organization's structure is one possible criterion for partitioning the architecture, but it is not the only one. Other criteria, such as business function, product, service, geography, etc., can also be used to partition the architecture¹².
- Partitions are not defined and assigned to agile Enterprise Architecture teams. Agile Enterprise Architecture is an approach that applies agile principles and practices to the architecture work, such as iterative development, frequent feedback, adaptive planning, and continuous delivery⁴. Partitions are not a specific feature of agile Enterprise Architecture, but a general technique that can be applied to any architecture method or framework, including TOGAF¹².

References: 1: The TOGAF Standard, Version 9.2 - Architecture Partitioning 2: TOGAF® Standard — Introduction - Architecture Partitioning 3: [The TOGAF Standard, Version 9.2 -

Applying the ADM Across the Architecture Landscape] 4: TOGAF® Standard — Introduction - Definitions - The Open Group

NEW QUESTION 64

Exhibit



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

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

Answer: D

Explanation:

Based on the illustration, the phase of the ADM labeled as item 2 is the Implementation Governance phase. This phase provides architectural oversight for the implementation. It ensures that the implementation project conforms to the architecture. It also provides a framework for monitoring and managing the implementation.

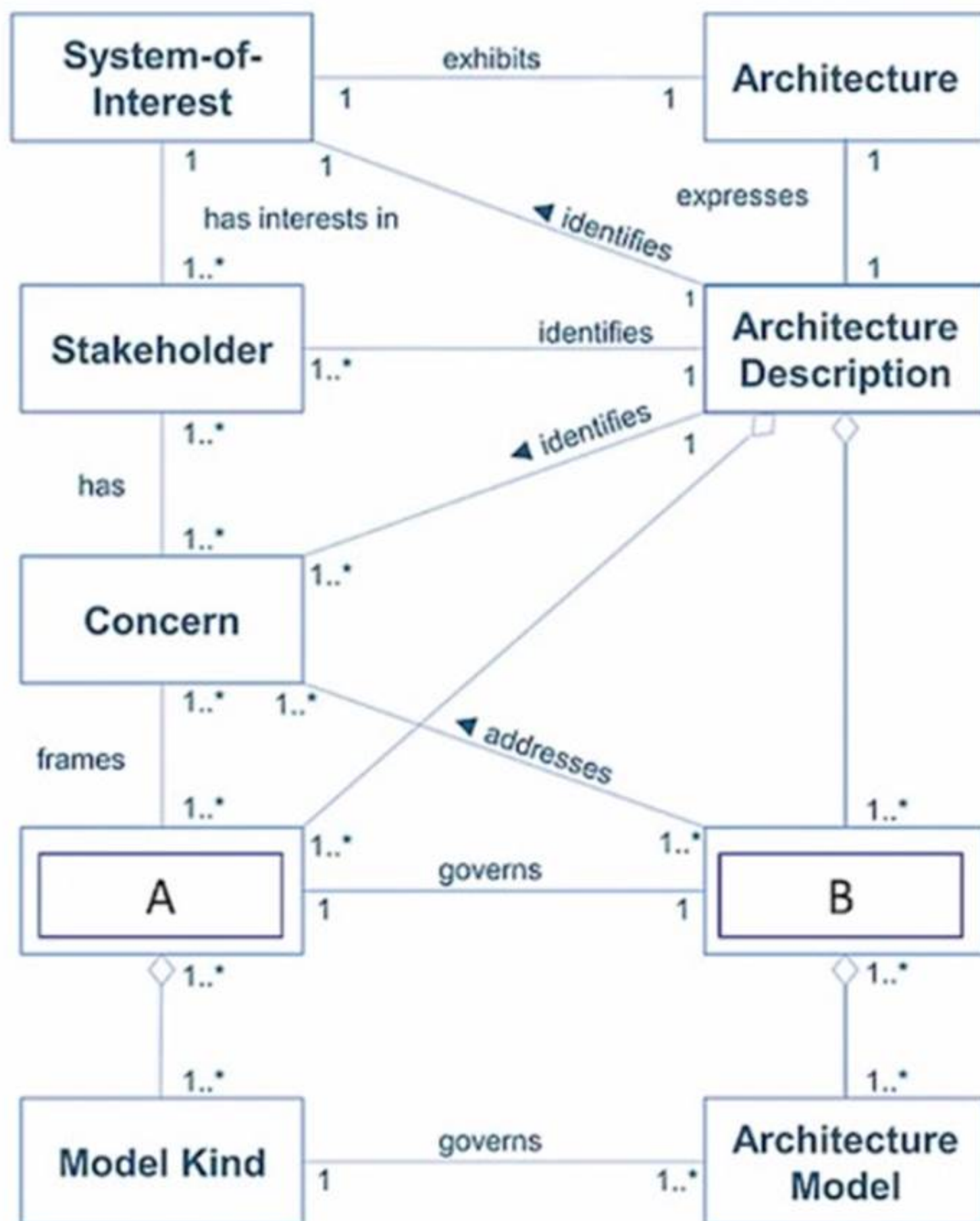
The Implementation Governance phase involves the following activities:

- ? Finalizing the Architecture Roadmap and the supporting Implementation and Migration Plan
- ? Assigning an Architecture Board to oversee the implementation
- ? Establishing Architecture Contracts with the implementation partners
- ? Reviewing and approving the implementation project plans and deliverables
- ? Performing Architecture Compliance reviews to ensure alignment with the architecture
- ? Performing Architecture Audit reviews to ensure quality and performance of the architecture
- ? Resolving any architecture issues or change requests that arise during the implementation
- ? Maintaining the architecture lifecycle and ensuring its continuity

The Implementation Governance phase is essential for ensuring that the architecture is realized as intended and that it delivers the expected business value and outcomes. References: : Implementation Governance

NEW QUESTION 67

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 69

Complete the following sentence. In the ADM, documents which are under development and have not undergone any formal review and approval process are called Documents which have been reviewed and approved are called

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

Answer: B

Explanation:

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

NEW QUESTION 74

Which of the following best describes purpose of the Business Scenarios?

- A. To identify risk when implementing an architecture project
- B. To identify and understand requirements
- C. To catch errors in a project architecture early
- D. To guide decision making throughout the enterprise

Answer: B

Explanation:

Business scenarios are a technique for capturing, clarifying, and communicating the functional and non-functional requirements of a system. Business scenarios describe the business environment, the actors involved, the desired outcomes, and the processes or rules that govern the behavior of the system. Business scenarios are useful for ensuring that the architecture addresses the real needs and concerns of the stakeholders, and for validating and testing the architecture against expected situations. Business scenarios are developed in Phase A: Architecture Vision of the ADM cycle, and refined and updated throughout the other phases3 References: 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 26: Business Scenarios : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision

NEW QUESTION 76

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 79

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 81

Which one of the following classes of information within the Architecture Repository would typically contain a list of the applications in use within the enterprise?

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

Answer: C

Explanation:

The Architecture Landscape is a class of information within the Architecture Repository that shows an architectural view of the building blocks that are in use within the organization today (the Baseline Architecture), as well as those that are planned for the future (the Target Architecture). The Architecture Landscape

typically contains a list of the applications in use within the enterprise, along with their relationships and dependencies, as well as other relevant architectural information. The Architecture Landscape helps to identify opportunities for re-use, consolidation, or retirement of existing applications, as well as gaps or overlaps in the current or future architecture. References: : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 34: Architecture Landscape : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47: Architecture Repository

NEW QUESTION 86

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 90

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 92

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 96

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 97

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

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

Answer: A

Explanation:

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

NEW QUESTION 100

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 Phase 2. Risk management involves the following steps 1:

- 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 102

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