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The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q12-Q17):

NEW QUESTION # 12
Please read this scenario prior to answering the question
You are the Chief Enterprise Architect at a large food service company specializing in sales to trade and wholesale, for example, restaurants and other food retailers.
One of your company's competitors has launched a revolutionary product range and is running a very aggressive marketing campaign. Your company's resellers are successively announcing that they are not interested in your company's products and will sell your competitor's.
The CEO has stated there must be significant change to address the situation. He has made it clear that new markets must be found for the company's products, and that the business needs to pivot, and address the retail market as well as the existing wholesale market.
A consideration is the company's ability and willingness to change its business model, and if it is a temporary or permanent change. An additional risk factor is one of culture. The company has been used to a stable business with a reasonably well known and settled client base - all with its own local understandings and practices.

The CEO is the sponsor of the EA program within the company. You have been engaged with the sales, logistics, production, and marketing teams, enabling the architecture activity to start. An Architecture Vision, Architecture Principles, and Requirements have all been agreed. As you move forward to develop a possible Target Architecture you have identified that some of the key stakeholders' preferences are incompatible. The incompatibilities are focused primarily on time-to-market, cost savings, and the need to bring out a fully featured product range, but there are additional factors.

Refer to the scenario

You have been asked how you will address the incompatibilities between key stakeholder preferences.

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

- A. You would seek to understand value preferences and priorities of the stakeholders. You would develop alternative Target Architectures, highlighting the gaps between current state and the alternatives. You would consider combining features from one or more alternatives in collaboration with the stakeholders. A formal stakeholder review should then be held to decide which alternative is fit for purpose and should be moved forward with. You will then secure the funding required.
- B. You would review the Stakeholder Map and ensure that you have addressed and represented the concerns of all department heads. You will involve them in resolving the incompatibilities. The Communications Plan should include a report that summarizes the key features of the architecture with and how incompatibilities were resolved to reflects the stakeholders' requirements. You will check with each key stakeholder they are satisfied with how the incompatibilities have been resolved.
- C. You recommend that since the CEO has stated that the company must pivot, it is better to compromise on a full product range rather than time-to-market. You would develop just enough of the Target Architecture to demonstrate fitness of the proposed approach. You would limit the description to just where there is a gap between the current baseline. You would seek approval by the stakeholders to move forward with developing the Target Architecture in detail.
- D. You would use the Architecture Vision, Principles, and Requirements to define a set of criteria for alternatives and create a set of architecture views to illustrate the impact of the alternative Target Architectures. You would identify the impact on planned projects. You would understand the strengths and weaknesses of the alternatives. You would conduct a formal stakeholder review to decide which alternative to move forward with. You will determine the funding required.

Answer: D

Explanation:
According to the TOGAF standard, the Target Architecture is the description of a future state of the architecture being developed for an organization. It should be aligned with the Architecture Vision, Principles, and Requirements that have been agreed with the stakeholders. To address the incompatibilities between key stakeholder preferences, the TOGAF standard recommends creating and evaluating multiple alternative Target Architectures that meet different sets of criteria. These criteria should reflect the value preferences and priorities of the stakeholders, as well as the business drivers and objectives. The alternative Target Architectures should be illustrated using a set of architecture views that show the impact of each alternative on the business, data, application, and technology domains. The impact on planned projects should also be identified and analyzed. The strengths and weaknesses of each alternative should be understood and documented. A formal stakeholder review should then be conducted to decide which alternative is the most fit for purpose and should be moved forward with. The funding required for implementing the chosen alternative should also be determined and secured. Reference:

The TOGAF Standard, Version 9.2 - Phase B: Business Architecture - The Open Group The TOGAF Standard, Version 9.2 - Phase C: Information Systems Architectures - The Open Group
[The TOGAF Standard, Version 9.2 - Phase D: Technology Architecture - The Open Group]
[The TOGAF Standard, Version 9.2 - Phase E: Opportunities and Solutions - The Open Group]
[The TOGAF Standard, Version 9.2 - Phase F: Migration Planning - The Open Group]

NEW QUESTION # 13
Please read this scenario prior to answering the question
You are the Lead Enterprise Architect at a major agribusiness company. The company's main 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.

In response to the situation, the CEO has decided that the lentil fields will be used for another harvest. The company will also cease to process third-party lentils and will repurpose its processing plants. Thus, the target market will change, and the end-products will be different and more varied.

The company has recently established an Enterprise Architecture practice based on the TOGAF standard as method and guiding framework. The CIO is the sponsor of the activity. A formal request for architecture change has been approved. At this stage there is no fixed scope, shared vision, or objectives.

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 uses the architecture definition document and focus on architecture development starting simultaneously phases B, C and D. This is because the CEO has identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.
- B. You propose that the priority is to produce a new Request for Architecture Work leading to development of a new Architecture Vision. The trade-off method should be applied to identify and select an architecture satisfying the stakeholders. For an efficient change the EA team should be aligned with the organization's planning, budgeting, operational, and change processes.
- C. You propose that the team focus on architecture definition including development of business models, 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.
- D. 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.

Answer: B

Explanation:
A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project. A Request for Architecture Work is usually initiated by the sponsor or client of the architecture work, and approved by the Architecture Board, which is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. A Request for Architecture Work triggers a new cycle of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture12 An Architecture Vision is a high-level description of the desired outcomes and benefits of the proposed architecture. An Architecture Vision is the output of Phase A: Architecture Vision of the ADM cycle, which is the first phase of the architecture development. An Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. An Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process3 A trade-off analysis is a technique that can be used to evaluate and compare different architecture alternatives and select the most suitable one. A trade-off analysis involves identifying the criteria and factors that are relevant to the decision, such as costs, benefits, risks, and opportunities, and assessing the strengths and weaknesses of each alternative. A trade-off analysis also involves balancing and reconciling the multiple, often conflicting, requirements and concerns of the stakeholders, and ensuring alignment with the Architecture Vision and the Architecture Principles.

Therefore, the best answer is D, because it proposes the best approach for architecture development to realize the CEO's change in direction for the company. The answer covers the Request for Architecture Work, the Architecture Vision, and the trade-off analysis techniques that are relevant to the scenario.
References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance 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 III: ADM Guidelines and Techniques, Chapter 30: Trade-Off Analysis

NEW QUESTION # 14
Please read this scenario prior to answering the question
You are the Chief Enterprise Architect at a large food service company specializing in sales to trade and wholesale, for example, restaurants and other food retailers.
One of your company's competitors has launched a revolutionary product range and is running a very aggressive marketing campaign. Your company's resellers are successively announcing that they are not interested in your company's products and will sell your competitor's.
The CEO has stated there must be significant change to address the situation. He has made it clear that new markets must be found for the company's products, and that the business needs to pivot, and address the retail market as well as the existing wholesale market.
A consideration is the company's ability and willingness to change its business model, and if it is a temporary or permanent change. An additional risk factor is one of culture. The company has been used to a stable business with a reasonably well known and settled client base - all with its own local understandings and practices.
The CEO is the sponsor of the EA program within the company. You have been engaged with the sales, logistics, production, and marketing teams, enabling the architecture activity to start. An Architecture Vision, Architecture Principles, and Requirements have all been agreed. As you move forward to develop a possible Target Architecture you have identified that some of the key

stakeholders' preferences are incompatible. The incompatibilities are focused primarily on time-to-market, cost savings, and the need to bring out a fully featured product range, but there are additional factors.
Refer to the scenario

You have been asked how you will address the incompatibilities between key stakeholder preferences.
Based on the TOGAF standard which of the following is the best answer?

- A. You would seek to understand value preferences and priorities of the stakeholders. You would develop alternative Target Architectures, highlighting the gaps between current state and the alternatives. You would consider combining features from one or more alternatives in collaboration with the stakeholders. A formal stakeholder review should then be held to decide which alternative is fit for purpose and should be moved forward with. You will then secure the funding required.
- B. You would review the Stakeholder Map and ensure that you have addressed and represented the concerns of all department heads. You will involve them in resolving the incompatibilities. The Communications Plan should include a report that summarizes the key features of the architecture with and how incompatibilities were resolved to reflects the stakeholders' requirements. You will check with each key stakeholder they are satisfied with how the incompatibilities have been resolved.
- C. You recommend that since the CEO has stated that the company must pivot, it is better to compromise on a full product range rather than time-to-market. You would develop just enough of the Target Architecture to demonstrate fitness of the proposed approach. You would limit the description to just where there is a gap between the current baseline. You would seek approval by the stakeholders to move forward with developing the Target Architecture in detail.
- D. You would use the Architecture Vision, Principles, and Requirements to define a set of criteria for alternatives and create a set of architecture views to illustrate the impact of the alternative Target Architectures. You would identify the impact on planned projects. You would understand the strengths and weaknesses of the alternatives. You would conduct a formal stakeholder review to decide which alternative to move forward with. You will determine the funding required.

Answer: D

Explanation:
According to the TOGAF standard, the Target Architecture is the description of a future state of the architecture being developed for an organization. It should be aligned with the Architecture Vision, Principles, and Requirements that have been agreed with the stakeholders. To address the incompatibilities between key stakeholder preferences, the TOGAF standard recommends creating and evaluating multiple alternative Target Architectures that meet different sets of criteria. These criteria should reflect the value preferences and priorities of the stakeholders, as well as the business drivers and objectives. The alternative Target Architectures should be illustrated using a set of architecture views that show the impact of each alternative on the business, data, application, and technology domains. The impact on planned projects should also be identified and analyzed. The strengths and weaknesses of each alternative should be understood and documented. A formal stakeholder review should then be conducted to decide which alternative is the most fit for purpose and should be moved forward with. The funding required for implementing the chosen alternative should also be determined and secured. References:
The TOGAF Standard, Version 9.2 - Phase B: Business Architecture - The Open Group The TOGAF Standard, Version 9.2 - Phase C: Information Systems Architectures - The Open Group
[The TOGAF Standard, Version 9.2 - Phase D: Technology Architecture - The Open Group]
[The TOGAF Standard, Version 9.2 - Phase E: Opportunities and Solutions - The Open Group]
[The TOGAF Standard, Version 9.2 - Phase F: Migration Planning - The Open Group]

NEW QUESTION # 15
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 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.
- 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 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.
- 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 # 16

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. 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.
- C. 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.
- 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: B

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 # 17

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