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The Open Group TOGAF Business Architecture Foundation Exam Sample Questions (Q106-Q111):

NEW QUESTION # 106
Which of the following is a benefit of value streams and value stream mapping?

- A. Value streams highlight the value of individual work packages needed to develop the business architecture.
- B. Value streams provide a framework for more effective business requirements analysis, case management, and solution design.
- C. Value streams help to ensure that investments and project initiatives are prioritized and funded at an appropriate level commensurate with their value.
- D. Value streams help to identify value, duplication, and redundancy across the enterprise.

Answer: B

Explanation:
According to the TOGAF Business Architecture Guide, value streams play a key role in providing a structured framework that supports more effective analysis of business requirements, case management, and solution design. Value streams offer a high-level, customer-centric view of how value flows through the organization, which helps in aligning business requirements and ensuring solutions are well-targeted to meet those requirements.
* Role of Value Streams in Business Requirements AnalysisValue streams help stakeholders understand the key stages and outcomes that deliver value to customers or stakeholders. This framework facilitates a clear alignment between business requirements and the value outcomes each requirement supports. By mapping requirements to specific value stream stages, architects can ensure that requirements are directly tied to business outcomes.
* Supporting Case ManagementValue streams also provide a structured approach for managing various business cases. By identifying key stages in the value creation process, value streams help in evaluating and prioritizing cases based on their impact on value delivery. This structured approach enhances case management by focusing on value, efficiency, and alignment with organizational goals.
* Enhancing Solution DesignSolution design is more effective when informed by a value stream view, as it allows architects to focus on delivering value at each stage of the process. By understanding the flow of value, architects and solution designers can ensure that technology, processes, and capabilities are aligned to support the most critical aspects of the value stream. This alignment optimizes solution design to meet specific business needs more effectively.
* Why Option B is CorrectThe TOGAF Business Architecture Guide explicitly states that value streams provide a framework for business requirements analysis, case management, and solution design. This insight indicates that value streams are instrumental in ensuring that these elements are aligned with how value is delivered within the organization.
Why Other Options are Incorrect:
* Option A (Identify value, duplication, and redundancy):While value streams can provide insights into operational efficiency, they are not primarily focused on identifying duplication and redundancy across the enterprise. Instead, this aspect is typically covered by detailed process mapping or capability assessments.
* Option C (Highlighting value of individual work packages):Value streams do not emphasize individual work packages but rather focus on the overall flow of value. Work packages are more granular and usually defined during implementation and migration planning.
* Option D (Ensuring investment prioritization):Investment prioritization is more closely associated with portfolio management rather than value stream mapping. Although value streams inform decision- making, they do not directly handle funding prioritization.
Conclusion:
The correct answer isBbecause value streams provide a framework that directly supports business requirements analysis, case management, and solution design, as outlined in the TOGAF Business Architecture Guide.

NEW QUESTION # 107
Which of the following is a purpose of mapping capabilities to value stream stages?

- A. To classify, group, and align capabilities into categories for a deeper understanding.
- B. To provide a self-contained business description that is independent of the organizational structure.
- C. To describe the business in terms of services provided and consumed.
- D. To identify and eliminate business capabilities that do not contribute to the business.

Answer: D

Explanation:
The purpose of this activity is to identify which business capabilities (out of the total set of capabilities) are critical to delivering stakeholder value, and therefore which ones need to be performed to a sufficient standard of quality to meet stakeholder expectations. It also helps to identify those business capabilities that do not contribute toward any of the core value streams, and which may be eliminated from the business.
The primary purpose of mapping capabilities to value stream stages within the TOGAF framework is to analyze how each capability contributes to delivering value to the customer. This process helps to identify:
* Capabilities essential for value creation:These are the capabilities that directly contribute to the activities within the value stream and are critical for delivering customer value.
* Capabilities with indirect or unclear contributions:These may require further investigation to determine their role in the value stream.
* Non-contributing capabilities:These capabilities do not play a role in the value stream and may be candidates for elimination or optimization to improve efficiency and reduce costs.

NEW QUESTION # 108

Which of the following describes the concept of an Enterprise Architecture Capability?

- A. The ability to strike a balance between positive and negative outcomes resulting from the realization of opportunities.
- B. The ability to distinguish between different types of architectural assets that exist at different levels of abstraction in the enterprise.
- C. The ability to develop, use and sustain the architecture of a particular enterprise using architecture to govern change.
- D. The ability to follow general rules and guidelines that relate to Enterprise Architecture work and that enable decision-making.

Answer: C

NEW QUESTION # 109

Consider the following:
You need to analyze a new value stream within the scope of a project.
Which of the following would you use?

- A. Heat mapping by value stream stages.
- B. Converting the value stream stages to entities and then building a logical data model
- C. An organization chart showing the business units that work with the enterprise and their value.
- D. Combining information mapping with a business process model.

Answer: A

Explanation:
In TOGAF and other enterprise architecture practices, analyzing a value stream often involves understanding the various stages of the value stream and assessing how each stage contributes to business value. Heat mapping is a commonly used technique to visualize and analyze these stages, making it the most appropriate choice in this context.
* Understanding Value Streams in TOGAFA value stream represents a high-level view of how value is delivered to customers or stakeholders. It encompasses all the activities necessary to achieve a specific outcome, often broken down into stages. In TOGAF's Business Architecture, value stream mapping is a key activity for analyzing and understanding these value stages, enabling architects to identify areas for improvement.
* Heat Mapping as an Analysis TechniqueHeat mapping by value stream stages is a visualization technique that highlights the effectiveness or performance of each stage in the value stream. By applying a heat map, architects can easily see which stages are performing well (often marked in "cool" colors) and which stages may need improvement (often marked in "hot" colors). This is particularly useful for identifying bottlenecks, redundancies, or inefficiencies within the value stream, which is essential for project analysis.
* Why Other Options are Incorrect:
* Option A (Converting value stream stages to entities and building a logical data model):
Building a logical data model involves defining data entities and their relationships, which is more relevant for data architecture. It does not directly contribute to analyzing a value stream's stages or performance within a project scope.
* Option C (An organization chart showing business units and their value):An organization chart shows hierarchical relationships and roles within the enterprise, which does not specifically address value stream stages. While it may help understand which units are responsible for different parts of the value stream, it doesn't provide insight into the performance or effectiveness of each stage.
* Option D (Combining information mapping with a business process model):Information mapping with a business process model is more suited for detailed process analysis. It involves mapping information flows within processes but doesn't directly address analyzing value stream stages. Value streams are typically at a higher level than detailed business processes, focusing more on outcomes than specific activities.
* Conclusion:Heat mapping by value stream stages (Option B) is the most effective tool for analyzing a new value stream within the project scope, as it provides a visual assessment of each stage's performance and identifies areas for improvement.
References:
* TOGAF Standard, Version 9.2, Value Stream Mapping Techniques

NEW QUESTION # 110

Consider the following modeling example, relating business capabilities to organization units so as to highlight duplication and redundancy:

Business Capabilities	Organizational Units			
	Human Resources	Real Estate	Information Technology	Sales and Marketing
Project Management		G	Y	
Learning Management	G		G	R

(Note in this example the cells colored green, yellow, and red, are also marked G. Y, and R, respectively) Which of the following best describes this technique?

- A. Capability Mapping
- B. Perspective Analysis
- C. Relationship Mapping
- D. Gap Analysis

Answer: C

Explanation:
The technique shown in the example is called relationship mapping. It is a technique that can be used to show how a business architecture addresses stakeholder concerns across different parts of an organization2. It can highlight gaps or overlaps in the coverage of stakeholder concerns by a business architecture. In this case, the technique is used to relate business capabilities to organization units so as to highlight duplication and redundancy.
This modeling technique is referred to as Relationship Mapping. It's used to relate business capabilities to organizational units to highlight areas of duplication and redundancy, as well as to indicate where capabilities are being performed well (green), where there are potential issues (yellow), and where there are significant problems or gaps (red). This visualization helps in understanding the alignment between organizational units and capabilities, and where improvements or changes may be needed.
5.2.1 Capability/Organization Mapping https://pubs.opengroup.org/togaf-standard/business-architecture /business-capabilities.html#_Toc95135898

NEW QUESTION # 111

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