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The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q20-Q25):

NEW QUESTION # 20

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 (AI). The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining a new AI-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 AI 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 AI 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 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.
- B. You recommend that all possible models be created for each candidate architecture that will enable the AI 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.
- C. 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.
- 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: C

NEW QUESTION # 21

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a multinational energy company. The company is committed to becoming a net-zero emissions energy business by 2050. To achieve this, the company is focusing on shifting to renewable energy production and adopting eco-friendly practices.

The EA team, which reports to the Chief Technical Officer (CTO), has been tasked with overseeing the transformation to make the company more effective through acquisitions. The company plans to fully integrate these acquisitions, including merging operations and systems.

To address the integration challenges, the EA team leader wants to know how to manage risks and ensure that the company succeeds with the proposed changes. Based on the TOGAF Standard, which of the following is the best answer?

- A. The EA team should develop Business Architecture views that demonstrate how stakeholder concerns are addressed and assess each factor for readiness, urgency, and degree of difficulty.
- B. The EA team should evaluate the company's readiness for change by identifying factors that will impact the transformation. These factors will be used to determine initial risks associated with the initiative.
- C. The EA team should document the risks associated with the transformation in an Implementation Factor Catalog to inform decisions during implementation and deployment.
- D. The EA team should create a Business Scenario to fully describe the business problem that is being addressed by the transformation. Once requirements are identified, they should be evaluated in terms of risks. Any residual risks should be escalated to the Architecture Board.

Answer: D

Explanation:

In TOGAF, creating a Business Scenario is a foundational step in defining and understanding the business problem, especially for complex transformations involving multiple stakeholders and systems, such as in this scenario. This method aligns with Phase A (Architecture Vision) of the TOGAF Architecture Development Method (ADM). Here's why this approach is the most effective: Understanding Business Requirements:

A Business Scenario provides a structured way to capture and analyze the business requirements, stakeholder concerns, and the contextual elements related to the problem. In this scenario, the company faces challenges in integrating newly acquired companies with existing operations, which includes complex stakeholder concerns across different functional areas. Developing a Business Scenario allows the EA team to break down these complexities into identifiable and manageable parts.

Risk Evaluation and Management:

By using the Business Scenario approach, the EA team can not only define the requirements but also assess associated risks systematically. TOGAF emphasizes the importance of risk management through identifying potential risks, evaluating their impact, and defining strategies for handling these risks. The process includes assessing how risks can be avoided, transferred, or reduced-a necessary step in large-scale transformations to ensure that risks are proactively managed.

Residual Risks and Governance:

Any risks that cannot be fully resolved should be identified as residual risks and escalated to the Architecture Board, which is aligned with TOGAF's governance approach. The Architecture Board's role in TOGAF is to provide oversight and make critical decisions on risks that exceed the control of the EA team. This ensures that unresolved risks are managed at the appropriate level of the organization.

Alignment with TOGAF ADM Phases:

The Business Scenario approach directly aligns with the Preliminary and Architecture Vision phases of the TOGAF ADM, which focuses on establishing a baseline understanding of the business context and the strategic transformation required. The detailed understanding of requirements, stakeholder concerns, and risks identified here will guide the subsequent phases of the ADM, including Business Architecture and Information Systems Architecture.

TOGAF Reference (Section 2.6, ADM Techniques):

TOGAF provides guidelines on the creation of Business Scenarios as part of ADM Techniques, highlighting the importance of defining a business problem comprehensively to ensure successful transformation. This method includes identification of stakeholders, business requirements, and associated risks, which aligns well with the company's need for strategic and systematic integration of new business units.

By utilizing a Business Scenario, the EA team ensures that all aspects of the transformation are well understood, risks are identified early, and residual risks are managed effectively, aligning with the company's strategic objectives and the TOGAF framework's guidance on risk management and stakeholder alignment.

NEW QUESTION # 22

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.
This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize 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.

References: : The TOGAF Standard, Version 9.2 - Architecture Development Method : The TOGAF Standard, Version 9.2 - Architecture Vision : The TOGAF Standard, Version 9.2 - Requirements Management : [The TOGAF Standard, Version 9.2 - Architecture Governance]

NEW QUESTION # 23

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect at a company. The company manages large-scale farming operations with food production, processing, and distribution. The goal of the company is to maximize profit while satisfying the needs of consumers for its products. Its customers demand food that is produced sustainably, safely, and transparently, while reducing environmental impact. The business is highly mechanized, and this mechanization has brought about a decrease in the number of workers needed, together with a focus on agricultural engineering to improve the efficiency of its farms, its processing facilities, and the overall enterprise. As part of this, the company has established an Enterprise Architecture (EA) practice based on the TOGAF standard, using it as the method and guiding framework. The Chief Information Officer (CIO) is the sponsor of EA practice.

The practice has adopted an iterative approach for its architecture development. This has enabled the decision makers to have valuable insights into the different aspects of the business.

In recent years there have been a series of bad harvests, and a major reduction in yields of the main crop produced by the company. This combined with an increase in costs for energy, feed, fuel, and fertilizer, had led to a significant decrease in profits.

The rising costs and lower profits mean that the company is unable to take as much planned action on climate measures as it would like, such as reducing its carbon footprint. The Chief Executive Officer (CEO) has stated that big changes are needed to improve yields and profitability.

The outline strategy for change, includes new products, and new markets. The company will switch to a mix of crops rather than depend on a main crop and will allow use of its processing facilities by third parties. This is a major decision, and the CEO has stated a desire to repurpose and reuse rather than replace so as to manage the risks and limit the costs.

The CIO has assigned the EA team to manage this project. The CIO has stated that although the overall objective is known, the EA team are expected to define the scope, a shared vision, and the requirements.

Refer to the scenario

You have been asked to recommend 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. The team should start on architecture definition and operate multiple ADM phases concurrently to support this change in direction. Once understood, the team will identify the requirements, drivers, issues, and constraints for the change. You would include non-functional requirements in the architecture development to make sure that the target architecture meets its compliance and regulatory requirements.
- B. The team should start by defining the baseline Technology Architecture 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 way to realize the change.
- C. The team should start its iteration cycles of 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.

- D. The team first needs to understand the problem and define the structure of the change. It should start iteration cycles on a baseline first approach to architecture development, and then transition planning. This will identify the change needed to transition from the baseline to the target and can be used to work out in detail what the agreed vision is for the change.

Answer: D

Explanation:

The scenario clearly states that:

The overall objective is known,

BUT the EA team is expected to define the scope, shared vision, and requirements. The company uses an iterative approach. The CEO wants repurpose and reuse rather than replace. This is a major strategic shift (new markets, new products, new crop mix).

According to the TOGAF standard, when the problem must be understood, and scope, vision, and requirements are not yet defined, the correct starting point is Phase A: Architecture Vision, using an iteration cycle.

This is also consistent with the "baseline-first" approach recommended in the TOGAF Series Guides for situations where:

the business direction is known but high-level,

detailed impacts must be discovered,

and the organization wants to reuse existing capabilities rather than replace them.

Option B is the only answer that:

Begins by understanding the problem,

Defines the structure of the change,

Uses iteration cycles starting with a baseline-first approach,

Leads into transition planning,

Supports clarification of the shared vision and requirements,

Fits the CIO's instruction to "define the scope, shared vision, and requirements." This matches exactly what TOGAF prescribes in early-cycle Architecture Vision and initial iterations.

NEW QUESTION # 24

Please read this scenario prior to answering the question

You are the Chief Enterprise Architect at a large food service company specializing in sales to trade and wholesale, for example, restaurants and other food retailers.

One of your company's competitors has launched a revolutionary product range and is running a very aggressive marketing campaign. Your company's resellers are successively announcing that they are not interested in your company's products and will sell your competitor's.

The CEO has stated there must be significant change to address the situation. He has made it clear that new markets must be found for the company's products, and that the business needs to pivot, and address the retail market as well as the existing wholesale market.

A consideration is the company's ability and willingness to change its business model, and if it is a temporary or permanent change. An additional risk factor is one of culture. The company has been used to a stable business with a reasonably well known and settled client base - all with its own local understandings and practices.

The CEO is the sponsor of the EA program within the company. You have been engaged with the sales, logistics, production, and marketing teams, enabling the architecture activity to start. An Architecture Vision, Architecture Principles, and Requirements have all been agreed. As you move forward to develop a possible Target Architecture you have identified that some of the key stakeholders' preferences are incompatible. The incompatibilities are focused primarily on time-to-market, cost savings, and the need to bring out a fully featured product range, but there are additional factors.

Refer to the scenario

You have been asked how you will address the incompatibilities between key stakeholder preferences.

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

- A. You would review the Stakeholder Map and ensure that you have addressed and represented the concerns of all department heads. You will involve them in resolving the incompatibilities. The Communications Plan should include a report that summarizes the key features of the architecture with and how incompatibilities were resolved to reflects the stakeholders' requirements. You will check with each key stakeholder they are satisfied with how the incompatibilities have been resolved.
- B. You recommend that since the CEO has stated that the company must pivot, it is better to compromise on a full product range rather than time-to-market. You would develop just enough of the Target Architecture to demonstrate fitness of the proposed approach. You would limit the description to just where there is a gap between the current baseline. You would seek approval by the stakeholders to move forward with developing the Target Architecture in detail.
- C. You would seek to understand value preferences and priorities of the stakeholders. You would develop alternative Target

Architectures, highlighting the gaps between current state and the alternatives. You would consider combining features from one or more alternatives in collaboration with the stakeholders. A formal stakeholder review should then be held to decide which alternative is fit for purpose and should be moved forward with. You will then secure the funding required.

- D. You would use the Architecture Vision, Principles, and Requirements to define a set of criteria for alternatives and create a set of architecture views to illustrate the impact of the alternative Target Architectures. You would identify the impact on planned projects. You would understand the strengths and weaknesses of the alternatives. You would conduct a formal stakeholder review to decide which alternative to move forward with. You will determine the funding required.

Answer: D

Explanation:

According to the TOGAF standard, the Target Architecture is the description of a future state of the architecture being developed for an organization. It should be aligned with the Architecture Vision, Principles, and Requirements that have been agreed with the stakeholders. To address the incompatibilities between key stakeholder preferences, the TOGAF standard recommends creating and evaluating multiple alternative Target Architectures that meet different sets of criteria. These criteria should reflect the value preferences and priorities of the stakeholders, as well as the business drivers and objectives. The alternative Target Architectures should be illustrated using a set of architecture views that show the impact of each alternative on the business, data, application, and technology domains. The impact on planned projects should also be identified and analyzed. The strengths and weaknesses of each alternative should be understood and documented. A formal stakeholder review should then be conducted to decide which alternative is the most fit for purpose and should be moved forward with. The funding required for implementing the chosen alternative should also be determined and secured. Reference:

The TOGAF Standard, Version 9.2 - Phase B: Business Architecture - The Open Group
The TOGAF Standard, Version 9.2 - Phase C: Information Systems Architectures - The Open Group

[The TOGAF Standard, Version 9.2 - Phase D: Technology Architecture - The Open Group]

[The TOGAF Standard, Version 9.2 - Phase E: Opportunities and Solutions - The Open Group]

[The TOGAF Standard, Version 9.2 - Phase F: Migration Planning - The Open Group]

NEW QUESTION # 25

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