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The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q10-Q15):

NEW QUESTION # 10
Consider the following ADM phases objectives.

	Objective
1	Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
2	Ensure conformance with the Target Architecture by implementation projects
3	Ensure that the architecture development cycle is maintained
4	Ensure that the Architecture Governance Framework is executed

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Which phase does each objective match?

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

Answer: C

Explanation:
According to the TOGAF Standard, Version 9.2, the ADM phases and their objectives are as follows1:
Preliminary Phase: To prepare and initiate the architecture development cycle, including defining the architecture framework, principles, and governance.
Phase A: Architecture Vision: To define the scope, vision, and stakeholders of the architecture initiative, and to obtain approval to proceed.
Phase B: Business Architecture: To describe the baseline and target business architecture, and to identify the gaps between them.
Phase C: Information Systems Architectures: To describe the baseline and target data and application architectures, and to identify the gaps between them.
Phase D: Technology Architecture: To describe the baseline and target technology architecture, and to identify the gaps between them.
Phase E: Opportunities and Solutions: To identify and evaluate the opportunities and solutions for implementing the target architecture, and to define the work packages and transition architectures.
Phase F: Migration Planning: To finalize the implementation and migration plan, and to ensure alignment with the enterprise portfolio and project management.
Phase G: Implementation Governance: To provide architecture oversight and guidance for the implementation projects, and to manage any architecture change requests.
Phase H: Architecture Change Management: To monitor the changes in the business and technology environment, and to assess the impact and performance of the architecture.
Requirements Management: To manage the architecture requirements throughout the ADM cycle, and to ensure alignment with the business requirements.
Based on the above definitions, we can match each objective with the corresponding phase as follows:
Objective 1: Ensure that the business value and cost of work packages and transition architectures is understood by key stakeholders. This objective is achieved in Phase H: Architecture Change Management, where the value realization and cost-benefit analysis of the architecture are performed2.
Objective 2: Ensure conformance with the Target Architecture by implementation projects. This objective is achieved in Phase F: Migration Planning, where the conformance requirements and criteria for the implementation projects are defined3.
Objective 3: Ensure that the architecture development cycle is maintained. This objective is achieved in Phase F: Migration Planning,

where the architecture roadmap and iteration cycle are maintained3.
Objective 4: Ensure that the Architecture Governance Framework is executed. This objective is achieved in Phase G: Implementation Governance, where the architecture governance processes and procedures are applied to the implementation projects4.
1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)
2: The TOGAF Standard, Version 9.2, Chapter 21: Architecture Change Management
3: The TOGAF Standard, Version 9.2, Chapter 20: Migration Planning
4: The TOGAF Standard, Version 9.2, Chapter 19: Implementation Governance

NEW QUESTION # 11
Scenario
You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a global company that sells consumer products. The company produces many products that buyers use and enjoy.
The company has announced a major change to its products that will occur over a four-year period. This change includes the introduction of digital products and services. An architecture to support this strategy has been finished, along with a roadmap for a set of projects to implement this significant change. This will be a cross-functional effort between the product design and software teams. It is planned to be developed in phases.
The company faces a challenge in presenting and providing access to different services through its products and digital platforms while ensuring compliance with data privacy laws. In some countries and regions, the data residency requirements mean that the company has to store certain data within the region where it is collected. As a result, the company's application portfolio and infrastructure must connect with various cloud services and data repositories in different countries.
The EA team has inherited the architecture used by the current products, some of which can be carried over to the new products.
The EA team has started to define which parts of the architecture to carry forward. 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 key digital services that the company plans to provide.
The company uses the TOGAF Standard as the foundation for its Enterprise Architecture framework, and architecture development follows the purpose-based EA Capability model outlined in the TOGAF Series Guide: A Practitioner's Approach to Developing Enterprise Architecture Following the TOGAF ADM. The EA team reports to the Chief Information Officer (CIO), who oversees the program.
You have been asked how to decide and organize the work to deliver the requested architectures.
Based on the TOGAF standard, which of the following is the best answer?

- A. You refer to the superior architecture for guidance. You review the projects identified, their dependencies, and synergies, then decide the sequence for starting the projects. You develop high-level architecture descriptions. For each project, you determine how much work is needed, identify reference architectures, and candidate building blocks. You identify the resource needs taking into account cost and value. You document the different options, risks, and ways to control them to enable feasibility analysis and trade-off with the stakeholders.
- B. You commence an iteration of ADM Phase A, identifying the stakeholders and revising the Architecture Vision. You perform a Stakeholder Analysis and update the Stakeholder Map. You conduct workshops and interviews to reflect the stakeholders who are now the key drivers for the digital products and services. You coordinate with the CIO to ensure alignment with the overall roadmap and update the Implementation and Migration Plan accordingly.
- C. You research leading data companies, using your findings to help in developing high-level Target Data, Application, and Technology Architectures. You review the Architecture Vision to determine the level of detail, time, and scope of the ADM cycle phases required for each project. You identify and estimate the cost of the main resources. You then prepare an Architecture Roadmap and request the Architecture Board to review the roadmap. You then start the project.
- D. You look outside the company to study how other companies organize their data models and application portfolios. You create just enough architecture description for the Application, Data, and Technology Architectures to identify the different options. For each project, this includes identification of candidate architecture and solution building blocks. You then identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options. You then write the draft Implementation and Migration plan.

Answer: A

Explanation:
Comprehensive and Detailed Step-by-Step Explanation
Context of the Scenario
The company is in the process of delivering requested architectures to support the introduction of digital products and services. The Business Architecture is sufficiently defined, and the focus is on developing the Information Systems and Technology Architectures. TOGAF emphasizes breaking down large, complex transformation programs into manageable projects, focusing on dependencies, risks, trade-offs, and sequencing of efforts. Based on the scenario, the company must deal with:

Data privacy and residency compliance across different regions.
Re-use of existing architecture for efficiency.
Alignment of digital services with a global roadmap.
The activity described aligns with ADM Phases B (Business Architecture), C (Information Systems Architecture), and D (Technology Architecture), with a focus on delivering architectures for implementation.
Option Analysis
Option A:
Strengths:
Refers to developing high-level architecture descriptions and identifying reference architectures and candidate building blocks, which align with ADM Phases B, C, and D.
Addresses feasibility analysis, trade-offs, and stakeholder engagement, which are part of architecture development and decision-making in TOGAF.
Ensures that the architecture descriptions are resource-conscious, including cost and value analysis, dependencies, risks, and synergies between projects.
Conclusion: Correct, as it provides a complete approach to organizing the work to deliver architectures while adhering to TOGAF principles.
Option B:
Strengths:
Suggests creating architecture descriptions for the Application, Data, and Technology Architectures, which are necessary for delivering requested architectures.
Addresses readiness assessments and the fitness of solutions.
Weaknesses:
Emphasizes looking outside the company and studying other companies' models, which is not necessarily aligned with TOGAF unless justified by specific gaps.
Skips essential TOGAF steps like feasibility analysis and detailed stakeholder engagement.
Conclusion: Incorrect, as it places undue emphasis on external research instead of leveraging TOGAF's structured ADM.
Option C:
Strengths:
Suggests reviewing the Architecture Vision and determining scope, which aligns with TOGAF principles.
Proposes preparing an Architecture Roadmap and involving the Architecture Board for review.
Weaknesses:
Does not cover important elements such as candidate building blocks, feasibility analysis, or stakeholder engagement.
Suggests starting the project prematurely without proper sequencing or risk trade-offs.
Conclusion: Incorrect, as it skips key steps and lacks a structured approach to dependencies and resource management.
Option D:
Strengths:
Suggests revising the Architecture Vision and conducting a Stakeholder Analysis, which aligns with Phase A of the ADM.
Weaknesses:
Returning to Phase A is not required here, as the Architecture Vision has already been defined. Revising the vision at this stage indicates a step backward.
Lacks focus on feasibility analysis, dependencies, and sequencing, which are the immediate needs in this phase.
Conclusion: Incorrect, as it unnecessarily revisits earlier ADM phases instead of progressing.
TOGAF References
ADM Phases B, C, D: Emphasizes developing detailed architectures, identifying candidate building blocks, and addressing dependencies, risks, and resource needs (TOGAF 9.2, Chapters 8-10).
Architecture Roadmap and Feasibility Analysis: Guides sequencing and trade-offs for implementation (TOGAF 9.2, Section 12.4).
Stakeholder Engagement: Critical for ensuring alignment and feasibility (TOGAF 9.2, Section 24.2).
Decision-Making and Trade-offs: TOGAF emphasizes documenting risks and trade-offs as part of feasibility analysis (TOGAF 9.2, Section 6.4.1).

NEW QUESTION # 12
Please read this scenario prior to answering the question
You have been appointed as Chief Enterprise Architect (CEA). reporting to the Chief Technical Officer (CTO), of a company established as a separate operating entity by a major automotive manufacturer. The mission of the company is to build a new industry leading unified technology and software platform for electric vehicles.
The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework, and architecture development follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners'Approach to Developing Enterprise Architecture Following the TOGAF ADM.
An end-to-end Target Architecture has been completed with a roadmap for change over a five-year period. The new platform will

be a cross-functional effort between hardware and software teams, with significant changes over the old platform. It is expected to be developed in several stages over three years. The EA team has inherited the architecture for the previous generation hardware and software automotive platform, some of which can be carried over to the new unified platform. The EA team has started to define the new platform, including defining which parts of the architecture to carry forward.
Enough of the Business Architecture has been defined, so that work can commence on the Information Systems and Technology Architectures. Those need to be defined to support the core business services that the company plans to provide. The core services will feature an innovative approach with swarm data generated by vehicles, paving the way for autonomous driving in the future.
The presentation and access to different variations of data that the company plans to offer through its platform pose an architecture challenge. The application portfolio and supporting infrastructure need to interact with various existing cloud services and data- Refer to the scenario You have been asked what approach should be taken to determine and organize the work to deliver the requested architectures?
Based on the TOGAF standard which of the following is the best answer?

- A. You would refer to the end-to-end Target Architecture for guidance and direction. The first objective should be to identify projects, dependencies and synergies, then prioritize before initiating the projects. You will develop high-level architecture descriptions. For each project you would estimate effort size, identify reference architectures, and candidate building blocks. You will identify the resource needs considering cost and value. You will document options, risks, and controls to enable viability analysis and trade-off with the stakeholders.
- B. You will revisit ADM Phase A. identifying the stakeholders and creating a new Architecture Vision. You will update the Stakeholder map produced for the strategic architecture so it reflects the stakeholders who are now the most relevant to the projects that are to be developed. You would then ask the CTO to make some decisions about the Architecture Roadmap, and update the Implementation and Migration Plan to reflect the decisions.
- C. You would look outside the enterprise to research data models and application portfolios of leading big data businesses. You would develop just enough applications, data, and technology architecture to identify options. For each project this should include identification of candidate architecture and solution building blocks. You will identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options. You will then document the draft Implementation and Migration plan.
- D. You will research leading data businesses, developing high-level Target Data, Application and Technology Architectures. You would review the Architecture Vision in order to estimate the level of detail, time, and breadth of the ADM cycle phases that will be needed to develop the architecture. You will identify and cost major work packages, and then develop an Architecture Roadmap. You would then seek approval by the Architecture Board and initiate the project.

Answer: A

Explanation:
The Target Architecture is a description of the future state of the architecture that addresses the business goals and drivers, and satisfies the stakeholder requirements and concerns. The Target Architecture is developed through the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Target Architecture is typically divided into four domains: Business, Data, Application, and Technology. The Target Architecture also includes a roadmap for change, which defines the Transition Architectures, the Capability Increments, and the work packages that enable the transition from the Baseline Architecture to the Target Architecture12 The best answer is B, because it describes the approach that should be taken to determine and organize the work to deliver the requested architectures, which are the Information Systems and Technology Architectures. The answer covers the following steps:
Refer to the end-to-end Target Architecture for guidance and direction. The end-to-end Target Architecture provides the overall vision, scope, and objectives of the architecture work, and the alignment with the business strategy and goals. The end-to-end Target Architecture also provides the high-level definitions and principles for the four architecture domains, and the roadmap for change that outlines the major milestones and deliverables.
Identify projects, dependencies and synergies, then prioritize before initiating the projects. Projects are the units of work that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. Dependencies are the relationships and constraints that affect the order or priority of the projects, such as logical, temporal, or resource dependencies. Synergies are the benefits or advantages that result from the combination or coordination of the projects, such as cost savings, efficiency gains, or innovation opportunities. Prioritization is the process of ranking the projects according to their importance, urgency, or value, and assigning resources and schedules accordingly.
Develop high-level architecture descriptions. High-level architecture descriptions are the outputs of the architecture development phases (B, C, and D) of the ADM cycle, which describe the Business, Data, Application, and Technology Architectures in terms of the Architecture Building Blocks (ABBs) and the Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. High-level architecture descriptions also include the Architecture Views, which are representations of the system of interest from the perspective of one or more stakeholders and their concerns.
For each project, estimate effort size, identify reference architectures, and candidate building blocks. Effort size is the measure of the amount of work, time, or resources required to complete a project. Effort size can be estimated using various techniques, such as analogy, expert judgment, parametric, or bottom-up. Reference architectures are standardized architectures that provide a common

framework and vocabulary for a specific domain or industry. Reference architectures can be used as a source of best practices, patterns, and models for the architecture development. Candidate building blocks are the potential ABBs or SBBs that can be used to implement the architecture. Candidate building blocks can be identified from the Architecture Repository, which is a collection of architecture assets, such as models, patterns, principles, standards, and guidelines.
Identify the resource needs considering cost and value. Resource needs are the specifications and criteria that define the acceptable level and quality of the resources required to complete the project, such as human, financial, physical, or technological resources. Resource needs can be identified by analyzing the scope, complexity, and dependencies of the project, and the availability, capability, and suitability of the resources. Cost and value are the factors that influence the allocation and utilization of the resources, such as the budget, the return on investment, the benefits, or the risks.
Document options, risks, and controls to enable viability analysis and trade-off with the stakeholders. Options are the alternative ways of achieving the project objectives, such as different solutions, technologies, vendors, or approaches. Risks are the effects of uncertainty on the project objectives, such as threats or opportunities. Controls are the measures or actions that are taken to prevent, reduce, or mitigate the risks, such as policies, procedures, or standards. Viability analysis is the process of evaluating and comparing the options, risks, and controls, and determining the feasibility, suitability, and desirability of each option. Trade-off is the decision outcome that balances and reconciles the multiple, often conflicting, requirements and concerns of the stakeholders, and ensures alignment with the Architecture Vision and the Architecture Principles.

NEW QUESTION # 13
Scenario
You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a large government agency. The agency has multiple divisions.
The agency has a well-established EA practice and follows the TOGAF standard as its method for architecture development. Along with the EA program, the agency also uses various management frameworks, including business planning, project/portfolio management, and operations management. The EA program is sponsored by the Chief Information Officer (CIO), who has actively promoted architecting with agility within the EA department as her preferred approach for projects.
The government has mandated that the agency prepare themselves for an Artificial Intelligence (AI)-first world, which they have called their "AI-first" plan. As a result, the agency is looking to determine the impact and role that AI will play moving forward. The CIO has approved a Request for Architecture Work to look at how AI can be used for services across the agency. She has noted that digital platforms will be a priority for investment in order to scale the AI applications planned. Using AI to automate tasks and make things run smoother is seen as a big advantage. Process automation and improved efficiency from manual, repetitive activities have been identified as the key benefits of applying generative AI to their agency's business. This will include back-office automation, for example, for help center agents who receive hundreds of email inquiries. This should also improve services for citizens by making them more efficient and personalized, tailored to each individual's needs.
Many of the agency leaders are worried about relying too much on AI. Some leaders think their employees will need to learn new skills. Some employees are worried they might lose their jobs to AI. Other leaders worry about security and cyber resilience in the digital platforms needed for AI to be successful.
The leader of the Enterprise Architecture team has asked for your suggestions on how to address the concerns, and how to manage the risks of a new architecture for the AI-first project.
Based on the TOGAF standard, which of the following is the best answer?

- A. You recommend conducting an analysis of the stakeholders. This involves documenting the positions, concerns, issues, and cultural factors of each group. This information will shape how the architecture is to be presented and communicated. The concerns and relevant views can then be defined for each group and recorded in the Architecture Vision document. The requirements for addressing risk should be recorded in the Architecture Requirements Specification and checked through regular assessments and feedback.
- B. You recommend conducting an analysis that separates the different types of stakeholders into groups.They can be divided into categories: corporate functions, end-user organization, project team, external vendors, and external partners. A model will be developed for each stakeholder category to ensure that all the necessary information and actions are taken into account. Meetings will be arranged with stakeholders to verify that their concerns have been adequately addressed. Risk management will be included in this process.
- C. You recommend creating an Organization Map to display the links between different parts of the agency. This will help the EA team to find and involve all areas of the agency impacted by this strategic change. Multiple business models should then be created that can be applied to AI-related projects. A meeting will be held with the stakeholders to teach them how to interpret the models and see how their concerns are being addressed. Risk will be managed as part of the Security Architecture development.
- D. You recommend that the key stakeholders be formally identified. This should include those who will be most helpful for the change to be successful. A Communication Plan should be made to address their needs. This plan should include a report that summarizes the key features of the architecture based on stakeholder requirements and addressing concerns. You communicate with each key stakeholder to make sure their concerns are being addressed. You make sure that the

architecture being developed clearly addresses risk management.

Answer: A

Explanation:
Comprehensive and Detailed Step-by-Step Explanation
Context of the Scenario
The agency is initiating a strategic "AI-first" plan to transform processes using AI and improve efficiency while ensuring service improvements for citizens. Several stakeholder concerns have been raised, such as:
* Job security for employees.
* Skill development for adapting to new technologies.
* Cybersecurity and resilience risks due to reliance on digital platforms.
TOGAF emphasizes the importance of stakeholder management, communication, and risk management to ensure successful adoption and implementation of new architecture. These concerns need to be addressed methodically by gathering requirements, analyzing stakeholder positions, and ensuring proper communication of risks and benefits.
Option Analysis
Option A:
* Strengths:
* Proposes creating an Organization Map to identify the links between different parts of the agency and the impact of the strategic change.
* Suggests holding stakeholder meetings to address concerns.
* Includes managing risks as part of Security Architecture development.
* Weaknesses:
* Focusing solely on creating business models and teaching stakeholders how to interpret them does not directly address cultural and positional concerns about job loss, skill development, and security.
* Risk management is addressed as part of Security Architecture development but lacks broader integration into stakeholder requirements.
* Conclusion: Incorrect, as it fails to systematically document stakeholder concerns and map them into requirements and architecture decisions.
Option B:
* Strengths:
* Highlights the importance of formal stakeholder identification and creating a Communication Plan.
* Suggests addressing stakeholder concerns through communication and risk management.
* Weaknesses:
* Does not go into detail on analyzing stakeholder concerns, cultural positions, or specific requirements.
* Lacks the inclusion of stakeholder feedback in architecture artifacts like the Architecture Vision or Requirements Specification, which are critical TOGAF outputs.
* Conclusion: Incorrect, as it does not include a systematic and structured approach for stakeholder analysis and integration into architecture deliverables.
Option C:
* Strengths:
* Emphasizes conducting a thorough stakeholder analysis to document concerns, positions, and cultural factors, which aligns with TOGAF's approach in Phase A (Architecture Vision).
* Ensures stakeholder views and requirements are recorded in the Architecture Vision document and reflected in the Architecture Requirements Specification.
* Includes continuous assessment and feedback, ensuring concerns are addressed and risks managed effectively.
* Aligns with TOGAF's principle of involving stakeholders in architecture development to ensure alignment and success.
* Weaknesses:
* Could further detail how risk management is included across all phases, but this is implied through integration into the Architecture Requirements Specification.
* Conclusion: Correct, as it provides a structured and detailed approach for addressing stakeholder concerns and managing risks within TOGAF's framework.
Option D:
* Strengths:
* Suggests categorizing stakeholders into groups and creating models for each category.
* Proposes arranging meetings to verify that concerns have been addressed.
* Includes risk management as part of the process.
* Weaknesses:
* Dividing stakeholders into generic categories (e.g., corporate functions, project team) may not adequately capture specific cultural factors and concerns raised in the scenario.
* Lacks integration of stakeholder feedback into architecture deliverables such as the Architecture Vision and Architecture

Requirements Specification.
* Conclusion: Incorrect, as it provides a generalized and less targeted approach to stakeholder concerns compared to Option C.
TOGAF References
* Stakeholder Management (Phase A): TOGAF emphasizes analyzing stakeholders' positions, concerns, and issues to shape architecture development and communication (TOGAF 9.2, Section 24.2).
* Architecture Vision: Captures high-level requirements and stakeholder views to ensure alignment with business goals (TOGAF 9.2, Section 6.2).
* Architecture Requirements Specification: Records detailed requirements, including those related to risk management, to guide the development of target architectures (TOGAF 9.2, Section 35.5).
* Iterative Feedback: Regular assessments and feedback loops are critical to ensure stakeholder concerns are addressed effectively throughout the ADM cycle.
By selecting Option C, the approach adheres to TOGAF's principles of stakeholder analysis, communication, and integration of concerns into architecture development.

NEW QUESTION # 14
Which of the following does the TOGAF standard describe as a package of functionality defined to meet business needs across an organization?

- A. A solution architecture
- B. A deliverable
- C. A building block
- D. An application

Answer: C

NEW QUESTION # 15
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