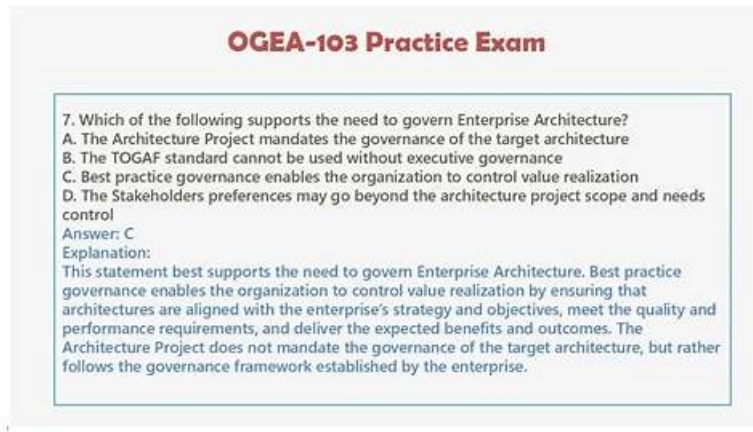


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## The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q109-Q114):

### NEW QUESTION # 109

Consider the following ADM phases objectives.

	Objective
1	Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
2	Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
3	Define the overall Solution-Building Blocks (SBBs) to finalize the Target Architecture based on the ABBs
4	Ensure conformance with the Target Architecture by implementation projects

Which phase does each objective match?

- A. 1F-2F-3E-4G
- B. 1G-2E-3F-4E
- C. 1F-2G-3F-4F
- D. 1E-2F-3E-4G

**Answer: D**

Explanation:

1E: To identify delivery vehicles (projects programs portfolios) that will deliver the Target Architecture 2F:

To confirm readiness and ability to undergo change 3E: To determine whether an incremental approach is required and if so identify Transition Architectures that will deliver continuous business value 4G: To perform appropriate governance functions while the solution is being implemented Reference: The TOGAF Standard | The Open Group Website, Section 3.2 ADM Phases.

#### NEW QUESTION # 110

Which of the following is a responsibility of an Architecture Board?

- A. Establishing targets for re-use of components
- B. Conducting assessments of the maturity level of architecture discipline within the organization
- C. Creating the Statement of Architecture Work
- D. Allocating resources for architecture projects

**Answer: B**

Explanation:

Explanation

The Architecture Board is a governance body that oversees and supports the implementation of architectures within an organization. One of its responsibilities is to conduct assessments of the maturity level of architecture discipline within the organization using frameworks such as CMMI or ACMM. This helps to identify areas for improvement and monitor progress towards achieving higher levels of maturity. References:

<https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap44.html>

#### NEW QUESTION # 111

Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.

General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission

The joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture.

A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle

A set of quantitative statements that outline what an implementation

project must do in order to comply with the architecture.  
Which deliverables match these descriptions?

- **A. 1 Architecture Principles -2 Architecture Contracts - 3 Request for Architecture Work - 4 Architecture Requirements Specification**
- B. 1 Architecture Contracts - 2 Architecture Requirements Specification - 3 Architecture Vision - 4 Architecture Principles
- C. 1 Architecture Requirements Specification -2 Architecture Principles - 3 Architecture Vision - 4 Architecture Contracts
- D. 1 Architecture Principles -2 Architecture Contracts - 3 Architecture Requirements Specification-4 Request for Architecture Work

**Answer: A**

Explanation:

According to the TOGAF standard, the deliverables that match the descriptions are as follows:

1 Architecture Principles: These are general rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission<sup>1</sup>. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions<sup>1</sup>.

2 Architecture Contracts: These are the joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture<sup>2</sup>. They are used to ensure that the architecture is implemented and governed according to the agreed-upon specifications and standards<sup>2</sup>.

3 Request for Architecture Work: This is a document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle<sup>3</sup>. It defines the scope, schedule, budget, deliverables, and stakeholders of the architecture project<sup>3</sup>.

4 Architecture Requirements Specification: This is a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture<sup>4</sup>. It defines the requirements for each architecture domain, as well as the relationships and dependencies among them<sup>4</sup>.

## NEW QUESTION # 112

Scenario

You are working as an Enterprise Architect within a large manufacturing company. The company has multiple divisions located worldwide.

After a recent study, senior management is concerned about the impact of the company's multiple data centers and duplication of applications on business efficiency. To address this concern, a strategic architecture has been defined; it will help improve the ability to meet customer demand and improve the efficiency of operations. The strategic architecture involves the consolidation of multiple application programs that are currently used in different divisions and putting them all onto a cloud-based solution instead.

Each division has completed the Architecture Definition documentation to meet its own specific operational requirements. The enterprise architects have analyzed the corporate changes and implementation constraints.

A consolidated gap analysis has been completed. Based on its results, the architects have reviewed the requirements, dependencies, and interoperability requirements needed to integrate the cloud-based solution.

The architects have completed the Business Transformation Readiness Assessment. Based on all these factors, they have produced a risk assessment. They have also completed the draft Implementation and Migration Plan, the draft Architecture Roadmap, and the Capability Assessment deliverables.

Due to the risks of changing from the current environment, the decision has been taken that a gradual approach is needed to implement the target architecture. It will likely take a few years to complete the whole implementation process.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is engaged throughout all the divisions, with implementation governance assigned to a business line. In addition to providing guidance on using architecture frameworks, including business planning, project/portfolio management, and operations management, the EA program is sponsored by the Chief Information Officer (CIO).

You have been asked to decide on the next steps for the migration planning.

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

- A. You conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment verifies that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then you would identify changes to performance requirements and update those in the Implementation and Migration Plan.
- B. You update the Architecture Definition Document, which includes setting project objectives and documenting the final requirements. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the Implementation and Migration Plan. You recommend that lessons learned be applied as changes to the architecture without review.
- **C. You examine how the Implementation and Migration Plan affects the other frameworks being used in the organization. You**

coordinate the planning with the business planning, project/portfolio management, and operations management frameworks. You assign a business value to each project, considering the available resources and how well they align with the strategy. You then update the architecture roadmap and the Implementation and Migration Plan.

- D. You assess the business value for each project by applying the Business Value Assessment Technique. The assessment should focus on return on investment and performance evaluation criteria to prioritize the most progress of the architecture transformation. You confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table. You document the lessons learned and generate the final Implementation and Migration Plan.

**Answer: C**

Explanation:

Context of the Scenario

The organization is currently in the Migration Planning phase, which corresponds to Phase F of the TOGAF ADM (Architecture Development Method). The key activities for this phase involve:

- \* Evaluating dependencies and impacts on other organizational frameworks.
- \* Aligning the roadmap and migration plan with strategic objectives and available resources.
- \* Addressing the risks of transitioning from the current architecture to the target architecture using a phased approach.

The deliverables (Architecture Roadmap, Capability Assessment, etc.) and assessments (Gap Analysis, Risk Assessment, Transformation Readiness) have already been developed. The next step is to refine and finalize the migration planning.

Option Analysis

Option A:

- \* While updating the Architecture Definition Document could ensure alignment, this step was completed in earlier phases (B, C, D). At this stage, further changes to the architecture must go through a formal governance review, and applying lessons learned without review contradicts TOGAF principles.
- \* Producing an Implementation Governance Model is more relevant in Phase G (Implementation Governance), not in Phase F.
- \* Conclusion: Incorrect, as it suggests revisiting earlier steps and does not align with the current phase.

Option B:

- \* Conducting Compliance Assessments ensures the architecture is implemented correctly, but this is a task for Phase G (Implementation Governance) after migration planning has been finalized and implementation begins.
- \* Deployment of monitoring tools is also part of implementation and governance activities, not migration planning.
- \* Conclusion: Incorrect, as it focuses on tasks belonging to a later phase.

Option C:

- \* Examining how the Implementation and Migration Plan affects other organizational frameworks is critical in Phase F, as TOGAF emphasizes alignment with business planning, project/portfolio management, and operations management.
- \* Assigning business value to each project ensures prioritization and optimal allocation of resources.
- \* Updating the Architecture Roadmap and the Implementation and Migration Plan based on this analysis ensures strategic alignment and readiness for implementation.
- \* Conclusion: Correct, as it addresses the key objectives of the Migration Planning phase comprehensively.

Option D:

- \* Applying the Business Value Assessment Technique is valid for prioritizing initiatives but is a limited aspect of Migration Planning.
- \* Planning Transition Architecture phases and documenting lessons learned are valid, but this does not address broader organizational impacts or dependencies as effectively as Option C.
- \* Conclusion: Narrow focus; less comprehensive than Option C.

References to TOGAF

- \* Phase F (Migration Planning): The focus is on aligning the migration plan with business objectives, considering organizational dependencies, and prioritizing projects (TOGAF 9.2, Chapter 12).
- \* Architecture Roadmap and Implementation Plan: Updated to reflect changes in priorities and alignment with business frameworks (TOGAF 9.2, Section 12.4).
- \* Framework Integration: Collaboration with other frameworks (e.g., business planning, portfolio management) ensures alignment across the organization (TOGAF 9.2, Section 6.5.2).
- \* Business Value Assessment Technique: Used to prioritize initiatives based on return on investment and performance criteria (TOGAF 9.2, Section 24.4).

## NEW QUESTION # 113

Which phase of the ADM has the purpose to develop an Enterprise Architecture Capability?

- A. Phase A
- B. Phase G
- C. Phase B
- **D. Preliminary Phase**

**Answer: D**

Explanation:

According to the TOGAF Standard, 10th Edition, the Preliminary Phase of the Architecture Development Method (ADM) has the purpose to develop an Enterprise Architecture Capability 1. An Enterprise Architecture Capability is the ability of the organization to perform the activities and tasks related to Enterprise Architecture, such as defining the scope, principles, vision, governance, and stakeholders of the architecture. The Preliminary Phase also establishes the architecture framework, the architecture repository, the architecture tools, and the architecture team 1. The other options are not correct, as they have different purposes in the ADM. Phase G: Implementation Governance has the purpose to ensure that the implementation projects conform to the target architecture 2. Phase A: Architecture Vision has the purpose to define the scope, stakeholders, business drivers, and objectives of the architecture project 3. Phase B:

Business Architecture has the purpose to describe the baseline and target business architecture, and to identify the gaps between them. References: 1: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 6: Preliminary Phase. 2: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 18: Phase G: Implementation Governance. 3: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 12: Phase A: Architecture Vision. : TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 13: Phase B: Business Architecture.

### NEW QUESTION # 114

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