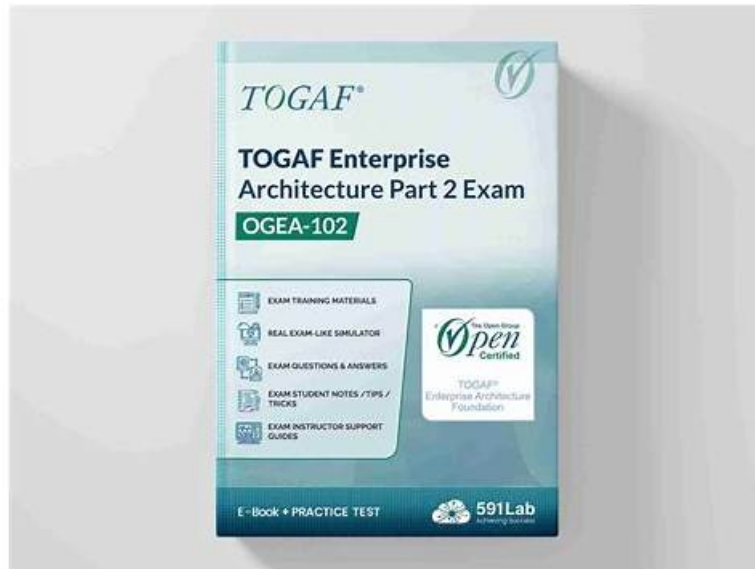


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## The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q33-Q38):

### NEW QUESTION # 33

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. 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.
- C. 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.
- D. 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.

**Answer: B**

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 # 34

You are working as an Enterprise Architect within the Enterprise Architecture (EA) team at a healthcare and life sciences company. The EA team is developing a secure system for researchers to share clinical trial information easily across the organization and with external partners.

Due to the highly sensitive nature of the information, each architecture domain must consider privacy and safety concerns. The healthcare division has been directed to minimize disruptions to clinical trials while introducing the new system gradually.

How would you identify the work packages for introducing the new system? Based on the TOGAF standard, which of the following is the best answer?

- A. Use a Consolidated Gaps, Solutions, and Dependencies Matrix to create work packages and sequence them into Capability Increments. Document in a Transition Architecture State Evolution Table.
- **B. Use a Consolidated Gaps, Solutions, and Dependencies Matrix to classify each solution, group them into work packages, then regroup into Capability Increments. Document in an Architecture Definition Increments Table.**
- C. Identify Solution Building Blocks for development or procurement, then use a CRUD matrix to rank and select the most cost-effective work packages. Schedule the rollout sequentially across regions.
- D. Draw up an Implementation Factor Catalog to indicate actions and constraints. Use a Consolidated Gaps, Solutions, and Dependencies Matrix, then group similar activities into work packages and identify dependencies.

**Answer: B**

Explanation:

In the TOGAF framework, understanding and addressing stakeholder concerns is crucial, particularly for complex projects with high stakes like the AI-first initiative described in the scenario. This approach aligns well with TOGAF's ADM (Architecture Development Method) and its emphasis on effective stakeholder management and risk assessment. Here's why this is the best course of action:

Stakeholder Analysis and Documentation:

Conducting a stakeholder analysis is foundational in the early stages of any TOGAF project, particularly during the Preliminary and Architecture Vision phases. This process involves identifying the different stakeholders, understanding their positions, documenting their concerns, and considering any cultural factors that might influence their perspective on the AI-first initiative. Given the diverse concerns raised (such as job security, skill requirements, and cybersecurity), it's essential to have a clear understanding of each stakeholder group's priorities and fears.

Recording Concerns in the Architecture Vision Document:

The Architecture Vision phase in TOGAF focuses on defining the high-level scope and objectives of the architecture project. By documenting stakeholder concerns and the corresponding views in the Architecture Vision document, the EA team ensures that these concerns are transparently acknowledged and addressed as part of the strategic direction. This step not only aligns with TOGAF best practices but also helps in building stakeholder buy-in and trust.

Architecture Requirements Specification and Risk Management:

Risk management is a key aspect of TOGAF's ADM, particularly in the Requirements Management and Implementation Governance phases. Documenting the requirements for addressing specific risks in the Architecture Requirements Specification provides a structured way to ensure that identified risks are acknowledged and managed throughout the transformation. Regular assessments and feedback loops ensure ongoing alignment and adaptability to emerging risks, which is particularly important given the dynamic nature of AI and its associated challenges.

Alignment with TOGAF ADM Phases:

This approach follows the prescribed flow of TOGAF's ADM, starting with stakeholder engagement in the Preliminary and Architecture Vision phases and progressing to risk assessment in the Requirements Management phase. By maintaining a focus on

stakeholder needs and formalizing these into architecture requirements, the EA team can ensure that the architecture not only meets business objectives but also mitigates stakeholder concerns.

TOGAF Reference on Stakeholder Management Techniques:

TOGAF places significant emphasis on managing stakeholder concerns through its stakeholder management techniques, which highlight the need to systematically identify, analyze, and address the concerns of all involved parties. This practice helps ensure that the architecture is viable and accepted across the organization.

By conducting a thorough stakeholder analysis and integrating the findings into both the Architecture Vision and the Architecture Requirements Specification, the EA team can proactively address stakeholder concerns, manage risks, and align the AI-first initiative with the agency's strategic objectives. This approach is consistent with TOGAF's guidance and provides a structured framework for addressing both business and technical challenges in the context of an AI-first transformation.

### NEW QUESTION # 35

Please read this scenario prior to answering the question

You are serving as the Lead Architect for an Enterprise Architecture team within a leading multinational biotechnology company. The company works in three major industries, including healthcare, crop production, and agriculture. Your team works within the healthcare division.

The healthcare division is developing a new vaccine, and has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the relevant health authorities. The clinical trials are undertaken by its research laboratories at multiple facilities worldwide. In addition to internal research and development activities, the healthcare division is also involved in publicly funded collaborative research projects with industrial and academic partners.

The Enterprise Architecture team has been engaged in an architecture project to develop a secure system that will allow the healthcare researchers to share information more easily about their clinical trials, and work more collaboratively across the organization and also with its partners. This system will also connect with external partners.

The Enterprise Architecture team uses the TOGAF ADM with extensions required to support healthcare manufacturing practices and laboratory practices. Due to the highly sensitive nature of the information that is managed, special care has been taken to ensure that each architecture domain considers the security and privacy issues that are relevant.

The Vice President for Worldwide Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that disruptions must be minimized for the clinical trials, and that the rollout must be undertaken incrementally.

Refer to the scenario

You have been asked to recommend the approach to identify the work packages for an incremental rollout meeting the requirements.

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

- A. You recommend that a Consolidated Gaps, Solutions and Dependencies Matrix is used as a planning tool for creating work packages. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture considering the schedule for clinical trials, and document in an Architecture Definition Increments Table.
- B. You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraints. A Consolidated Gaps, Solutions and Dependencies Matrix should also be created. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar activities together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- C. You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procured. Eliminate any duplicates. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matrix. Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.
- D. You recommend that the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix be grouped into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture, so that the implementation team can schedule the rollout one region at a time to minimize disruption. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.

**Answer: A**

Explanation:

A Consolidated Gaps, Solutions and Dependencies Matrix is a technique that can be used to create work packages for an incremental rollout of the architecture. A work package is a set of actions or tasks that are required to implement a specific part of the architecture. A work package can be associated with one or more Architecture Building Blocks (ABBs) or Solution Building

Blocks (SBBs), which are reusable components of business, IT, or architectural capability. A work package can also be associated with one or more Capability Increments, which are defined, discrete portions of the overall capability that deliver business value. A Capability Increment can be realized by one or more Transition Architectures, which are intermediate states of the architecture that enable the transition from the Baseline Architecture to the Target Architecture<sup>123</sup> The steps for creating work packages using this technique are:

For each gap between the Baseline Architecture and the Target Architecture, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. A gap is a difference or deficiency in the current state of the architecture that needs to be addressed by the future state of the architecture. A solution is a way of resolving a gap by implementing one or more ABBs or SBBs.

Group similar solutions together to define the work packages. Similar solutions are those that have common characteristics, such as functionality, technology, vendor, or location.

Identify dependencies between work packages, such as logical, temporal, or resource dependencies. Dependencies indicate the order or priority of the work packages, and the constraints or risks that may affect their implementation.

Regroup the work packages into a set of Capability Increments to transition to the Target Architecture. Capability Increments should be defined based on the business value, effort, and risk associated with each work package, and the schedule and objectives of the clinical trials. Capability Increments should also be aligned with the Architecture Vision and the Architecture Principles.

Document the work packages and the Capability Increments in an Architecture Definition Increments Table, which shows the mapping between the work packages, the ABBs, the SBBs, and the Capability Increments. The table also shows the dependencies, assumptions, and issues related to each work package and Capability Increment.

Therefore, the best answer is B, because it describes the approach to identify the work packages for an incremental rollout meeting the requirements, using the Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 23: Phase E: Opportunities and Solutions : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles

### NEW QUESTION # 36

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a large government agency with multiple divisions. The agency has a well-established EA practice and follows the TOGAF standard as its method for architecture development. The government has mandated that the agency prepare for an "AI-first" world.

The agency wants to determine the impact and role of AI in its future services. The CIO has approved a Request for Architecture Work to explore the use of AI in services. Some leaders are concerned about reliance on AI, security, and employees' need to acquire new skills.

The EA team leader seeks suggestions on managing the risks associated with a new architecture for the AI-first project. Based on the TOGAF standard, which of the following is the best answer?

- **A. Conduct an analysis of stakeholders, documenting their concerns and recording them in the Architecture Vision document. Risks should be recorded in the Architecture Requirements Specification and reviewed regularly.**
- B. Identify key stakeholders and develop a Communication Plan that addresses their needs. Ensure the architecture addresses risk management and summarizes features of the architecture.
- C. Separate stakeholders into groups and categorize them. Develop models for each group and verify that their concerns are addressed in Phase G, Implementation Governance.
- D. Create an organization map to show the links between different agency parts. Hold a meeting to teach stakeholders to interpret the models. Manage risks as part of Security Architecture development.

**Answer: A**

Explanation:

In the context of the TOGAF standard, stakeholder management and addressing stakeholder concerns are critical components, especially for high-impact initiatives like adopting an AI-first approach. Here's why the selected answer aligns best with TOGAF principles and the scenario:

**Stakeholder Analysis and Engagement:** Conducting a stakeholder analysis is essential as it helps identify and document the concerns, issues, and cultural factors influencing each stakeholder group. This aligns with TOGAF's emphasis on understanding and managing stakeholder concerns, particularly in the Preliminary and Architecture Vision phases of the ADM (Architecture Development Method). Since the scenario highlights diverse concerns about AI, understanding each group's unique perspective will help the EA team tailor the architecture to address these effectively.

**Architecture Vision Document:** By documenting these concerns in the Architecture Vision document, the EA team can provide a

clear, high-level representation of how AI will be adopted, its benefits, and how it addresses specific stakeholder concerns. This is critical for communicating the intent and value of the AI-first approach in a way that aligns with the agency's strategic goals, including addressing apprehensions about job security, skill development, and cyber resilience.

**Risk Management and Architecture Requirements Specification:** TOGAF highlights the importance of identifying and managing risks early in the process. By documenting the requirements related to risk in the Architecture Requirements Specification, the EA team ensures that these concerns are formally integrated into the architecture and addressed throughout the ADM phases. Regular assessments and feedback loops will provide a mechanism for continual risk monitoring and adjustment as the AI-first initiative progresses.

**Alignment with TOGAF's ADM Phases:** The approach specified aligns with TOGAF's guidance on managing risk and stakeholder concerns during the early ADM phases, specifically Architecture Vision and Requirements Management. In these phases, the framework emphasizes identifying and addressing risks associated with stakeholders' concerns to build a resilient and widely accepted architecture.

**Reference to TOGAF Stakeholder Management Techniques:** TOGAF's stakeholder management techniques underscore the importance of understanding and addressing stakeholder needs as a foundational step. This involves assessing the influence and interest of various stakeholders and integrating their views into architectural development, ensuring that the architecture aligns with both business goals and operational realities.

In conclusion, by conducting a thorough stakeholder analysis and documenting concerns in both the Architecture Vision and Architecture Requirements Specification, the EA team can ensure that stakeholder concerns are addressed, that the architecture supports AI adoption effectively, and that potential risks are managed proactively. This approach will foster acceptance among stakeholders and ensure that the architecture aligns with the agency's strategic goals and risk management requirements as recommended by TOGAF.

### NEW QUESTION # 37

You are working as an Enterprise Architect within the Enterprise Architecture (EA) team at a healthcare and life sciences company. The EA team is developing a secure system for researchers to share clinical trial information easily across the organization and with external partners.

Due to the highly sensitive nature of the information, each architecture domain must consider privacy and safety concerns. The healthcare division has been directed to minimize disruptions to clinical trials while introducing the new system gradually.

How would you identify the work packages for introducing the new system? Based on the TOGAF standard, which of the following is the best answer?

- A. Use a Consolidated Gaps, Solutions, and Dependencies Matrix to create work packages and sequence them into Capability Increments. Document in a Transition Architecture State Evolution Table.
- **B. Use a Consolidated Gaps, Solutions, and Dependencies Matrix to classify each solution, group them into work packages, then regroup into Capability Increments. Document in an Architecture Definition Increments Table.**
- C. Identify Solution Building Blocks for development or procurement, then use a CRUD matrix to rank and select the most cost-effective work packages. Schedule the rollout sequentially across regions.
- D. Draw up an Implementation Factor Catalog to indicate actions and constraints. Use a Consolidated Gaps, Solutions, and Dependencies Matrix, then group similar activities into work packages and identify dependencies.

### Answer: B

#### Explanation:

In the TOGAF framework, understanding and addressing stakeholder concerns is crucial, particularly for complex projects with high stakes like the AI-first initiative described in the scenario. This approach aligns well with TOGAF's ADM (Architecture Development Method) and its emphasis on effective stakeholder management and risk assessment. Here's why this is the best course of action:

**Stakeholder Analysis and Documentation:** Conducting a stakeholder analysis is foundational in the early stages of any TOGAF project, particularly during the Preliminary and Architecture Vision phases. This process involves identifying the different stakeholders, understanding their positions, documenting their concerns, and considering any cultural factors that might influence their perspective on the AI-first initiative. Given the diverse concerns raised (such as job security, skill requirements, and cybersecurity), it's essential to have a clear understanding of each stakeholder group's priorities and fears.

**Recording Concerns in the Architecture Vision Document:** The Architecture Vision phase in TOGAF focuses on defining the high-level scope and objectives of the architecture project. By documenting stakeholder concerns and the corresponding views in the Architecture Vision document, the EA team ensures that these concerns are transparently acknowledged and addressed as part of the strategic direction. This step not only aligns with TOGAF best practices but also helps in building stakeholder buy-in and trust.

**Architecture Requirements Specification and Risk Management:** Risk management is a key aspect of TOGAF's ADM, particularly in the Requirements Management and Implementation Governance phases. Documenting the requirements for addressing specific risks in the Architecture Requirements Specification provides a structured way to ensure that identified risks are acknowledged and managed throughout the transformation. Regular assessments and feedback loops ensure ongoing alignment and adaptability to

emerging risks, which is particularly important given the dynamic nature of AI and its associated challenges.

**Alignment with TOGAF ADM Phases:** This approach follows the prescribed flow of TOGAF's ADM, starting with stakeholder engagement in the Preliminary and Architecture Vision phases and progressing to risk assessment in the Requirements Management phase. By maintaining a focus on stakeholder needs and formalizing these into architecture requirements, the EA team can ensure that the architecture not only meets business objectives but also mitigates stakeholder concerns.

**TOGAF Reference on Stakeholder Management Techniques:** TOGAF places significant emphasis on managing stakeholder concerns through its stakeholder management techniques, which highlight the need to systematically identify, analyze, and address the concerns of all involved parties. This practice helps ensure that the architecture is viable and accepted across the organization. By conducting a thorough stakeholder analysis and integrating the findings into both the Architecture Vision and the Architecture Requirements Specification, the EA team can proactively address stakeholder concerns, manage risks, and align the AI-first initiative with the agency's strategic objectives. This approach is consistent with TOGAF's guidance and provides a structured framework for addressing both business and technical challenges in the context of an AI-first transformation.

## NEW QUESTION # 38

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