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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 working as Chief Enterprise Architect at a large Internet company. The company has many divisions, ranging from cloud to logistics. The company has grown rapidly, expanding from initially selling physical books and media to a range of services including an online marketplace, live-streaming, eBooks, and cloud services.

Overall management of the numerous divisions has become challenging. Recent high-profile projects have overrun on budget and under delivered, damaging the company's reputation, and adversely impacting its share price. There is a widely held view within the executive management that the organization structure has played a major role in these project failures.

The company has an established Enterprise Architecture program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). The CEO has decided that the company needs to reorganize its divisions around artificial intelligence and machine learning with a focus on automation. The CEO has worked with the Enterprise Architects to create a strategic architecture for the reorganization, including an Architecture Vision, together with definitions for the four domain architectures. This sets out an ambitious vision of the future of the company over a three-year period. This includes a set of work packages and includes three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from key stakeholders across the company that the proposed reorganization may be too ambitious and there is doubt whether it can produce sufficient value to warrant the risks.

Refer to the scenario

You have been asked to recommend an approach to satisfy these concerns. Based on the TOGAF Standard, which of the following is the best answer?

- A. Before preparing the detailed Implementation and Migration plan, the Enterprise Architects should review and consolidate the gap analysis results from Phases B to This will identify the transformations required to achieve the proposed Target Architecture. The Enterprise Architects should then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identified. The Transition Architecture should then be planned to use a state evolution table.
- B. Establishing interoperability in alignment with the corporate operating model will ensure risks are minimized. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architecture. This should include the development of a matrix showing the interoperability requirements. These can then be included within the transformation strategy embedded in the target transition architectures. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.
- C. The Enterprise Architects should bring together information about potential approaches and produce several alternative target transition architectures. They should then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.
- **D. The Enterprise Architects should evaluate the organization's readiness to undergo change. This will allow the risks associated with the transformations to be identified, classified, and mitigated for. This should include identifying dependencies between the set of changes, including gaps and work packages. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated for each transformation should be determined.**

**Answer: D**

Explanation:

The Business Transformation Readiness Assessment is a technique that can be used to evaluate the readiness of the organization to undergo change and to identify the actions needed to increase the likelihood of a successful business transformation. This technique can help to address the concerns of the key stakeholders about the risks and value of the proposed reorganization. The technique involves assessing the following aspects of the organization: vision, commitment, capacity, capability, culture, and communication. Based on the assessment, the risks associated with the transformations can be identified, classified, and mitigated for. The technique also helps to identify the dependencies between the set of changes, including gaps and work packages, and the improvement actions to be worked into the Implementation and Migration Plan. The technique also supports the determination of the business value, effort, and risk associated for each transformation, which can be used to prioritize and sequence the work packages and the Transition Architectures | Reference: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment

#### **NEW QUESTION # 34**

Scenario:

You are working as an Enterprise Architect within a company providing legal services. The company operates in many countries and has a complicated structure. Every office must follow the local regulations in their country.

The company's Enterprise Architecture (EA) department has been operating for several years and has mature, well-developed architecture governance and development processes based on the TOGAF standard. In addition to the EA program, the company has several management frameworks, including business planning, project/portfolio management, and operations management. The Architecture Board includes representatives from all parts of the company.

The Chief Information Officer (CIO) is the sponsor of the Enterprise Architecture program. The CIO has actively encouraged architecting with agility within the EA department as the preferred approach for projects. The CIO has given approval for a Request for Architecture Work to explore the adoption of an AI-powered system for managing legal cases and financial processes.

Senior management has become more concerned about business performance, especially with the advancements in Artificial Intelligence (AI). Many of the company's competitors have started using AI to assist with legal strategies, streamline processes, and boost productivity. One of the most important benefits AI has for the business is its ability to increase accuracy and minimize mistakes.

Some of the top managers are worried about a change in the way of working, and if it will achieve the business goals. Their staff also fear that management will use the AI system to measure their performance. The CIO wants to know how to address these concerns and reduce risks.

The new system is expected to guide legal professionals and analysts on which tasks to focus on. The main goals are to improve productivity and make better use of staff. In addition, the CIO hopes these changes will lead to higher customer satisfaction.

Refer to the scenario:

You have been asked to respond to the Chief Information Officer (CIO) recommending an approach that would enable the development of an architecture that addresses the concerns of the top managers and the multiple branches in different parts of the company.

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

- A. You recommend that a Communications Plan be created to address the key stakeholders, particularly influential partners. This plan should include a report summarizing the key features of the architecture with respect to each location and reflect the stakeholders' requirements. You will check with each key stakeholder that their concerns have been addressed. Risk mitigation should be explicitly addressed as a component of the architecture being developed.
- B. You recommend that an analysis of the stakeholders is undertaken. This will allow the architects to define groups of partners (the stakeholders) who have common concerns and include development of a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document. To reduce risk, you include a requirement that there be progressive development of the target architecture to get regular feedback.
- C. You recommend that models be created for each of the Business, Application, and Technology architectures. These can be used to ensure that the system will be compliant with the local regulations for each operating entity. This ensures that all necessary data and detail is addressed. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models.
- D. You recommend creation of a set of business models that can be applied uniformly across all AI-related architecture projects. These should be developed in a portable format to ensure maximum portability across the many tools used in the firm. Each architecture should then be defined based on this fixed set of models. All concerned stakeholders can then examine the models to ensure that their needs have been addressed.

**Answer: B**

Explanation:

The correct answer is B, as it aligns with TOGAF's stakeholder management approach, ensuring that stakeholder concerns are captured and addressed iteratively throughout the architecture development process.

Analysis of the Correct Answer (Option B):

Stakeholder Analysis and Mapping

The scenario highlights that top managers and staff are worried about the changes AI will bring.

TOGAF recommends stakeholder analysis early in the ADM process to ensure that concerns, expectations, and risks are documented.

Creating a Stakeholder Map groups stakeholders by common concerns, allowing architects to develop tailored viewpoints.

Recording Concerns in the Architecture Vision Document

The Architecture Vision (ADM Phase A) serves as a high-level guiding document.

Capturing stakeholder concerns in the Vision document ensures alignment between business goals and technology implementation.

Iterative Development and Regular Feedback

The scenario describes an AI-powered system with major business impacts, so incremental validation is necessary.

TOGAF emphasizes progressive development to manage risk and validate requirements continuously.

Regular feedback loops help mitigate resistance from top managers and staff.

Why Other Options Are Incorrect?

Option A: Creating Models for Business, Application, and Technology Architectures Incorrect because while compliance is important, it does not address stakeholder concerns directly.

The scenario is about ensuring buy-in from top managers and employees, not just regulatory compliance.

Option C: Using Uniform Business Models Across AI Projects

Incorrect because a one-size-fits-all model does not allow for regional and functional differences within the company.

The scenario emphasizes the need to address specific concerns of top managers and different locations, which requires stakeholder-specific customization.

Option D: Creating a Communications Plan

Incorrect because communication alone does not resolve stakeholder concerns.

While communication is useful, the architecture development process should include stakeholder engagement and progressive

validation, not just reporting.

Reference:

TOGAF Standard, ADM Phase A - Architecture Vision

TOGAF Standard, Stakeholder Management (ADM Guidelines and Techniques)

TOGAF Enterprise Architecture Principles - The Open Group

## NEW QUESTION # 35

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 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.
- B. 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.
- C. 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.
- **D. 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.**

**Answer: D**

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.

Reference 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 # 36

Please read this scenario prior to answering the question

You are the Lead Enterprise Architect at a major agribusiness company. The company's main annual harvest is lentils, a highly valued food grown worldwide. The lentil parasite, broomrape, has been an increasing concern for many years and is now becoming resistant to chemical controls. In addition, changes in climate favor the propagation and growth of the parasite. As a result, the parasite cannot realistically be exterminated, and it has become pandemic, with lentil yields falling globally.

The CEO appreciates the seriousness of the situation and has set out a change in direction that is effectively a new business for the company. There are opportunities for new products, and new markets. The company will use the fields for another harvest and will cease to process third-party lentils. Thus, the target market will change, and the end-products will be different and more varied. This is a major decision and the CEO has stated a desire to repurpose rather than replace so as to manage the risks and limit the costs.

The company has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The practice has an established Architecture Capability, and uses iteration for architecture development. The CIO is the sponsor of the activity.

The CIO has assigned the Enterprise Architecture team to this activity. At this stage there is no shared vision, or requirements.

Refer to the scenario

You have been asked to propose the best approach for architecture development to realize the CEO's change in direction for the company.

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

- A. You propose that the team focus on architecture definition, with emphasis on defining the change parameters to support this new business strategy that the CEO has identified. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the change. You would ensure that the architecture development addresses non-functional requirements to assure that the target architecture is robust and secure.
- B. You propose that the priority is to understand and bring structure to the definition of the change. The team should focus iteration cycles on a baseline first approach to architecture development, and then transition planning. This will identify what needs to change in order to transition from the baseline to the target, and can be used to work out in detail what the shared vision is for the change.
- C. You propose that this engagement define the baseline Technology Architecture first in order to assess the current

infrastructure capacity and capability for the company. Then the focus should be on transition planning and incremental architecture deployment.

This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the change.

- D. You propose that the team focus its iteration cycles on architecture development by going through the architecture definition phases (B-D) with a baseline first approach.

This will support the change in direction as stated by the CEO. It will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.

### **Answer: B**

#### **Explanation:**

Based on the TOGAF standard, this answer is the best approach for architecture development to realize the CEO's change in direction for the company. The reason is as follows:

The scenario describes a major business transformation that requires a clear understanding of the current and future states of the enterprise, as well as the gaps and opportunities for change. Therefore, the priority is to understand and bring structure to the definition of the change, rather than focusing on the implementation details or the technology aspects.

The team should use the TOGAF ADM as the method and guiding framework for architecture development, and adapt it to suit the specific needs and context of the enterprise. The team should also leverage the existing Architecture Capability and the Architecture Repository to reuse and integrate relevant architecture assets and resources.

The team should focus iteration cycles on a baseline first approach to architecture development, which means starting with the definition of the Baseline Architecture in each domain (Business, Data, Application, and Technology), and then defining the Target Architecture in each domain. This will help to identify the current and desired states of the enterprise, and to perform a gap analysis to determine what needs to change in order to achieve the business goals and objectives.

The team should then focus on transition planning, which involves identifying and prioritizing the work packages, projects, and activities that will deliver the change. The team should also create an Architecture Roadmap and an Implementation and Migration Plan that will guide the execution and governance of the change.

The team should use the Architecture Vision phase and the Requirements Management phase to work out in detail what the shared vision is for the change, and to capture and validate the stakeholder requirements and expectations. The team should also use the Architecture Governance framework to ensure the quality, consistency, and compliance of the architecture work.

References: : The TOGAF Standard, Version 9.2 - Architecture Development Method : The TOGAF Standard, Version 9.2 - Architecture Vision : The TOGAF Standard, Version 9.2 - Requirements Management : [The TOGAF Standard, Version 9.2 - Architecture Governance]

### **NEW QUESTION # 37**

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect at a leading global technology enterprise specializing in digital infrastructure, cloud computing, and data-centric innovation. The company provides a vast ecosystem of platforms that serve billions of users across the globe. These platforms span online marketplaces, advanced advertising networks, AI-driven services, productivity tools, and digital entertainment experiences.

The senior leadership within the company is worried about the company's ability to address all the opportunities around artificial intelligence (AI). They feel that the business is at risk of falling behind its competitors, and that significant changes are necessary for the business to remain competitive. Most senior leaders feel that the operations need to be more efficient, and the organization needs to change to achieve its future goals.

The company has an established Enterprise Architecture (EA) program based on the TOGAF standard, sponsored jointly by the Chief Information Officer (CIO) and senior executives. In your role as an Enterprise Architect within the EA team, you work closely with the business stakeholders in the company as well as the sponsors.

The CEO has decided that reorganizing its subsidiaries around artificial intelligence and machine learning will improve the way the company creates and delivers value.

The sponsors have approved a project for the reorganization which is being led by the EA team.

The EA team have developed a strategic architecture which has been approved by the sponsors. It includes an Architecture Vision, and high-level definitions of the domain architectures. This sets out a plan over a multi-year period and covers three distinct transformations to implement the reorganization.

The sponsors have read reports that the majority of transformation projects dealing with digital and artificial intelligence are failing. They have made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team needs to address the risks associated with the reorganization. They want assurance that the reorganization will succeed and deliver the promised increases in value for the business.

Refer to the scenario

The EA team leader has asked how you would address the request from the sponsors.

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

- A. Before preparing the detailed Implementation and Migration plan, you would review and consolidate the gap analysis results from Phases B to D. This enables you to evaluate the implications related to potential solutions and inter-dependencies. It is used to identify the transformations required to achieve the proposed Target Architecture. You then assess the readiness of the organization to undergo change and determine an overall direction to reach that Target Architecture while addressing the risks identified. The Transition Architectures should be planned using a state evolution table.
- B. You would assess how ready the organization is to change. This includes identification and classification of the risks associated with the transformations, together with an approach to mitigate the risks. This includes identifying dependencies between the set of changes, including gaps and work packages. It also identifies improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated for each transformation should then be identified and documented.
- C. You would bring together information about potential approaches and produce several alternative target transition architectures. You would then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.
- D. You would apply an analysis and assessment to evaluate the potential risks with the proposed new architecture. This includes the development of a matrix showing the organizational requirements. The degree of change should then be aligned with the corporate operating model to ensure risks are mitigated and minimized. The risk mitigations can then be included within each of the target Transition Architectures. You would then finalize the Architecture Roadmap and the Implementation and Migration Plan.

**Answer: B**

Explanation:

In this scenario, the strategic architecture is already complete and approved, and the sponsors now want assurance about risks before approving the detailed Implementation & Migration Plan. According to TOGAF, this work occurs in Phase E: Opportunities & Solutions and Phase F: Implementation & Migration, where a key activity is performing Business Transformation Readiness Assessment and Risk Assessment before finalizing the roadmap and migration plan.

Option C aligns exactly with TOGAF guidance for this stage:

Why Option C is correct

1. It starts with assessing organizational readiness for change

TOGAF Phase E requires evaluation of Business Transformation Readiness, addressing:

Organizational capability

Cultural readiness

Skills and capacity

Sponsorship and governance

This is exactly what Option C describes:

"assess how ready the organization is to change."

This directly responds to the concern in the scenario that "most senior leaders feel the operations need to be more efficient" and that "significant changes are necessary."

2. It includes identification and classification of risks

TOGAF requires performing a Risk Assessment before migration planning, ensuring risks are categorized, documented, and mitigation strategies defined.

Option C includes:

"identification and classification of the risks ... together with an approach to mitigate the risks." This is precisely what the sponsors requested: clear management of risks before approving migration planning.

3. It ties risk, dependencies, and gaps directly into the Implementation & Migration Plan TOGAF requires identifying:

Dependencies between work packages

Gaps between baseline and target

Required actions to improve readiness

Work package sequencing

Option C states:

"identifying dependencies between the set of changes, including gaps and work packages... identifying improvement actions to be worked into the Implementation and Migration Plan." This matches TOGAF Phase E and F activities exactly.

4. It evaluates business value, effort, and risk for each transformation The scenario involves three distinct transformations, and sponsors want assurance of value delivery. TOGAF Phase F includes Consolidated Gaps, Solutions, and Dependencies and migration prioritization based on value, cost, and risk.

Option C states:

"The business value, effort, and risk associated for each transformation should then be identified and documented." This is directly aligned to the TOGAF-required migration prioritization criteria.

Why the other options are incorrect

A - Focuses on gap analysis only

Gap analysis was performed during Phases B-D, and while relevant, Option A does not emphasize risk, readiness, or assurance-key concerns of the scenario.

B - Misrepresents TOGAF (organizational requirements matrix is not a formal TOGAF artifact) Also, it incorrectly focuses on aligning change with the operating model, which TOGAF does not prescribe as the primary risk-mitigation activity.

D - Focuses on architectural alternatives; the target architecture is already approved The scenario states the strategic architecture is complete and approved-there is no need to revisit alternatives. This is misaligned with the starting point of the question.

Conclusion

Option C is the only answer that conducts:

Business transformation readiness assessment

Risk identification and mitigation

Dependencies, gaps, and work package analysis

Integration of risks and improvement actions into migration planning

This matches precisely what TOGAF expects at this stage and what the sponsors requested.

## NEW QUESTION # 38

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