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The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q175-Q180):

NEW QUESTION # 175

What is defined as the effect of uncertainty on objectives?

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

Answer: D

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 # 176

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. 1 & 4
- D. 3 & 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. Reference: : 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 # 177

What are the four dimensions used to scope an architecture?

- A. Strategy Segment Capability Budget

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

Answer: C

Explanation:

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 # 178

Please read this scenario prior to answering the question

You are working as an Enterprise Architect within a healthcare and life science company. The company is a leading player in its industry, dedicated to transforming healthcare with new ideas and advancements. The company has multiple divisions that cover different aspects of the business.

The company's Enterprise Architecture (EA) department has been operating for several years and has mature, well-developed architecture governance and development processes following the TOGAF Standard. In addition to the EA program, the company has a number of management frameworks in use.

The Architecture Board includes representatives from each division of the company.

Many of the company's rivals have begun utilizing Artificial Intelligence (AI) in their operations, and the indications are that this will be transformative for healthcare delivery. This is something the EA department has been interested in for a while, and they had recently submitted an architecture Change Request which was approved. As a result, the CIO has approved a Request for Architecture Work to investigate the implementation of AI in the company.

Areas for evaluation include:

How can staff use AI daily in their current role?

How AI can enhance access to care for patients, and how to make that experience seamless?

How AI can offer new workplace platforms and tools to increase efficiency?

Some of the top managers are worried about a change in the way of working, and if it will achieve the goals.

Many are not confident that the company's risk management processes are adequate for a company-wide integration of generative AI. There are also questions from staff about whether enough specific guidelines and policies have been put in place for responsible use of AI.

The Chief Information Officer (CIO) is the sponsor of the Enterprise Architecture program. The CIO has actively encouraged architecting with agility within the EA department as her preferred approach for projects.

The CIO wants to know how to address these concerns and reduce risks.

Refer to the scenario

You have been tasked with starting the architecture development. How do you begin?

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

- A. You recommend that models be created for the Draft Business, Data, Application, and Technology Architectures. These can be used to ensure that the system will be compliant with the local regulations for each division. Together with the problem description, and requirements, this ensures that all the necessary data and detail is addressed. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models.
- **B. You recommend that an analysis of the stakeholders is undertaken. This will allow the architects to define groups of partners (the stakeholders) who have common concerns and include development of a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document. To mitigate risk, you include a requirement that there be progressive development of the target architecture to ensure there is regular feedback.**
- C. You recommend creation of a set of business models that can be applied uniformly across all AI-related architecture projects. These should be developed in the portable format to ensure maximum portability across the many tools used in the

firm. Each architecture should then be defined based on this fixed set of models. All concerned parties can then examine the models to ensure that their needs have been addressed.

- D. You recommend that a Communications Plan be created to address the key stakeholders, that is the most powerful and influential partners. This plan should include a report that summarizes the key features of the architecture with respect to each location and reflects the stakeholders' requirements. You will check with each key stakeholder that their concerns are being addressed. Risk mitigation should be explicitly addressed as a component of the architecture being developed.

Answer: B

Explanation:

Key aspects of the scenario:

Objective:

Integrating Artificial Intelligence (AI) into healthcare delivery, with a focus on improving patient care, enhancing workplace efficiency, and enabling seamless experiences.

Challenges:

Stakeholder concerns about risk management, adaptability to change, and ensuring alignment with regulations and policies.

Addressing the concerns of staff and top management about AI integration and achieving the desired goals.

CIO's Perspective:

Encouraging an agile approach to architecture development.

Addressing risks and ensuring stakeholder concerns are managed.

Areas for Evaluation:

AI usage by staff and impact on workflows.

Patient experience enhancement via AI.

New workplace platforms and tools powered by AI.

Option Analysis:

Option 1: Analysis of stakeholders and development of a Stakeholder Map Pros:

Stakeholder analysis is critical for identifying concerns, viewpoints, and requirements.

TOGAF emphasizes stakeholder engagement early in the process to mitigate risks and align expectations.

Developing a Stakeholder Map ensures clear alignment with their interests and creates a foundation for regular feedback loops.

Cons:

Does not explicitly address the creation of architecture models or policies upfront.

Option 2: Creation of a Communications Plan

Pros:

A communications plan fosters effective stakeholder engagement by addressing their concerns and ensuring transparent reporting.

Risk mitigation as part of communication aligns with TOGAF's stakeholder management practices.

Cons:

This focuses more on communication mechanics rather than advancing architectural development directly.

Option 3: Models for Draft Business, Data, Application, and Technology Architectures Pros:

Aligns with the Architecture Development Method (ADM), ensuring compliance with requirements and regulations.

Helps formalize stakeholder feedback by verifying their concerns against tangible models.

Cons:

Developing detailed models early on may delay immediate resolution of stakeholder concerns and risk mitigation.

Option 4: Set of reusable business models for AI-related projects

Pros:

Standardized models ensure consistency and portability across the organization's AI-related efforts.

Cons:

Too narrow in focus for the initial architecture development phase; does not address risk management or stakeholder concerns adequately.

Recommended answer:

Option 1: You recommend that an analysis of the stakeholders is undertaken.

Reasoning:

The scenario highlights stakeholder concerns about risks, adaptability, and compliance. Addressing these concerns requires stakeholder analysis as the first step.

A Stakeholder Map aligns with TOGAF's emphasis on stakeholder engagement, providing a structured way to manage their concerns and expectations.

Identifying concerns early and integrating feedback into the Architecture Vision document ensures alignment with goals and smooth progress.

Option 1 sets the foundation for collaboration and risk management, making it the best fit for the current phase.

□

What are items A and B?

- Answer: D**

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

NEW QUESTION # 180

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