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1 / 5

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The Open Group TOGAF Business Architecture Foundation Exam Sample Questions (Q121-Q126):

NEW QUESTION # 121

What are the following activities part of?

- * Initial risk assessment
- * Risk mitigation and residual risk assessment
- * Risk monitoring

- **A. Risk Management**
- B. Security Architecture
- C. Phase C
- D. Phase A

Answer: A

NEW QUESTION # 122

Which of the following is a benefit of organization mapping?

- A. An organization map highlights inefficiencies and reduces operational costs.
- **B. An organization map improves strategic planning.**
- C. An organization map improves the ability to consume, process, and deliver information.
- D. An organization map can be reused for training and employee development.

Answer: B

Explanation:

Organization mapping is a technique used to represent the structure and relationships within an organization. Here's a detailed explanation of its benefits, particularly for strategic planning:

Organization Mapping:

Organization maps visually represent the hierarchical structure of an organization, including departments, teams, and reporting relationships. They provide insights into how the organization is structured and how different parts interact.

Benefits for Strategic Planning:

Alignment with Strategy: An organization map helps in aligning organizational structure with strategic goals. By understanding how the organization is structured, leaders can ensure that resources are allocated efficiently and that the organizational design supports the strategic objectives.

Identifying Gaps and Overlaps: Organization maps highlight areas where there might be gaps or overlaps in roles and responsibilities. This information is crucial for making strategic decisions about restructuring or reallocating resources.

Improving Communication: By clearly depicting the organizational structure, these maps improve communication and collaboration within the organization. This is particularly important for strategic planning, as it ensures that all parts of the organization are aligned and working towards the same goals.

TOGAF Reference:

Phase B: Business Architecture: Organization mapping is a key activity in this phase, where the current organizational structure is analyzed to ensure it supports the business strategy and architecture vision.

Strategic Planning: TOGAF emphasizes the importance of aligning the business architecture with strategic planning. Organization maps are tools that facilitate this alignment by providing a clear representation of the organizational structure.

In summary, organization mapping improves strategic planning by providing a clear, visual representation of the organizational structure, helping to align resources and design with strategic goals.

NEW QUESTION # 123

Which of the following describes how business models are used within the TOGAF standard?

- **A. To help formulate architecture and business principles.**

- B. To tailor the enterprise architecture for the business.
- C. To document the factors impacting the business migration plan.
- D. To identify, classify, and mitigate risks to the business.

Answer: A

Explanation:

Business models play a significant role in shaping the principles that guide both architecture development and business operations within the TOGAF framework. Here's how:

- * Understanding value creation: Business models articulate how an organization creates, delivers, and captures value. This understanding informs the development of architecture principles that support and enable value creation.
- * Aligning architecture with business goals: By analyzing the business model, architects can identify the key drivers and priorities of the business. This helps to formulate architecture principles that ensure the architecture aligns with the business goals and strategy.
- * Defining desired behaviors: Business models often implicitly or explicitly define desired behaviors and ways of working within an organization. These behaviors can be codified into business principles that guide decision-making and actions across the enterprise.
- * Promoting consistency: Using the business model as a foundation for principles ensures consistency between the architecture and the business strategy. This helps to avoid conflicts and ensures that the architecture supports the overall direction of the organization.

NEW QUESTION # 124

Consider the following modeling example, relating business capabilities to organization units so as to highlight duplication and redundancy:

	Organizational Units			
Business Capabilities	Human Resources	Real Estate	Information Technology	Sales and Marketing
Project Management		G	Y	
Learning Management	G		G	R

(Note in this example the cells colored green, yellow, and red, are also marked G, Y, and R, respectively) Which of the following best describes this technique?

- **A. Relationship Mapping**
- B. Capability Mapping
- C. Perspective Analysis
- D. Gap Analysis

Answer: A

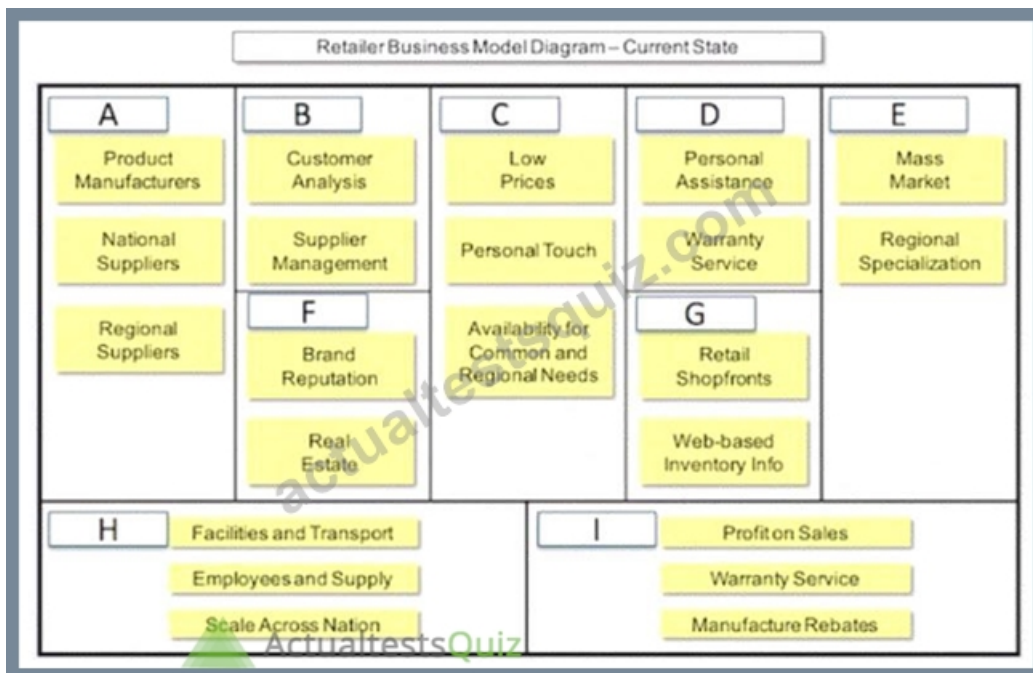
Explanation:

The technique shown in the example is called relationship mapping. It is a technique that can be used to show how a business architecture addresses stakeholder concerns across different parts of an organization². It can highlight gaps or overlaps in the coverage of stakeholder concerns by a business architecture. In this case, the technique is used to relate business capabilities to organization units so as to highlight duplication and redundancy.

This modeling technique is referred to as Relationship Mapping. It's used to relate business capabilities to organizational units to highlight areas of duplication and redundancy, as well as to indicate where capabilities are being performed well (green), where there are potential issues (yellow), and where there are significant problems or gaps (red). This visualization helps in understanding the alignment between organizational units and capabilities, and where improvements or changes may be needed.

NEW QUESTION # 125

Consider the following example using the Business Model Canvas:



What are the segments labeled A, D and I?

- A. Key Partners, Customer Relationships, Revenue Streams.
- B. Customer Segments, Value Add Services, Profit Channels.
- C. Key Resources. Revenue Streams. Cost Structure
- D. Customer Relationships, Value Propositions, Market Segments.

Answer: A

Explanation:

The segments labeled A, D and I in the Business Model Canvas are Key Partners, Customer Relationships, and Revenue Streams respectively. The Business Model Canvas is a tool that can be used to describe how an organization creates, delivers, and captures value for its stakeholders. The Business Model Canvas consists of nine segments that cover four main areas: customers (segments B,C,D), offer (segment E), infrastructure (segments A,F,G), and financial viability (segments H,I). The segments are defined as follows:

* Key Partners (segment A): The network of suppliers and partners that make the business model work. Key partners can provide resources, activities, or support that enable the organization to offer its value proposition.

* Customer Relationships (segment D): The type of relationship that the organization establishes with its customer segments. Customer relationships can be driven by customer acquisition, retention, or loyalty objectives. Customer relationships can also influence the customer experience and satisfaction.

* Revenue Streams (segment I): The sources of income that the organization generates from each customer segment. Revenue streams can be derived from different pricing mechanisms, such as asset sale, subscription, fee, commission, or advertising. Revenue streams can also reflect the value that customers are willing to pay for the organization's offer.

<https://pubs.opengroup.org/togaf-standard/business-architecture/business-models.html> Figure 8: The Business Model Canvas[6]

NEW QUESTION # 126

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