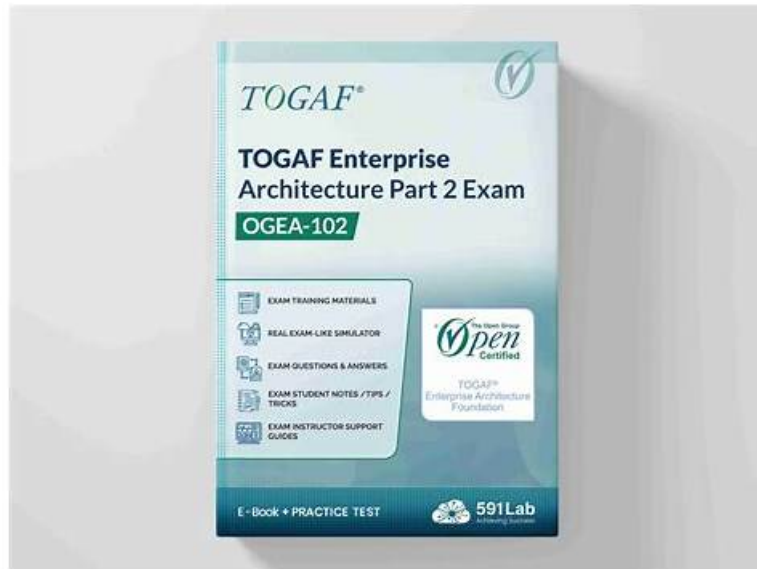# TOGAF Enterprise Architecture Part 2 Exam Latest Materials are Highly Effective to Make Use of - Exam4Tests

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The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q31-Q36):

NEW QUESTION # 31
Please read this scenario prior to answering the question
You are employed as an Enterprise Architect within a clinical research and health technologies company. The company is 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 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. 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 the preferred approach for projects.
Many of the company's rivals have begun using 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 roles?
How can AI enhance access to care for patients, and how to make that experience seamless?
How can AI 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 polices have been put in place for responsible use of AI.
Refer to the scenario
You have been assigned to the architecture development and asked how to address the concerns and manage risk for the project.
How do you begin?
Based on the TOGAF standard which of the following is the best answer?

- A. You recommend that all the stakeholders be identified, and a Communications Plan created to address the most powerful
  and influential stakeholders. This plan should include a report that summarizes the key features of the architecture with respect
  to each division 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.
- B. You recommend that models be created for the Draft Business, Data,Application, and Technology Architectures. These
  can be used to minimize risk, and make sure that the system meets the local regulations for each division. Together with the
  problem description, and requirements, these should be included in the Architecture Vision document. A formal review should
  be held with the stakeholders to verify that their concerns are included in the Architecture Vision.
- C. You recommend creation of a simple solution concept diagram to show how the stakeholders will be impacted, and the
  benefits to the firm. You would also create a benefits diagram showing the various opportunities from adoption of AI-based
  solutions. A meeting should be held with the main stakeholders to review the diagrams. They can then decide the priorities and
  sequencing decisions for the architecture development. Risk will be evaluated when defining the Architecture Roadmap.
- D. You recommend that an analysis of the stakeholders is carried out. This will allow the architects to define groups of
  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.

Answer: D

Explanation:
In this scenario you are right at the start of an ADM cycle: a Request for Architecture Work has been approved to investigate AI,
and there are strong stakeholder concerns and risk questions. According to the TOGAF standard, the correct place to start is Phase
A: Architecture Vision, with a strong focus on stakeholder management and capturing their concerns and required views.
Option A is the only answer that correctly reflects this:
Stakeholder analysis & Stakeholder Map (Phase A core task)
TOGAF explicitly states that in Phase A you must:
Identify stakeholders
Analyze and group them by common concerns
Use a Stakeholder Map to understand their influence, interest, and required engagement Determine which views/viewpoints are
needed to address their concerns in the architecture description coe.qualiware.com+1 Option A says:
"analysis of the stakeholders ... define groups of 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." This is exactly how TOGAF describes stakeholder management and views in Phase A:
Stakeholder Map to classify and prioritize stakeholders
Concerns and required views captured and traced
These elements feeding into the Architecture Vision deliverable Visual Paradigm TOGAF+1 Concerns, views, and Architecture
Vision TOGAF emphasizes that architecture views are constructed to address specific stakeholder concerns; you do not just build
generic models. opengroup.org+1 Option A explicitly links concerns → views → Architecture Vision, which aligns with TOGAF
guidance for early phases.
Capturing this in the Architecture Vision provides a high-level, shared understanding of what the AI initiative is trying to achieve and
how stakeholder issues (e.g., responsible AI, risk processes, change in way of working) will be addressed.

Risk management and "architecting with agility"

In the scenario, the CIO has encouraged architecting with agility. TOGAF is compatible with incremental and iterative development of the target architecture, especially when there is high uncertainty and risk. conexiam.com Option A includes:

"a requirement that there be progressive development of the target architecture to ensure there is regular feedback." This "progressive development" and frequent feedback loop is exactly how you mitigate risk in an AI-heavy, change-sensitive initiative:

Frequent stakeholder feedback

Early validation of assumptions

Ability to adjust scope, constraints, and principles as risk and understanding evolve This directly addresses management's worry about the change in the way of working and whether risk management and responsible AI policies are adequate: these become explicit stakeholder concerns and requirements that are iteratively refined.

Why the other options are weaker / not TOGAF-aligned as a starting point Option B Focuses mainly on a Communications Plan and powerful stakeholders.

While TOGAF does expect a stakeholder communications plan, it is derived from a proper stakeholder analysis and Stakeholder Map, not a substitute for it.

It also treats risk as a "component of the architecture" rather than something to be addressed early through stakeholder concerns, principles, and iteration.

Option C

Jumps straight to a solution concept diagram and benefits diagram and defers risk evaluation to when the Architecture Roadmap is defined (Phase E).

In TOGAF, risk and stakeholder concerns must be addressed already in Phase A and refined throughout, not postponed to roadmap development.

Option D

Proposes creating draft Business, Data, Application, and Technology models and putting them into the Architecture Vision.

This is too detailed for the starting point: Phase A is about high-level vision, not full draft core architecture models (those belong in Phases B, C, D).

It also doesn't emphasize Stakeholder Mapping and grouping by concerns, which is central to resolving the worries about way of working, risk, and responsible AI.

In summary, Option A is the best and TOGAF-consistent way to begin:

Start in Phase A: Architecture Vision

Perform stakeholder analysis and create a Stakeholder Map

Define stakeholder concerns and relevant views

Record them in the Architecture Vision

Add an explicit requirement for progressive (iterative) development of the target architecture for continuous feedback and risk mitigation

NEW QUESTION # 32

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. References:
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 # 33
Scenario:
You are working as an Enterprise Architect at a large company. The company runs a chain of home improvement stores, as well as a website for selling products. The website lets many brands work with the company.
The stores open seven days a week and use a standard method to track sales and inventory. This involves sending accurate and timely sales data to a central inventory management system that can predict demand, adjust stock levels, and automate reordering. The website is supported by regional fulfillment centers and also uses the central inventory management system. The central inventory management system is housed at the company's central data center.
The company has agreed to merge with a major competitor. The leadership teams of both organizations have said they are committed to a smooth transition for customers. All stores will keep their own brand names. They will combine the systems of the organizations, which includes merging retail operations and systems. Duplicated systems will be replaced with one standard retail management system. Additionally, they will reduce the number of applications being used. The CIO expects that these changes will lead to substantial cost savings for the newly merged company.
An enterprise plan for both organizations has been created. The aim is to set priorities for the transition, especially in terms of information management and application development. It is crucial to make decisions that will create long-term value.
The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA program is sponsored by the Chief Information Officer (CIO).
The Request for Architecture Work to oversee the transition has been approved. The project has been scoped, and you have been assigned to work on it.
You have been asked to confirm the most relevant architecture principles for the transition.
Based on the TOGAF Standard, which of the following is the best answer?

- A. Ease of Use, Common Use Applications, Data is an Asset, Technology Independence, Business Continuity
- B. Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity
- C. Service Orientation, Compliance with the Law, Requirements Based Change, Responsive Change Management, Data Security

- D. Common Use Applications, Data is an Asset, Common Vocabulary and Data Definitions, Maximize Benefit to the Enterprise, Business Continuity

Answer: D

Explanation:
The correct answer is C, as it aligns with the key TOGAF principles necessary for guiding enterprise architecture in a merger scenario where retail operations and systems are being consolidated.
Analysis of the Principles in Option C:
Common Use Applications
Since the two companies are merging, it is essential to standardize applications across the enterprise.
Using common applications ensures consistency, reduces costs, and improves efficiency.
TOGAF emphasizes this principle to prevent duplicate or redundant systems, which aligns with the CIO's goal of reducing the number of applications used.
Data is an Asset
In the scenario, a central inventory management system is a core business function.
Treating data as an asset ensures it is managed properly, shared efficiently, and used strategically across the merged organization.
This principle supports the company's ability to predict demand, adjust stock levels, and automate reordering.
Common Vocabulary and Data Definitions
The merger requires integrating different systems and data structures.
Having a common vocabulary ensures that all stakeholders (stores, fulfillment centers, and digital platforms) use consistent terminology and data definitions.
This minimizes confusion and ensures interoperability across business functions.
Maximize Benefit to the Enterprise
Every architectural decision should focus on the overall benefit to the business.
By consolidating IT systems and reducing redundancies, the company achieves cost savings, which directly supports this principle.
Business Continuity
The stores operate seven days a week, so system changes must ensure uninterrupted service.
Business continuity ensures that customers are not affected during the transition and that critical retail operations (sales, inventory tracking, and fulfillment) remain functional.
Why Other Options Are Incorrect?
Option A: Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity Control Technical Diversity is not the primary concern here. The focus is on system consolidation, not necessarily on limiting technology diversity.
Interoperability is important but not as critical as defining a common system and data structure.
Option B: Service Orientation, Compliance with the Law, Requirements-Based Change, Responsive Change Management, Data Security While service orientation and compliance are valuable, they are not the most relevant to this specific business transition.
Change management and data security are important but do not address the primary enterprise-wide architectural concerns of system consolidation.
Option D: Ease of Use, Common Use Applications, Data is an Asset, Technology Independence, Business Continuity Ease of Use is beneficial but is not a core architecture principle in this case.
Technology Independence is useful but does not align directly with the scenario's priority, which is consolidating applications and data structures.
Reference:
TOGAF Standard, ADM Techniques, Architecture Principles (Section 2.6)
TOGAF Standard, Part III: ADM Guidelines and Techniques
TOGAF Enterprise Architecture Principles - The Open Group

NEW QUESTION # 34
Please read this scenario prior to answering the question
You are employed as an Enterprise Architect working within the Enterprise Architecture (EA) team at an electric vehicle manufacturer. The company focuses on designing, manufacturing, and advancing battery technology for sustainable transportation, while also investing in charging infrastructure, autonomous driving systems, and renewable energy integration.
The company is introducing a major change to its vehicle design over a five-year period. This will be a cross-functional effort between hardware and software teams, delivering significant new features in the vehicles they manufacture. It is planned to be developed in phases. An architecture to support strategy has been completed with a roadmap for a set of projects.
The EA team has taken over the architecture for the hardware and software automotive platform used by current vehicles, some of which will be used again in the new vehicle design. The EA team has started to pick which parts of the architecture to use again.
The presentation and access to different variations of data that the company plans to offer through its vehicles creates a design challenge. The application portfolio and supporting infrastructure must connect with multiple cloud services and data repositories in different countries to be able to handle the data at a large scale.

Enough of the Business Architecture has been defined, so that work can commence on the Information Systems and Technology Architectures. Those architectures need to be defined to support the primary business services that the company plans to provide. These services will handle and use the data created by vehicles, preparing the way for self-driving vehicles in the future.

The company uses the TOGAF standard as the basis for its Enterprise Architecture framework. The EA team reports to the Chief Technical Officer (CTO), who is the sponsor of the EA program. The CTO requires that the EA team follow the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM.

Refer to the scenario

How would you plan, organize, and manage the architecture development at this stage?

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

- A. Start an iteration of ADM Phase A, perform a Stakeholder Analysis, identifying the key stakeholders and revising the Architecture Vision. Update the Stakeholder map created for the strategic architecture, so it reflects the stakeholders who are now the most important for the projects that are to be developed. Hold a formal review with the CTO, who should decide which projects to include in the Architecture Roadmap and update the Implementation and Migration Plan to reflect the decisions.

- B. Architecture descriptions for the Application, Data, and Technology Architectures should be developed at a suitable level to address the problems, and to identify the different options. For each project this includes identification of candidate architecture and solution building blocks. Solution providers should be identified, a readiness assessment performed, and an assessment of the viability and fitness of the solution options. The results should be added to the draft Implementation and Migration plan.

- C. Follow a standard pattern for cloud solutions that manage complex data, and which fits with the architecture to support strategy. Develop high-level Target Data, Application and Technology Architectures. Review the Architecture Vision to determine the level of detail, time, and scope of the ADM cycle phases required for architecture development for the project. Identify and estimate the cost of the main work packages. Create an Architecture Roadmap and request the Architecture Board to approve the roadmap. Start the project.

- D. The superior architecture should be used to guide the approach. Review the identified projects, dependencies, and potential overlaps, then decide the order for starting the projects. Develop high-level architecture descriptions. For each project determine how much work is needed, identify reference architectures, and candidate building blocks. Identify the resource needs, considering cost and value. Document the different options, risks, and ways to control them to enable feasibility analysis and trade-off with the stakeholders.

Answer: D

Explanation:
The scenario states that:
A strategic architecture and roadmap already exist.
Business Architecture is complete, so the work now shifts to Information Systems and Technology Architectures (ADM Phases B-D).
The CTO requires use of the purpose-based EA Capability model (from the TOGAF Series Guide: A Practitioner's Approach to Developing Enterprise Architecture Following the TOGAF ADM).
The EA team has to plan, organize, and manage the next stage of architecture development, including re-use of existing hardware/software platform components, candidate solutions, feasibility, risks, and prioritization.
Under the purpose-based EA approach, when moving from strategy into defining the next layers of architecture, TOGAF emphasizes:
Using the superior (already-approved) architecture to guide the next ADM cycles
- This corresponds to the strategic architecture that is already completed.
Analyzing project dependencies, overlaps, and sequencing
Defining high-level architecture descriptions for the next iteration
Identifying reference architectures and candidate building blocks (especially when reusing existing platform components) Assessing feasibility, value, cost, and risk for each project Preparing for stakeholder trade-offs before formalizing the roadmap These tasks map directly to Option A.
Why Option A is correct
Option A includes exactly what the purpose-based EA approach prescribes at this stage:
"The superior architecture should be used to guide the approach."
✔ Correct - strategic architecture guides the work.
"Review the identified projects, dependencies, and potential overlaps, then decide the order..."
✔ Correct - sequencing and dependency assessment are core early tasks in Phases B-D planning.
"Develop high-level architecture descriptions."
✔ Correct - Business Architecture is done; now high-level IS/Tech Architecture descriptions are needed.
"Identify reference architectures and candidate building blocks."

✔ Correct - aligns with TOGAF building-block approach, and specifically fits the scenario where existing platform components will be reused.

"Identify resource needs, considering cost and value."

✔ Correct - mandatory for feasibility and planning.

"Document options, risks, and ways to control them to enable feasibility analysis and trade-off with stakeholders."

✔ Correct - this matches ADM guidelines for preparing options and addressing complexity before deeper development.

This is precisely how TOGAF expects the architecture team to plan, organize, and manage an ADM cycle after strategy is set.

NEW QUESTION # 35

You are working as an Enterprise Architect at a large company. The company runs many retail stores as well as an online marketplace that allows hundreds of brands to partner with the company. The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is involved in all aspects of the business, with oversight provided by an Architecture Board with representatives from different parts of the business. The EA program is sponsored by the Chief Information Officer (CIO).

Many of the stores remain open all day and night. Each store uses a standard method to track sales and inventory, which involves sending accurate, timely sales data to a central AI-based inventory management system that can predict demand, adjust stock levels, and automate reordering. The central inventory management system is housed at the company's central data center.

The company has acquired a major rival. The Chief Executive Officer (CEO) believes that the merger will enable growth through combined offerings and cost savings. The decision has been made to fully integrate the two organizations, including merging retail operations and systems. Duplicated systems will be replaced with one standard retail management system. The CIO expects significant savings from these changes across the newly merged company.

The rival company has successfully implemented the use of hand-held devices within stores for both customers and staff, which has increased satisfaction due to time savings. The CIO has approved the rollout of these devices to all stores but has stated that training should be brief, as there are many part-time employees.

You have been asked to confirm the most relevant architecture principles for this transformation. Based on the TOGAF Standard, which of the following is the best answer?

- A. Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity
- B. Common Use Applications, Data is an Asset, Data is Accessible, Ease of Use, Business Continuity
- C. Maximize Benefit to the Enterprise, Common Use Applications, Data is an Asset, Responsive Change Management, Technology Independence
- D. Common Vocabulary and Data Definitions, Compliance with the Law, Requirements Based Change, Responsive Change Management, Data Security

Answer: C

Explanation:
In this scenario, the enterprise is undergoing significant transformation due to a merger and the adoption of new technology (hand-held devices). Several key principles from TOGAF's ADM Techniques-particularly those focused on promoting enterprise-wide standardization, adaptability, and data utilization-are pertinent here:

Maximize Benefit to the Enterprise:
This principle emphasizes that all architectural decisions should deliver maximum business value. Given that the company is integrating systems to cut costs and improve offerings, maximizing the benefit is crucial. Ensuring that the EA efforts align with enterprise-wide benefits supports the goal of optimizing costs and enhancing offerings, which aligns with the CEO's vision for the merger.

Common Use Applications:
Standardizing applications across the merged entity will be essential to achieve cost savings and to simplify operations. The goal of reducing the number of applications fits with this principle, ensuring that reusable and widely adopted applications support business functions across the organization. Adopting this principle will also aid in harmonizing the systems from both organizations and avoiding unnecessary diversity.

Data is an Asset:
Data plays a central role in the company's operations, especially with the use of AI-driven inventory management and the integration of systems. Treating data as an asset is essential for reliable and accurate decision-making. This principle ensures that data is viewed as a critical enterprise resource and is managed with care, maintaining integrity, accuracy, and value.

Responsive Change Management:
The organization's ability to adapt quickly and effectively to changes, such as integrating new handheld devices and merging systems, is essential. This principle will facilitate the smooth transition required for integrating the new handheld devices and the merger-related system updates while minimizing disruption to store operations.

Technology Independence:
Since the enterprise will likely encounter varied technologies from the merger, it is crucial to maintain flexibility. This principle

advocates for using technology solutions that are adaptable and not bound to a single vendor or specific technology. This ensures that the enterprise can integrate various technological components from both organizations and evolve with minimal constraints. These principles align well with TOGAF's broader recommendations for guiding architectural changes, as found in Section 2.6 of the TOGAF ADM Techniques. They ensure that the EA practice is aligned with business objectives while maintaining flexibility, data integrity, and a focus on enterprise-wide benefits. These guiding principles are critical for the successful execution of the integration and adoption of new technologies while achieving cost efficiencies and improving service delivery.

For reference, TOGAF's ADM Techniques highlight the importance of architectural principles in guiding transformational initiatives, ensuring that decisions are made consistently across the enterprise. Each principle supports organizational agility, system integration, and the efficient use of technology resources, all of which are vital for the enterprise's stated objectives.

NEW QUESTION # 36

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