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The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q180-Q185):

NEW QUESTION # 180

Consider the following ADM phases objectives.

Objective:

1. Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
2. Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
3. Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
4. Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures Which phase does each objective match?

- A. 1A-2B-3C-4D

- B. 1B-2D-3A-4C
- **C. 1C-2B-3A-4D**
- D. 1C-2D-3B-4A

Answer: C

Explanation:

*Phase A: Architecture Vision

oDevelop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
oDefine the scope and boundaries of the architecture engagement
oIdentify the key stakeholders and their concerns and expectations
oDefine the Architecture Vision statement and the Architecture Definition Document
oObtain approval and commitment from the sponsors and stakeholders

*Phase B: Business Architecture

oDevelop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
oDefine the Baseline Business Architecture, if not available
oPerform a gap analysis between the Baseline and Target Business Architectures
oDefine candidate roadmap components for the Business Architecture
oResolve impacts across the Architecture Landscape

*Phase C: Information Systems Architecture

oDevelop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
oDevelop the Target Application Architecture that supports the Business Architecture and the Architecture Vision
oDefine the Baseline Data and Application Architectures, if not available
oPerform a gap analysis between the Baseline and Target Data and Application Architectures
oDefine candidate roadmap components for the Information Systems Architecture
oResolve impacts across the Architecture Landscape

*Phase D: Technology Architecture

oDevelop the Target Technology Architecture that enables the Information Systems Architecture and the Architecture Vision
oDefine the Baseline Technology Architecture, if not available
oPerform a gap analysis between the Baseline and Target Technology Architectures
oIdentify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures
oResolve impacts across the Architecture Landscape
Therefore, the correct matching of the objectives and the phases is:

*1C: Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision

*2B: Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals

*3A: Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture

*4D: Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures
References: 1: The TOGAF Architecture Development Method

NEW QUESTION # 181

Consider the following ADM phases objectives.

	Objective
1	Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
2	Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
3	Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
4	Develop the Target Application Architecture that enables the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns

Which phase does each objective match?

- A. 1A-2B-3C-4D
- **B. 1C-2B-3A-4C**
- C. 1B-2D-3A-4C
- D. 1C-2D-3B-4A

Answer: B

Explanation:

Explanation

The objectives in the table are related to the development of target architectures and the architecture vision, which are the outputs of the following ADM phases:

Phase A: Architecture Vision, which develops a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture³ Phase B: Business Architecture, which develops the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals.

Phase C: Information Systems Architectures, which develops the Target Data Architecture and the Target Application Architecture that enable the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns.

Phase D: Technology Architecture, which develops the Target Technology Architecture that enables the logical and physical application and data components, addressing the Statement of Architecture Work and stakeholder concerns.

Therefore, the correct match is 1C-2B-3A-4C, as shown below:

Objective	Phase
Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision	C
Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals	B
Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture	A
Develop the Target Technology Architecture that enables the logical and physical application and data components, addressing the Statement of Architecture Work and stakeholder concerns	D

References: 3: 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 II: Architecture Development Method (ADM), Chapter 19: Phase B: Business Architecture : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 20: Phase C: Information Systems Architectures : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 22: Phase D: Technology Architecture

NEW QUESTION # 182

Consider the following ADM phases objectives.

Objective

1-Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value

2-Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D

3-Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan

4-Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders Which phase does each objective match?

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

Answer: A

Explanation:

According to the TOGAF standard, the objectives of each ADM phase are as follows1:

* Phase E: Opportunities and Solutions

oDetermine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
oIdentify and group major work packages within the Architecture Roadmap
oIdentify and group major implementation projects to realize the Architecture Roadmap
oIdentify dependencies between increments and projects
oEstimate cost, benefit, and risk at a high level for each increment and project
oConduct initial prioritization and sequencing of the Architecture Roadmap and projects

* Phase F: Migration Planning

oGenerate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D
oConfirm the Transition Architectures with relevant stakeholders
oCreate the Implementation and Migration Plan, including Transition Architectures, work packages, projects, and other activities
oConfirm and agree the Architecture Roadmap and Implementation and Migration Plan with relevant stakeholders

* Phase G: Implementation Governance

oFinalize the Architecture Roadmap and the supporting Implementation and Migration Plan
oEnsure conformance with the Target Architecture by implementation projects
oPerform appropriate Architecture Governance functions for the solution and any implementation-driven architecture Change Requests
oEnsure that the architecture lifecycle is maintained
oEnsure that the Architecture Governance Framework is executed

* Phase H: Architecture Change Management

oEnsure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
oManage risks and issues related to the Architecture Roadmap and Implementation and Migration Plan
oMonitor the implementation projects and Transition Architectures
oManage changes to the architecture baseline
oManage changes to the Architecture Capability
Therefore, the correct matching of the objectives and the phases is:

* 1G: Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value

* 2E: Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D

* 3F: Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan

* 4F: Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders

NEW QUESTION # 183

Complete the sentence When considering agile development Architecture to Support Project will identify what products the Enterprise needs the boundary of the products and what constraints a product owner has. this defines the Enterprise's _____.

- A. lifecycle economics
- B. operations
- C. backlog
- D. workflow management

Answer: C

Explanation:

Explanation

When considering agile development, Architecture to Support Project will identify what products the enterprise needs, the boundary of the products, and what constraints a product owner has. This defines the enterprise's backlog. A backlog is a list of features or tasks that need to be done to deliver a product or service.

It is prioritized by the product owner based on the value and urgency of each item. Reference: The TOGAF Standard | The Open Group Website, Section 3.3.5 Architecture to Support Project.

NEW QUESTION # 184

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a multinational energy company. The company is committed to becoming a net-zero emissions energy business by 2050. To achieve this, the company is focusing on shifting to renewable energy production and adopting eco-friendly practices.

The EA team, which reports to the Chief Technical Officer (CTO), has been tasked with overseeing the transformation to make the company more effective through acquisitions. The company plans to fully integrate these acquisitions, including merging operations and systems.

To address the integration challenges, the EA team leader wants to know how to manage risks and ensure that the company succeeds with the proposed changes. Based on the TOGAF Standard, which of the following is the best answer?

- A. The EA team should evaluate the company's readiness for change by identifying factors that will impact the transformation. These factors will be used to determine initial risks associated with the initiative.
- B. The EA team should create a Business Scenario to fully describe the business problem that is being addressed by the transformation. Once requirements are identified, they should be evaluated in terms of risks. Any residual risks should be escalated to the Architecture Board.
- C. The EA team should develop Business Architecture views that demonstrate how stakeholder concerns are addressed and assess each factor for readiness, urgency, and degree of difficulty.
- D. The EA team should document the risks associated with the transformation in an Implementation Factor Catalog to inform decisions during implementation and deployment.

Answer: B

Explanation:

In TOGAF, creating a Business Scenario is a foundational step in defining and understanding the business problem, especially for complex transformations involving multiple stakeholders and systems, such as in this scenario. This method aligns with Phase A (Architecture Vision) of the TOGAF Architecture Development Method (ADM). Here's why this approach is the most effective:

Understanding Business Requirements:

A Business Scenario provides a structured way to capture and analyze the business requirements, stakeholder concerns, and the contextual elements related to the problem. In this scenario, the company faces challenges in integrating newly acquired companies with existing operations, which includes complex stakeholder concerns across different functional areas. Developing a Business Scenario allows the EA team to break down these complexities into identifiable and manageable parts.

Risk Evaluation and Management:

By using the Business Scenario approach, the EA team can not only define the requirements but also assess associated risks systematically. TOGAF emphasizes the importance of risk management through identifying potential risks, evaluating their impact, and defining strategies for handling these risks. The process includes assessing how risks can be avoided, transferred, or reduced—a necessary step in large-scale transformations to ensure that risks are proactively managed.

Residual Risks and Governance:

Any risks that cannot be fully resolved should be identified as residual risks and escalated to the Architecture Board, which is aligned with TOGAF's governance approach. The Architecture Board's role in TOGAF is to provide oversight and make critical decisions on risks that exceed the control of the EA team. This ensures that unresolved risks are managed at the appropriate level of the organization.

Alignment with TOGAF ADM Phases:

The Business Scenario approach directly aligns with the Preliminary and Architecture Vision phases of the TOGAF ADM, which focuses on establishing a baseline understanding of the business context and the strategic transformation required. The detailed understanding of requirements, stakeholder concerns, and risks identified here will guide the subsequent phases of the ADM, including Business Architecture and Information Systems Architecture.

TOGAF Reference (Section 2.6, ADM Techniques):

TOGAF provides guidelines on the creation of Business Scenarios as part of ADM Techniques, highlighting the importance of defining a business problem comprehensively to ensure successful transformation. This method includes identification of stakeholders, business requirements, and associated risks, which aligns well with the company's need for strategic and systematic integration of new business units.

By utilizing a Business Scenario, the EA team ensures that all aspects of the transformation are well understood, risks are identified early, and residual risks are managed effectively, aligning with the company's strategic objectives and the TOGAF framework's guidance on risk management and stakeholder alignment.

NEW QUESTION # 185

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