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The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q178-Q183):

NEW QUESTION # 178

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a multinational automotive manufacturer.

The company has a corporate strategy that focuses on electrification of its portfolio, and it has invested heavily in a new shared car platform to use across all its brands. The company has four manufacturing facilities, one in North America, two in Europe, and one in Asia.

A challenge that the company is facing is to scale up the number of vehicles coming off the production line to meet customer demand, while maintaining quality. There are significant supply chain shortages for electronic components, which are impacting production. In response to this the company has taken on new suppliers and has also taken design and production of the battery pack in-house.

The company has a mature Enterprise Architecture practice. The TOGAF standard is used for developing the process and systems used to design, manufacture, and test the battery pack. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new battery pack into production, adjustments to the assembly processes need to be made. A pilot project has been completed at a single location. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for implementation and migration at each plant.

Draft Architecture Contracts have been developed that detail the work needed to implement and deploy the new processes for each location. The company mixes internal teams with a few third-party contractors at the locations. The Chief Engineer has expressed concern that the deployment will not be consistent and of acceptable quality.

Refer to the scenario

The Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern.

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

- A. For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- B. For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- C. You review the contracts ensuring that they address project objectives, effectiveness metrics, acceptance criteria, and risk management. Third-party contracts must be legally enforceable. You recommend a schedule of compliance reviews at key points in the implementation process. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the process to be customized for local needs.
- D. You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified meet the local needs. In such cases they should issue a new Request for Architecture Work to implement a modification to the Architecture Definition.

Answer: C

Explanation:

According to the TOGAF Standard, Version 9.2, an Architecture Contract is a joint agreement between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture¹. It defines the scope, responsibilities, and governance of the architecture work, and ensures the alignment and compliance of the architecture with the business goals and objectives¹.

In the scenario, the Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern about the consistency and quality of the deployment of the new processes for the battery pack production at each location.

The best answer is C, because it follows the guidelines and best practices for defining and using Architecture Contracts as described in the TOGAF Standard, Version 9.2². It ensures that the contracts cover the essential aspects of the project objectives, effectiveness metrics, acceptance criteria, and risk management, and that they are legally enforceable for third-party contractors. It also recommends a schedule of compliance reviews at key points in the implementation process, and a mechanism for handling any deviations from the Architecture Contract, involving the Architecture Board and the possibility of granting a dispensation to allow the process to be customized for local needs.

The other options are not correct because they either²³:

A. For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that a memorandum of understanding is sufficient for internal teams, which may not be legally binding or enforceable.

B. For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to

allow the implementation organization to customize the process to meet their local needs.: This option has the same problems as option A, and also implies that the Architecture Board should always grant a dispensation for any deviation, which may not be appropriate or desirable in some cases.

D. You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified meet the local needs. In such cases they should issue a new Request for Architecture Work.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that the Architecture Board should always allow the Architecture Contract to be modified for any deviation, which may not be appropriate or desirable in some cases. It also implies that a new Request for Architecture Work should be issued for each deviation, which may not be necessary or feasible.

Reference:

1: The TOGAF Standard, Version 9.2, Chapter 3: Definitions and Terminology, Section 3.1: Terms and Definitions

2: The TOGAF Standard, Version 9.2, Chapter 43: Architecture Contracts

3: The TOGAF Standard, Version 9.2, Chapter 44: Architecture Governance

NEW QUESTION # 179

What are the four dimensions used to scope an architecture?

- A. Strategy Segment Capability Budget
- B. Strategy Portfolio Project Solution Delivery
- C. Business Data Application Technology
- D. Breadth Depth Time Period Architecture Domains

Answer: D

Explanation:

The four dimensions used to scope an architecture are Breadth, Depth, Time Period, and Architecture Domains¹, p. 8.

Breadth refers to the extent of the enterprise covered by the architecture, which can range from a specific business unit to the entire organization¹, p. 8.

Depth refers to the level of detail and completeness of the architecture, which can vary depending on the purpose, scope, and stakeholders of the architecture¹, p. 8.

Time Period refers to the temporal aspects of the architecture, such as the current state, the target state, and the transition plan¹, p. 8.

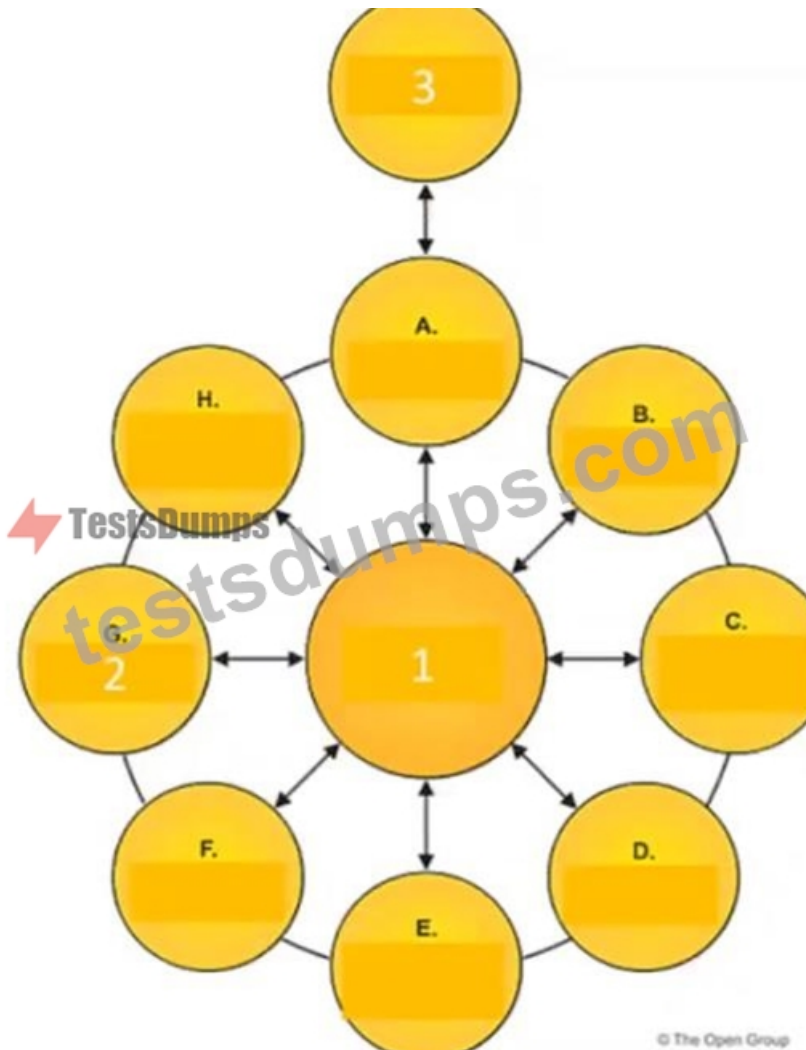
Architecture Domains refers to the classification of the architecture into four domains: Business, Data, Application, and Technology¹, p. 8.

These four dimensions help define the scope and boundaries of the architecture and ensure that it meets the needs and expectations of the stakeholders.

1: The Open Group (2018). The TOGAF Standard, Version 9.2. 1

NEW QUESTION # 180

Exhibit



Consider the illustration showing an architecture development cycle. Which description matches the phase of the ADM labeled as item 2?

- A. Provides architectural oversight for the implementation
- B. Establishes procedures for managing change to the new architecture
- C. Operates the process of managing architecture requirements
- D. Conducts implementation planning for the architecture defined in previous phases

Answer: A

Explanation:

Based on the illustration, the phase of the ADM labeled as item 2 is the Implementation Governance phase. This phase provides architectural oversight for the implementation. It ensures that the implementation project conforms to the architecture. It also provides a framework for monitoring and managing the implementation.

The Implementation Governance phase involves the following activities:

Finalizing the Architecture Roadmap and the supporting Implementation and Migration Plan
 Assigning an Architecture Board to oversee the implementation
 Establishing Architecture Contracts with the implementation partners
 Reviewing and approving the implementation project plans and deliverables
 Performing Architecture Compliance reviews to ensure alignment with the architecture
 Performing Architecture Audit reviews to ensure quality and performance of the architecture
 Resolving any architecture issues or change requests that arise during the implementation
 Maintaining the architecture lifecycle and ensuring its continuity
 The Implementation Governance phase is essential for ensuring that the architecture is realized as intended and that it delivers the expected business value and outcomes.

NEW QUESTION # 181

In the ADM, what is the name for a document deliverable that has completed a review and is approved?

- A. approved

- B. version 0.9
- C. final
- D. ratified

Answer: C

Explanation:

Comprehensive and Detailed Explanation

In the TOGAF ADM, deliverables go through a lifecycle of development, review, approval, and usage.

TOGAF distinguishes between draft deliverables (work-in-progress) and final deliverables (those that have been formally reviewed and signed off).

* Draft deliverables are produced as working versions of the required outputs in each ADM phase. These may carry version labels such as 0.1, 0.5, 0.9, etc., and are subject to stakeholder review and refinement.

* Once the document has been reviewed and approved by the relevant stakeholders (e.g., Architecture Board, governance bodies), it becomes a final deliverable.

* Final deliverables are baseline-controlled items and are formally stored in the Architecture Repository as an approved architecture artifact.

Thus, the correct term for a deliverable that has completed review and is approved is "final".

Why the other options are incorrect

* B. Approved: While true in general language, TOGAF uses the formal term "final deliverable", not "approved deliverable."

* C. Ratified: This term is not used in TOGAF to describe the state of a deliverable.

* D. Version 0.9: This is a draft numbering convention, not the status of an approved deliverable.

References

* The Open Group, TOGAF Standard, Version 9.2, Part II: ADM - description of deliverables, artifacts, and building blocks.

* The Open Group, TOGAF 9 Certified Study Guide - explanation of draft vs. final deliverables in the ADM lifecycle.

NEW QUESTION # 182

Complete the sentence A business scenario describes _____

- A. general rules and guidelines for the architecture being developed
- B. business domain gaps such as cross-training requirements
- C. shortfalls between the Baseline and Target Architectures
- D. business and technology environment in which those problems occur

Answer: D

Explanation:

A business scenario describes business and technology environment in which those problems occur. It provides a realistic context for identifying and addressing business problems and opportunities, as well as their impact on the enterprise's architecture. Reference:

The TOGAF® Standard | The Open Group Website, Section 3.3.1 Business Scenarios.

NEW QUESTION # 183

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