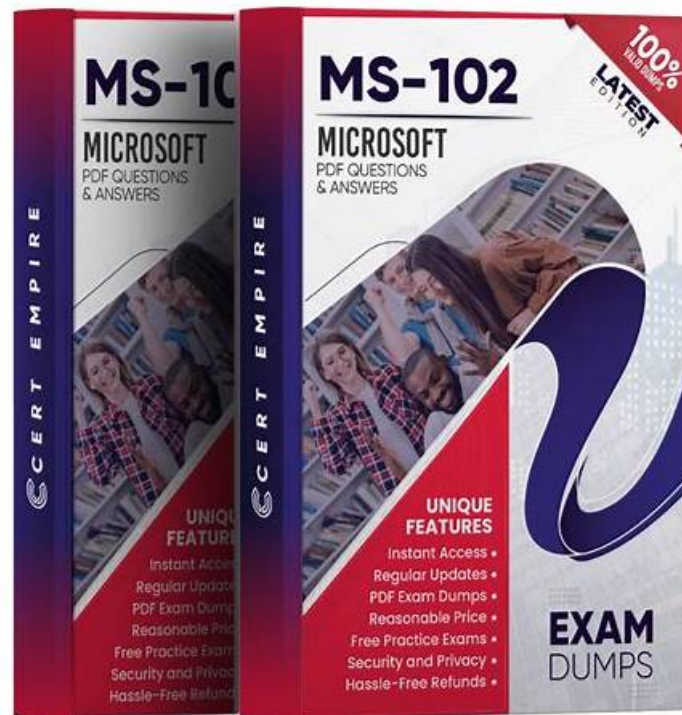


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## The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q30-Q35):

### NEW QUESTION # 30

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 conduct a pilot project that will enable vendors to demonstrate potential off-the-shelf solutions that address the concerns of the stakeholders. Running a pilot project will save time and money later in the process. 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. Once the requirements are completed, a formal stakeholder review should be held, and permission sought to proceed to develop the target architecture.
- B. 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 stakeholders. A business case, together with performance metrics and measures should be defined to ensure the architecture meets the business needs. A consolidated gap analysis between the architectures will then validate the approach and determine the capability increments needed to achieve the target state.
- C. You would research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list. 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. You would then use that to build consensus among the key stakeholders.
- **D. 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.**

**Answer: D**

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 project<sup>1</sup>:

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 architecture<sup>2</sup>. The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations<sup>3</sup>. 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 propositions<sup>4</sup>.

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: 1: The TOGAF Standard, Version 9.2 - Architecture Vision 2: The 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 # 31

Please read this scenario prior to answering the question

You are working as Chief Enterprise Architect at a large Internet company. The company has many divisions, ranging from cloud to logistics. The company has grown rapidly, expanding from initially selling physical books and media to a range of services including an online marketplace, live-streaming, eBooks, and cloud services.

Overall management of the numerous divisions has become challenging. Recent high-profile projects have overrun on budget and under delivered, damaging the company's reputation, and adversely impacting its share price. There is a widely held view within the executive management that the organization structure has played a major role in these project failures.

The company has an established Enterprise Architecture program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). The CEO has decided that the company needs to reorganize its divisions around artificial intelligence and machine learning with a focus on automation. The CEO has worked with the Enterprise Architects to create a strategic architecture for the reorganization, including an Architecture Vision, together with definitions for the four domain architectures. This sets out an ambitious vision of the future of the company over a three-year period. This includes a set of work packages and includes three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from key stakeholders across the company that the proposed reorganization may be too ambitious and there is doubt whether it can produce sufficient value to warrant the risks.

Refer to the scenario

You have been asked to recommend an approach to satisfy these concerns. Based on the TOGAF Standard, which of the following is the best answer?

- A. The Enterprise Architects should bring together information about potential approaches and produce several alternative target transition architectures. They should then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.
- B. The Enterprise Architects should evaluate the organization's readiness to undergo change. This will allow the risks associated with the transformations to be identified, classified, and mitigated for. This should include identifying dependencies between the set of changes, including gaps and work packages. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated for each transformation should be determined.
- C. Before preparing the detailed Implementation and Migration plan, the Enterprise
- D. Establishing interoperability in alignment with the corporate operating model will ensure risks are minimized. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architecture. This should include the development of a matrix showing the interoperability requirements. These can then be included within the transformation strategy embedded in the target transition architectures. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.

### Answer: B

Explanation:

Architects should review and consolidate the gap analysis results from Phases B to This will identify the transformations required to achieve the proposed Target Architecture. The Enterprise Architects should then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identified. The Transition Architecture should then be planned to use a state evolution table.

Explanation:

The Business Transformation Readiness Assessment is a technique that can be used to evaluate the readiness of the organization to

undergo change and to identify the actions needed to increase the likelihood of a successful business transformation. This technique can help to address the concerns of the key stakeholders about the risks and value of the proposed reorganization. The technique involves assessing the following aspects of the organization: vision, commitment, capacity, capability, culture, and communication. Based on the assessment, the risks associated with the transformations can be identified, classified, and mitigated for. The technique also helps to identify the dependencies between the set of changes, including gaps and work packages, and the improvement actions to be worked into the Implementation and Migration Plan. The technique also supports the determination of the business value, effort, and risk associated for each transformation, which can be used to prioritize and sequence the work packages and the Transition Architectures<sup>1</sup> Reference: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment

### NEW QUESTION # 32

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a large government agency with multiple divisions. The agency has a well-established EA practice and follows the TOGAF standard as its method for architecture development. The government has mandated that the agency prepare for an "AI-first" world.

The agency wants to determine the impact and role of AI in its future services. The CIO has approved a Request for Architecture Work to explore the use of AI in services. Some leaders are concerned about reliance on AI, security, and employees' need to acquire new skills.

The EA team leader seeks suggestions on managing the risks associated with a new architecture for the AI-first project. Based on the TOGAF standard, which of the following is the best answer?

- A. Identify key stakeholders and develop a Communication Plan that addresses their needs. Ensure the architecture addresses risk management and summarizes features of the architecture.
- B. Separate stakeholders into groups and categorize them. Develop models for each group and verify that their concerns are addressed in Phase G, Implementation Governance.
- C. Create an organization map to show the links between different agency parts. Hold a meeting to teach stakeholders to interpret the models. Manage risks as part of Security Architecture development.
- **D. Conduct an analysis of stakeholders, documenting their concerns and recording them in the Architecture Vision document. Risks should be recorded in the Architecture Requirements Specification and reviewed regularly.**

### Answer: D

#### Explanation:

In the context of the TOGAF standard, stakeholder management and addressing stakeholder concerns are critical components, especially for high-impact initiatives like adopting an AI-first approach. Here's why the selected answer aligns best with TOGAF principles and the scenario:

#### Stakeholder Analysis and Engagement:

Conducting a stakeholder analysis is essential as it helps identify and document the concerns, issues, and cultural factors influencing each stakeholder group. This aligns with TOGAF's emphasis on understanding and managing stakeholder concerns, particularly in the Preliminary and Architecture Vision phases of the ADM (Architecture Development Method). Since the scenario highlights diverse concerns about AI, understanding each group's unique perspective will help the EA team tailor the architecture to address these effectively.

#### Architecture Vision Document:

By documenting these concerns in the Architecture Vision document, the EA team can provide a clear, high-level representation of how AI will be adopted, its benefits, and how it addresses specific stakeholder concerns. This is critical for communicating the intent and value of the AI-first approach in a way that aligns with the agency's strategic goals, including addressing apprehensions about job security, skill development, and cyber resilience.

#### Risk Management and Architecture Requirements Specification:

TOGAF highlights the importance of identifying and managing risks early in the process. By documenting the requirements related to risk in the Architecture Requirements Specification, the EA team ensures that these concerns are formally integrated into the architecture and addressed throughout the ADM phases. Regular assessments and feedback loops will provide a mechanism for continual risk monitoring and adjustment as the AI-first initiative progresses.

#### Alignment with TOGAF's ADM Phases:

The approach specified aligns with TOGAF's guidance on managing risk and stakeholder concerns during the early ADM phases, specifically Architecture Vision and Requirements Management. In these phases, the framework emphasizes identifying and addressing risks associated with stakeholders' concerns to build a resilient and widely accepted architecture.

#### Reference to TOGAF Stakeholder Management Techniques:

TOGAF's stakeholder management techniques underscore the importance of understanding and addressing stakeholder needs as a foundational step. This involves assessing the influence and interest of various stakeholders and integrating their views into architectural development, ensuring that the architecture aligns with both business goals and operational realities.

In conclusion, by conducting a thorough stakeholder analysis and documenting concerns in both the Architecture Vision and



Architecture Requirements Specification, the EA team can ensure that stakeholder concerns are addressed, that the architecture supports AI adoption effectively, and that potential risks are managed proactively. This approach will foster acceptance among stakeholders and ensure that the architecture aligns with the agency's strategic goals and risk management requirements as recommended by TOGAF.

### NEW QUESTION # 33

Please read this scenario prior to answering the question

You are the Lead Enterprise Architect at a major agribusiness company. The company's main annual harvest is lentils, a highly valued food grown worldwide. The lentil parasite, broomrape, has been an increasing concern for many years and is now becoming resistant to chemical controls. In addition, changes in climate favor the propagation and growth of the parasite. As a result, the parasite cannot realistically be exterminated, and it has become pandemic, with lentil yields falling globally.

The CEO appreciates the seriousness of the situation and has set out a change in direction that is effectively a new business for the company. There are opportunities for new products, and new markets. The company will use the fields for another harvest and will cease to process third-party lentils. Thus, the target market will change, and the end-products will be different and more varied. This is a major decision and the CEO has stated a desire to repurpose rather than replace so as to manage the risks and limit the costs. The company has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The practice has an established Architecture Capability, and uses iteration for architecture development. The CIO is the sponsor of the activity.

The CIO has assigned the Enterprise Architecture team to this activity. At this stage there is no shared vision, or requirements.

Refer to the scenario

You have been asked to propose the best approach for architecture development to realize the CEO's change in direction for the company.

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

- A. You propose that the team focus its iteration cycles on architecture development by going through the architecture definition phases (B-D) with a baseline first approach. This will support the change in direction as stated by the CEO. It will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.
- B. You propose that the priority is to understand and bring structure to the definition of the change. The team should focus iteration cycles on a baseline first approach to architecture development, and then transition planning. This will identify what needs to change in order to transition from the baseline to the target, and can be used to work out in detail what the shared vision is for the change.
- C. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability for the company. Then the focus should be on transition planning and incremental architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the change.
- D. You propose that the team focus on architecture definition, with emphasis on defining the change parameters to support this new business strategy that the CEO has identified. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the change. You would ensure that the architecture development addresses non-functional requirements to assure that the target architecture is robust and secure.

### Answer: B

Explanation:

Based on the TOGAF standard, this answer is the best approach for architecture development to realize the CEO's change in direction for the company. The reason is as follows:

The scenario describes a major business transformation that requires a clear understanding of the current and future states of the enterprise, as well as the gaps and opportunities for change. Therefore, the priority is to understand and bring structure to the definition of the change, rather than focusing on the implementation details or the technology aspects.

The team should use the TOGAF ADM as the method and guiding framework for architecture development, and adapt it to suit the specific needs and context of the enterprise. The team should also leverage the existing Architecture Capability and the Architecture Repository to reuse and integrate relevant architecture assets and resources.

The team should focus iteration cycles on a baseline first approach to architecture development, which means starting with the definition of the Baseline Architecture in each domain (Business, Data, Application, and Technology), and then defining the Target Architecture in each domain. This will help to identify the current and desired states of the enterprise, and to perform a gap analysis to determine what needs to change in order to achieve the business goals and objectives.

The team should then focus on transition planning, which involves identifying and prioritizing the work packages, projects, and activities that will deliver the change. The team should also create an Architecture Roadmap and an Implementation and Migration Plan that will guide the execution and governance of the change.

The team should use the Architecture Vision phase and the Requirements Management phase to work out in detail what the shared vision is for the change, and to capture and validate the stakeholder requirements and expectations. The team should also use the

Architecture Governance framework to ensure the quality, consistency, and compliance of the architecture work.

### NEW QUESTION # 34

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect within a multinational company. The company has been very successful and has been buying companies around the world. This has led to a growing number of manufacturing divisions in various locations with a complex supply chain.

The top management recently expressed concerns about the company's effectiveness because of its multiple data centers and duplicate applications. The EA team has been working on a project to solve this issue. An analysis shows that supply chain issues have led to not enough products being produced to meet all the customer demand.

A strategic architecture has been defined to help meet customer demand and manage the supply chain more effectively. The strategic architecture involves combining different Enterprise Resource Planning (ERP) applications that are currently used separately in the company's production sites.

Each division has finished the Architecture Definition documentation to address their own specific manufacturing needs. The Enterprise Architects have agreed an overall strategy for the migration. They have defined a set of work packages that address the gaps found. They have defined the intermediate architectural states between the Baseline and Target architecture to add a new ERP environment into the company.

Because of the risks posed by this change from the current environment, the architects have recommended that a phased approach should be taken to implement the target architecture with several stages of change. They have created a draft roadmap with the implementation process estimated to take over two years.

The company has an established Enterprise Architecture (EA) practice and follows the TOGAF Architecture Development Method. The company also uses various management frameworks such as business planning, project/portfolio management, and operations management. The EA program is sponsored by the Chief Information Officer (CIO). In your role as an Enterprise Architect within the EA team, you work closely with the important stakeholders from the various divisions within the company.

Refer to the scenario

You have been assigned to plan the next steps for the migration. Which approach will you choose?

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

- A. You finalize the Architecture Definition documentation with updates to reflect the implementation approach. You ensure that Implementation and Migration Plan is consistent with the chosen approach. You identify the resources needed to undertake the development projects. You would then produce an Implementation Governance Model to manage the lessons learned before finishing the plan. You ensure that the lessons learned are applied to the Implementation and Migration Plan.
- B. You estimate the business value for each project by applying the Business Value Assessment Technique to prioritize the migration projects and project steps. The assessment should focus on return on investment and criteria for evaluating performance to track the progress of the architecture transformation. You would confirm and plan a series of Transition Architecture phases using a table of Architecture Definition Increments that lists the projects. You then update the Implementation and Migration Plan.
- C. You conduct a series of Compliance Assessments to check that the architecture is being implemented as required by the contract. This is done now to confirm that the implementation team is following the correct development process, and if not, so course correction is viable. This involves using monitoring tools and making sure that performance targets are being achieved. If the targets are not met, you would then need to make adjustments to the performance requirements and update them in the Implementation and
- D. You will focus on project selection. You make sure that the Implementation and Migration plan aligns with the other management frameworks in use in the company. Next, you assign a value to each work package, taking into account the resources available and how they fit into the overall strategy. Using these work packages, you estimate resource requirements and timings. You then select which projects will be included in the Implementation and Migration Plan.

**Answer: B**

Explanation:

Migration Plan.

Explanation:

At this stage in the scenario:

A strategic architecture has been completed.

All divisions have completed their Architecture Definition Documents.

Work packages have been defined.

Transition Architectures between Baseline and Target are already identified.

A draft roadmap exists for a multi-year phased migration.

You are now asked to plan the next steps for the migration, which aligns exactly with TOGAF ADM Phase F: Implementation and Migration Planning.

In Phase F, TOGAF prescribes the following key activities:

Evaluate and prioritize projects and work packages

Determine business value, cost, risk, dependencies

Confirm Transition Architectures and sequencing

Update and finalize the Implementation & Migration Plan

Option B is the ONLY answer that correctly follows these required TOGAF steps.

✓ Why Option B is correct

Option B states:

"Estimate the business value for each project by applying the Business Value Assessment Technique ... to prioritize the migration projects."

✓ This is a TOGAF-recommended technique specifically for Phase F to evaluate and prioritize transformations using value, risk, and ROI.

"Confirm and plan a series of Transition Architecture phases ... using a table of Architecture Definition Increments."

✓ Exactly aligned with TOGAF:

Transition Architectures were identified earlier.

In Phase F, they must be confirmed, sequenced, and documented.

"Update the Implementation and Migration Plan."

✓ This is the required output of ADM Phase F.

✓ At this point, the plan must be validated and finalized based on value and prioritization.

Thus, Option B directly matches TOGAF's prescribed migration planning process.

✗ Why the other options are incorrect

A - Incorrect

Suggests finalizing Architecture Definition documentation-this was already completed by each division.

Introduces an "Implementation Governance Model," which is not a TOGAF artifact at this stage.

Focuses on lessons learned BEFORE execution, which is not appropriate for migration planning.

C - Incorrect

Focuses only on project selection and resource assignment.

Does not use TOGAF techniques for value/risk evaluation.

Does not reference Transition Architectures, which are central in the scenario.

Oversimplifies Implementation & Migration Planning to resource scheduling.

D - Incorrect

Compliance Assessments occur DURING execution, not before migration planning.

At this stage, no implementation has started, so compliance reviews are premature.

Adjusting performance requirements now has no alignment with TOGAF's ADM sequence.

## NEW QUESTION # 35

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