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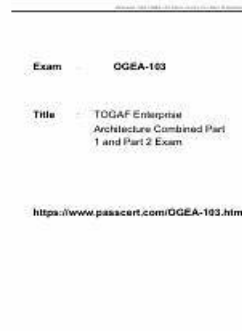

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The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q90-Q95):

NEW QUESTION # 90
Please read this scenario prior to answering the question
You are working as the Chief Enterprise Architect within a law firm specializing in personal injury cases.
Many of the firm's competitors have improved their litigation strategies, and efficiency by streamlining their processes using Artificial Intelligence {Al).
The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining a new Al-driven litigation and finance process for the firm. This process would instruct the lawyers and analysts as to what tasks and portfolio they should work on. The key objectives are to increase task profitability, maximize staff utilization, and increase individual profitability. The CIO has emphasized that the architecture should enable the fast implementation of continuous Machine Learning. The solution will need to be constantly measured for delivered value and be quickly iterated to success.
Some of the partners have expressed concerns about letting the Al make the decisions, others about the risks associated with use of it for the type of service they deliver. The CIO wants to know if these concerns can be addressed, and how risks will be covered by a new architecture enabling Al and Machine Learning.
Refer to the scenario
You have been asked to respond to the CIO recommending an approach that would enable the development of an architecture that addresses the concerns of the CIO and the concerns of the partners.
Based on the TOGAF standard which of the following is the best answer?

- A. You recommend that all possible models be created for each candidate architecture that will enable the Al and Machine Learning solution. 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. Agility will be considered during Phase G Implementation Governance.
- B. You recommend that an analysis of the stakeholders is undertaken resulting in documenting the stakeholders and their concerns in a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document. The requirements will include risk mitigation through regular assessments. This will also allow a supervised agile implementation of the continuous Machine Learning.
- C. You recommend creation of a set of business models that can be applied uniformly across all architecture projects. The stakeholders will be trained to understand the business models to ensure they can see that their concerns are being addressed. Risk will be addressed once the Security Architecture is developed, which will happen later to avoid slowing down the agility required by the CIO.
- D. You recommend that a Communications Plan be created to address the key stakeholders, the most powerful and influential partners. This plan should include a report that summarizes the key features of the architecture reflecting their requirements. You will check with each key stakeholder that their concerns are being addressed. Risk mitigation and agility will be explicitly addressed as a component of the architecture being developed.

Answer: B

Explanation:
A Stakeholder Map is a technique that can be used to identify and classify the stakeholders of the architecture work, and to document their key interests, requirements, and concerns. A stakeholder is any person, group, or organization that has a stake in the outcome of the architecture work, such as the sponsor, the client, the users, the suppliers, the regulators, or the competitors. A Stakeholder Map can help to understand the needs and expectations of the stakeholders, and to communicate and engage with them effectively1 The steps for creating a Stakeholder Map are:
* Identify the stakeholders of the architecture work, using various sources and methods, such as interviews, surveys, workshops, or existing documents.
* Classify the stakeholders according to their roles, responsibilities, and relationships, using various criteria and dimensions, such as power, influence, interest, attitude, or impact.
* Define the concerns and relevant views for each stakeholder group, using various techniques, such as business scenarios, use cases, or value propositions. A concern is a key interest or issue that is relevant to the stakeholder, such as a goal, a problem, a need, or a risk. A view is a representation of the system of interest from the perspective of one or more stakeholders and their concerns.
* Record the stakeholders and their concerns in a Stakeholder Map, which shows the mapping between the stakeholder groups, the concerns, and the views. The Stakeholder Map also shows the dependencies, assumptions, and issues related to each stakeholder and concern.
Therefore, the best answer is B, because it recommends the approach that would enable the development of an architecture that addresses the concerns of the CIO and the partners, using the Stakeholder Map technique.
The answer covers the following aspects:
* An analysis of the stakeholders is undertaken, which involves identifying, classifying, and defining the stakeholders and their

concerns.
* The stakeholders and their concerns are documented in a Stakeholder Map, which provides a clear and comprehensive picture of the stakeholder landscape and their interests.
* The concerns and relevant views are recorded in the Architecture Vision document, which is the output of Phase A: Architecture Vision of 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 Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. The Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process2
* The requirements include risk mitigation through regular assessments, which involves identifying, analyzing, and evaluating the risks that may affect the architecture, and determining the appropriate measures or actions to prevent, reduce, or mitigate the risks. Risk mitigation can also involve monitoring and reviewing the risk situation, and communicating and reporting the risk status and actions3
* This approach also allows a supervised agile implementation of the continuous Machine Learning, which involves applying agile principles and practices to the architecture development and implementation, such as iterative and incremental delivery, frequent feedback, collaboration, and adaptation. A supervised agile implementation can help to ensure the quality, value, and alignment of the architecture, and to respond to the changing needs and expectations of the stakeholders.
References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24: Stakeholder Management 2: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management : The TOGAF Standard, Version 9.2, Part III:
ADM Guidelines and Techniques, Chapter 29: Applying Iteration to the ADM

NEW QUESTION # 91

The_____ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance.

- A. Implementation Governance Model
- B. Migration Plan
- C. Transition Plan
- D. Implementation Strategy

Answer: A

Explanation:
The Implementation Governance Model is a framework that defines the roles, responsibilities, processes, and standards for governing the implementation of the target architecture. It ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance, which is the practice of ensuring compliance with the enterprise architecture and its principles, standards, and goals. The Implementation Governance Model is part of the Implementation and Migration Plan, which is the output of Phase F: Migration Planning of the Architecture Development Method (ADM)12 Reference: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance

NEW QUESTION # 92

Consider the following chart:
Which important concept for Enterprise Architecture Practitioners does it illustrate?

- A. ADM phases must be run simultaneously until the relevant information has been produced.
- B. ADM phases must be run in a sequenced approach to produce the Architecture.
- C. An Enterprise Architecture must be developed in phases with a limited fixed duration.
- D. Enterprise Architects must use Gantt charts to communicate with Stakeholders.

Answer: B

Explanation:
The chart shown is a Gantt chart, which is commonly used for project management to illustrate a project schedule. In the context of TOGAF (The Open Group Architecture Framework), which is a framework for enterprise architecture, this Gantt chart is demonstrating the sequenced approach to the Architecture Development Method (ADM). The ADM is the core process of TOGAF which provides a tested and repeatable process for developing architectures. The ADM is described as being iterative, over the whole process, between phases, and within phases. For each iteration of the ADM, a fresh decision must be taken about

each of the parameters (scope, granularity, time period, and architecture assets).

The ADM consists of a number of phases that have to be followed in sequence:

Preliminary Phase: Framework and principles

Phase A: Architecture Vision

Phase B: Business Architecture

Phase C: Information Systems Architectures, including Data and Application Architectures Phase D: Technology Architecture Phase E: Opportunities and Solutions Phase F: Migration Planning Phase G: Implementation Governance Phase H: Architecture Change Management Requirements Management Each phase is dependent on the outputs of the previous phase and the Requirements Management phase runs throughout. The Gantt chart clearly shows the dependency and sequence in which these phases occur, implying that a structured approach is followed to produce the enterprise architecture.

Reference:

The TOGAF Standard, Version 9.2, a standard of The Open Group

The TOGAF documentation available at https://publications.opengroup.org/standards/architecture and https://publications.opengroup.org/guides/architecture

NEW QUESTION # 93

What should be put in place through organization structures, roles, responsibilities, skills and processes to carry out architectural activity effectively?

- A. An EA framework
- B. An EA repository
- C. An EA Capability
- D. An Enterprise Architecture

Answer: C

Explanation:

An EA Capability is the ability of an organization to perform enterprise architecture effectively and efficiently. It involves establishing and maintaining the appropriate organization structures, roles, responsibilities, skills, processes, tools, and governance mechanisms to support the development and use of enterprise architecture. An EA Capability enables the organization to align its business and IT strategies, deliver value from its investments, manage change and complexity, and improve its performance and agility12 References: 1: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 44: Introduction 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 45: Establishing and Maintaining an Enterprise Architecture Capability

NEW QUESTION # 94

What does the TOGAF ADM recommend for use in developing an Architecture Vision document?

- A. Requirements Management
- B. Business Scenarios
- C. Gap Analysis
- D. Architecture Principles

Answer: B

Explanation:

Business scenarios are a technique recommended by the TOGAF ADM for use in developing an Architecture Vision document12. Business scenarios are a means of capturing the business requirements and drivers, the processes and actors involved, and the desired outcomes and measures of success34. Business scenarios help to create a common vision and understanding among the stakeholders, and to identify and validate the architecture requirements . Business scenarios also provide a basis for analyzing the impact and value of the proposed architecture. References:

*The TOGAF Standard, Version 9.2 - Phase A: Architecture Vision - The Open Group

*TOGAF Standard - Introduction - Phase A: Architecture Vision

*The TOGAF Standard, Version 9.2 - Definitions - The Open Group

*Business Scenarios - The Open Group

*[The TOGAF Standard, Version 9.2 - Architecture Requirements Specification - The Open Group]

*[The TOGAF Standard, Version 9.2 - Architecture Vision - The Open Group]

*[The TOGAF Standard, Version 9.2 - Business Transformation Readiness Assessment - The Open Group]

NEW QUESTION # 95

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