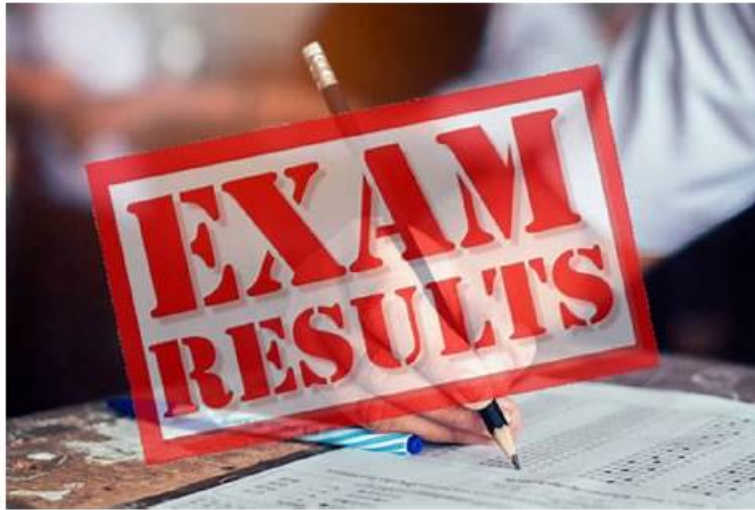


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The Open Group is a global consortium that provides industry standards, certifications, and best practices for enterprise architecture, IT, and security professionals. The TOGAF certification program is one of the most widely recognized and respected certifications in the field of enterprise architecture. It is a vendor-neutral certification that provides a common language, methodology, and framework for enterprise architecture professionals.

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## The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q167-Q172):

### NEW QUESTION # 167

Please read this scenario prior to answering the question

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

The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework, and architecture development

follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF ADM.

An end-to-end Target Architecture has been completed with a roadmap for change over a five-year period.

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

Enough of the Business Architecture has been defined, so that work can commence on the Information Systems and Technology Architectures. Those need to be defined to support the core business services that the company plans to provide. The core services will feature an innovative approach with swarm data generated by vehicles, paving the way for autonomous driving in the future. The presentation and access to different variations of data that the company plans to offer through its platform pose an architecture challenge. The application portfolio and supporting infrastructure need to interact with various existing cloud services and data- Refer to the scenario You have been asked what approach should be taken to determine and organize the work to deliver the requested architectures?

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

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

**Answer: D**

Explanation:

The Target Architecture is a description of the future state of the architecture that addresses the business goals and drivers, and satisfies the stakeholder requirements and concerns. The Target Architecture is developed through the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Target Architecture is typically divided into four domains: Business, Data, Application, and Technology. The Target Architecture also includes a roadmap for change, which defines the Transition Architectures, the Capability Increments, and the work packages that enable the transition from the Baseline Architecture to the Target Architecture<sup>12</sup> The best answer is B, because it describes the approach that should be taken to determine and organize the work to deliver the requested architectures, which are the Information Systems and Technology Architectures.

The answer covers the following steps:

Refer to the end-to-end Target Architecture for guidance and direction. The end-to-end Target Architecture provides the overall vision, scope, and objectives of the architecture work, and the alignment with the business strategy and goals. The end-to-end Target Architecture also provides the high-level definitions and principles for the four architecture domains, and the roadmap for change that outlines the major milestones and deliverables.

Identify projects, dependencies and synergies, then prioritize before initiating the projects. Projects are the units of work that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. Dependencies are the relationships and constraints that affect the order or priority of the projects, such as logical, temporal, or resource dependencies. Synergies are the benefits or advantages that result from the combination or coordination of the projects, such as cost savings, efficiency gains, or innovation opportunities. Prioritization is the process of ranking the projects according to their importance, urgency, or value, and assigning resources and schedules accordingly.

Develop high-level architecture descriptions. High-level architecture descriptions are the outputs of the architecture development phases (B, C, and D) of the ADM cycle, which describe the Business, Data, Application, and Technology Architectures in terms of the Architecture Building Blocks (ABBs) and the Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability.

High-level architecture descriptions also include the Architecture Views, which are representations of the system of interest from the perspective of one or more stakeholders and their concerns.

For each project, estimate effort size, identify reference architectures, and candidate building blocks. Effort size is the measure of the amount of work, time, or resources required to complete a project. Effort size can be estimated using various techniques, such as analogy, expert judgment, parametric, or bottom-up. Reference architectures are standardized architectures that provide a common framework and vocabulary for a specific domain or industry. Reference architectures can be used as a source of best practices, patterns, and models for the architecture development. Candidate building blocks are the potential ABBs or SBBs that can be used to implement the architecture. Candidate building blocks can be identified from the Architecture Repository, which is a collection of architecture assets, such as models, patterns, principles, standards, and guidelines.

Identify the resource needs considering cost and value. Resource needs are the specifications and criteria that define the acceptable level and quality of the resources required to complete the project, such as human, financial, physical, or technological resources.

Resource needs can be identified by analyzing the scope, complexity, and dependencies of the project, and the availability, capability, and suitability of the resources.

Cost and value are the factors that influence the allocation and utilization of the resources, such as the budget, the return on investment, the benefits, or the risks.

Document options, risks, and controls to enable viability analysis and trade-off with the stakeholders. Options are the alternative ways of achieving the project objectives, such as different solutions, technologies, vendors, or approaches. Risks are the effects of uncertainty on the project objectives, such as threats or opportunities.

Controls are the measures or actions that are taken to prevent, reduce, or mitigate the risks, such as policies, procedures, or standards. Viability analysis is the process of evaluating and comparing the options, risks, and controls, and determining the feasibility, suitability, and desirability of each option. Trade-off is the decision outcome that balances and reconciles the multiple, often conflicting, requirements and concerns of the stakeholders, and ensures alignment with the Architecture Vision and the Architecture Principles.

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

Introduction to the ADM 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A:

Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 19: Phase B: Business Architecture : The TOGAF Standard, Version

9.2, Part II: Architecture Development Method (ADM), Chapter 20: Phase C: Information Systems Architectures : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Trade-Off Analysis : The TOGAF Standard, Version 9.2, Part VI:

Architecture Capability Framework, Chapter 46: Tools for Architecture Development : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47: Architecture Board : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 48: Architecture Compliance : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 49:

Architecture Contract : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 51: Architecture Maturity Models : The TOGAF Standard, Version 9.2, Part VI:

Architecture Capability Framework, Chapter 52: Architecture Skills Framework

### NEW QUESTION # 168

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. In between phases
- C. Known as "Version 0.1"
- D. Invalid

**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 # 169

### Full Scenario

You are employed as an Enterprise Architect working at a company that creates and sells products targeted at the end-user market. These products are sold worldwide through retail outlets.

You are part of the Enterprise Architecture (EA) team reporting to the EA team leader. The Enterprise Architecture practice at the company is sponsored by the Chief Technology Officer. The EA team has operated successfully for several years and has well developed processes based on the TOGAF standard. The EA team's responsibilities include architecting product development processes and customer experience.

The company uses Agile product management techniques and Agile development practices. The EA team works with the product management teams, supporting and enabling the Agile development teams.

The company is in the middle of a digital transformation where it will extend its product range from physical products to also include digital products and digital services. This includes each of its product lines making the change to offer direct-to-consumer digital products and services associated with their existing physical products.

You are working with the EA team leader to develop a plan for the overall digital transformation project. You have been asked to work on a specific product line, which is experimenting with new direct-to-consumer digital products using a third-party platform. This project took a Minimum Viable Architecture approach, including a shallow architecture development iteration with a focus on the Application Architecture, followed by a quick and minimal implementation.

The initial feedback from customers shows low engagement and limited interest, suggesting that the new offerings may not align with customer needs. Looking at the data, it is clear that the products are not reaching the target audience that they were designed for, leading to a failure to meet the revenue target.

How will you gather information to address the low customer engagement and missed revenue target?

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

- A. You would perform another iteration of ADM Phases B-C. This would include development of a description in the Architecture Definition Document of how the product architecture needs to operate to achieve the business goals, and how the application will support the needs of the business as well as the customers. The Data Architecture should identify tools for data capture that would help with analysis of the concerns raised by the product manager.
- B. You would review the baseline architecture for ADM Phase B to determine what gaps in functionality have been missed in the target architecture that would meet the customer's needs and attract the target audience. You would research and draw up a list of alternatives that would increase the value proposition for the target audience. You would then define candidate roadmap components from the alternatives and develop a proposed schedule for deployment using a just-in-time approach.
- C. You would start with the target Application Architecture, revising it to better align with the overall digital transformation plan. You would prepare a new Statement of Architecture Work, including a detailed project description and work plan, and submit that for review by the EA team leader. Once approved by the EA team leader, you would conduct a full ADM cycle to gather all the necessary information to address the issues raised.
- D. You would revise the target Business Architecture and develop new architecture models to address the issues raised. The new models should identify different groups of customers, what their interests are, how much it costs to serve them, and the resulting revenue. You would use value stream mapping to help understand customer value for the direct-to-consumer products. You would investigate different target Business Architecture alternatives.

### Answer: D

#### Explanation:

In TOGAF, when customer needs are unclear or misaligned with the existing architectural direction, the correct approach is to return to the Business Architecture. The Business Architecture phase (ADM Phase B) is responsible for understanding stakeholders, customer segments, business processes, value streams, motivations, and expected outcomes. Since the scenario identifies low engagement, poor adoption, and missed revenue targets, the breakdown is not in technology or application capabilities-it is a business misalignment.

Option B correctly focuses on revisiting and refining the target Business Architecture, including identifying customer groups, their interests, costs to serve them, and expected revenue streams. This aligns with TOGAF guidance that Business Architecture must define value propositions and customer value streams before other architecture domains can be effectively adjusted. The use of value stream mapping is entirely appropriate within Business Architecture development, as it provides a structured way to analyze customer value and identify what changes are necessary to meet business goals.

Options A and D prematurely focus on application or baseline gap analysis, which would not resolve a fundamental misunderstanding of customer needs. Option C expands into a full ADM cycle, which is unnecessary at this stage because the primary issue is misalignment, not architectural completeness.

## NEW QUESTION # 170

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

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

**Answer: A**

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 manner<sup>1</sup>. 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 criteria<sup>1</sup>. Governance also enables the management of risks, issues, changes, and dependencies that may arise during the ADM process<sup>1</sup>.

Some of the benefits of governing the ADM process are<sup>2</sup>:

- \* 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

### NEW QUESTION # 171

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. 1and2
- B. 1and4
- C. 2and3
- D. 3and4

**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. 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 # 172







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