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The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q65-Q70):

NEW QUESTION # 65

Complete the sentence. The architecture domains that are considered by the TOGAF standard as subsets of an overall enterprise architecture are Business, Technology,

- A. Application and Data
- B. Logical and Physical
- C. Information and Data
- D. Capability and Segment

Answer: A

Explanation:

These domains provide a consistent way to describe and understand the architecture from different perspectives, such as business, information, and technology¹². Each domain has its own set of concepts, models, views, and artifacts that define the structure and behavior of the architecture within that domain¹².

The other options are incorrect because:

* Logical and Physical are not architecture domains, but rather levels of abstraction that can be applied to any domain. Logical architecture describes the functionality and behavior of the system, while physical architecture describes the implementation and deployment of the system³.

* Information and Data are not distinct architecture domains, but rather aspects of the same domain. Information architecture describes the meaning and context of the data, while data architecture describes the structure and format of the data⁴.

* Capability and Segment are not architecture domains, but rather levels of granularity that can be applied to any domain. Capability architecture describes the current and desired states of a specific business capability, while segment architecture describes a subdivision of the enterprise that has a clear business focus⁵.

NEW QUESTION # 66

What can architects present to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture?

- A. Business Scenarios and Business Models
- B. Alternatives and Trade-offs
- C. Architecture Views and Architecture Viewpoints
- D. Solutions and Applications

Answer: C

Explanation:

According to the TOGAF Standard, Version 9.2, an architecture view is a representation of a system from the perspective of a related set of concerns¹. It consists of one or more architecture models that demonstrate how the system addresses the stakeholder concerns¹.

An architecture viewpoint is a specification of the conventions for constructing and using an architecture view to address specific stakeholder concerns¹. It defines the perspective, scope, notation, and techniques for creating an architecture view of a system¹. Architects can present architecture views and viewpoints to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture, because²³:

Architecture views and viewpoints help to communicate and visualize the architecture in a way that is meaningful and relevant to different stakeholders, addressing their specific interests and needs.

Architecture views and viewpoints help to elicit and validate the stakeholder concerns and requirements, ensuring that they are aligned with the business goals and objectives, and that they are consistent and feasible within the architecture context.

Architecture views and viewpoints help to identify and resolve any conflicts, gaps, or trade-offs among the stakeholder concerns and

requirements, ensuring that they are balanced and prioritized in the architecture design and decision-making. Architecture views and viewpoints help to demonstrate and verify the value and benefits of the architecture to the stakeholders, ensuring that they are satisfied and committed to the architecture outcome and governance.

Reference:

- 1: The TOGAF Standard, Version 9.2, Chapter 22: Architecture Views, Viewpoints, and Stakeholders
- 2: The TOGAF Standard, Version 9.2, Chapter 4: Introduction to Part II, Section 4.2: What is an Architecture Framework?
- 3: The TOGAF Standard, Version 9.2, Chapter 31: Architectural Artifacts, Section 31.1: Basic Concepts

NEW QUESTION # 67

Scenario

Your role is that of an Enterprise Architect, reporting to the Chief Enterprise Architect, at a technology company.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The Chief Technology Officer (CTO) is the sponsor of the activity. The EA practice uses an iterative approach for its architecture development. This has enabled the decision-makers to gain valuable insights into the different aspects of the business.

The nature of the business is such that the data and the information stored on the company systems is the company's major asset and is highly confidential. The company employees travel a lot for work and need to communicate over public infrastructure. They use message encryption, secure internet connections using Virtual Private Networks (VPNs), and other standard security measures. The company has provided computer security awareness training for all its staff. However, despite good education and system security, there is still a need to rely on third-party suppliers for infrastructure and software.

The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education and support, the company could be a victim of a significant attack that could completely lock them out of their important data.

A risk assessment has been completed, and the company has looked for cyber insurance that covers ransomware. The price for this insurance is very high. The CTO recently saw a survey that said 1 out of 4 businesses that paid ransoms could not get their data back, and almost the same number were able to recover the data without paying. The CTO has decided not to get cyber insurance to cover ransom payment.

You have been asked to describe the steps you would take to strengthen the current architecture to improve data protection.

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

- A. You would assess business continuity requirements and analyze the current Enterprise Architecture for gaps. You would recommend changes to address the situation and create a change request. You would engage the Architecture Board to assess and approve the change request. Once approved, you would create a new Request for Architecture Work to begin an ADM cycle to implement the changes.
- B. You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture. Based on the scope of the concerns raised, you recommend that this be managed at the infrastructure level. Changes should be made to the baseline description of the Technology Architecture. The changes should be approved by the Architecture Board and implemented by change management techniques.
- C. You would monitor for technology updates from your existing suppliers that could enhance the company's capabilities to detect, react, and recover from an IT security incident. You would prepare and run a disaster recovery planning exercise for a ransomware attack and analyze the performance of the current Enterprise Architecture. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture. You would prepare change requests to address identified gaps. You would add the changes implemented to the Architecture Repository.
- **D. You would request an Architecture Compliance Review with the scope to examine the company's ability to respond to ransomware attacks. You would identify the departments involved and have them nominate representatives. You would then tailor checklists to address the requirement for increased resilience. You would circulate to the nominated representatives for them to complete. You would then review the completed checklists, identifying and resolving issues. You would then determine and present your recommendations.**

Answer: D

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

Context of the Scenario

The scenario highlights significant risks due to ransomware attacks and the need to strengthen the company's Enterprise Architecture to improve data protection and resilience. TOGAF emphasizes the Architecture Compliance Review as a mechanism for ensuring the architecture meets its objectives and addresses specific concerns such as security, resilience, and compliance with organizational goals.

The organization has already conducted a risk assessment but requires actionable steps to:

Address ransomware attack risks.

Increase the resilience of the Technology Architecture.

Ensure proper alignment with governance and compliance frameworks.

Option Analysis

Option A:

Strengths:

Highlights the need for up-to-date processes for managing changes in the Enterprise Architecture.

Recognizes the importance of governance through the Architecture Board and change management techniques.

Weaknesses:

The approach focuses solely on the Technology Architecture baseline but does not address the need for specific steps such as compliance review, gap analysis, or tailored resilience measures for ransomware risks.

It provides a broad and generic approach rather than a targeted plan for ransomware and data protection issues.

Conclusion: Incorrect. While it adheres to governance processes, it lacks specific actions to improve resilience and address the immediate security concerns.

Option B:

Strengths:

Proposes an Architecture Compliance Review, which is a core TOGAF process used to evaluate architecture implementation against defined objectives, ensuring it is fit for purpose.

Involves identifying stakeholders (departments) and tailoring checklists specific to ransomware resilience.

Emphasizes issue identification and resolution through structured review processes.

Weaknesses:

Does not explicitly address longer-term updates to the Enterprise Architecture, but this can be inferred as a next step following compliance recommendations.

Conclusion: Correct. This is the most suitable approach based on TOGAF principles, as it uses an established process to evaluate and improve the architecture's resilience.

Option C:

Strengths:

Includes monitoring for updates from suppliers to enhance detection and recovery capabilities, which is relevant to addressing ransomware risks.

Proposes a gap analysis to identify shortcomings in the current Enterprise Architecture and recommends addressing gaps through change requests.

Incorporates disaster recovery planning exercises, which are useful for testing resilience.

Weaknesses:

While thorough, the approach lacks the Architecture Compliance Review process, which is a more structured way to ensure the architecture meets resilience requirements.

Monitoring suppliers and running disaster recovery exercises are operational steps rather than strategic architectural improvements.

Conclusion: Incorrect. While it includes valid activities, it does not adhere to TOGAF's structured approach for architecture assessment and compliance.

Option D:

Strengths:

Proposes analyzing business continuity requirements and assessing the architecture for gaps, which is relevant to the scenario.

Suggests initiating an ADM cycle to address gaps, which aligns with TOGAF principles.

Weaknesses:

Focusing on initiating a new ADM cycle may be premature, as the immediate priority is to evaluate the existing architecture and address specific resilience concerns.

Does not mention compliance review or tailored resilience measures for ransomware attacks, which are central to the scenario.

Conclusion: Incorrect. It proposes a broader approach that may not adequately address the immediate concerns highlighted by the CSO.

TOGAF References

Architecture Compliance Review: A structured process used to evaluate whether an architecture meets the stated goals, objectives, and requirements (TOGAF 9.2, Chapter 19). It is particularly useful for identifying and addressing resilience requirements in scenarios involving security risks.

Stakeholder Engagement: Identifying and involving stakeholders (e.g., departments) is a critical part of architecture governance and compliance review (TOGAF 9.2, Section 24.2).

Change Management: The Architecture Compliance Review supports identifying necessary changes, which are then managed through governance and change management processes (TOGAF 9.2, Section 21.6).

By choosing Option B, you align with TOGAF's structured approach to compliance, resilience, and addressing security concerns.

NEW QUESTION # 68

You are working as an Enterprise Architect at a large company. The company runs many retail stores as well as an online marketplace that allows hundreds of brands to partner with the company. The company has a mature Enterprise Architecture (EA)

practice and uses the TOGAF standard for its architecture development method. The EA practice is involved in all aspects of the business, with oversight provided by an Architecture Board with representatives from different parts of the business. The EA program is sponsored by the Chief Information Officer (CIO).

Many of the stores remain open all day and night. Each store uses a standard method to track sales and inventory, which involves sending accurate, timely sales data to a central AI-based inventory management system that can predict demand, adjust stock levels, and automate reordering. The central inventory management system is housed at the company's central data center.

The company has acquired a major rival. The Chief Executive Officer (CEO) believes that the merger will enable growth through combined offerings and cost savings. The decision has been made to fully integrate the two organizations, including merging retail operations and systems. Duplicated systems will be replaced with one standard retail management system. The CIO expects significant savings from these changes across the newly merged company.

The rival company has successfully implemented the use of hand-held devices within stores for both customers and staff, which has increased satisfaction due to time savings. The CIO has approved the rollout of these devices to all stores but has stated that training should be brief, as there are many part-time employees.

You have been asked to confirm the most relevant architecture principles for this transformation. Based on the TOGAF Standard, which of the following is the best answer?

- A. Maximize Benefit to the Enterprise, Common Use Applications, Data is an Asset, Responsive Change Management, Technology Independence
- B. Common Use Applications, Data is an Asset, Data is Accessible, Ease of Use, Business Continuity
- C. Common Vocabulary and Data Definitions, Compliance with the Law, Requirements Based Change, Responsive Change Management, Data Security
- D. Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity

Answer: A

Explanation:

In this scenario, the enterprise is undergoing significant transformation due to a merger and the adoption of new technology (hand-held devices). Several key principles from TOGAF's ADM Techniques—particularly those focused on promoting enterprise-wide standardization, adaptability, and data utilization—are pertinent here:

Maximize Benefit to the Enterprise: This principle emphasizes that all architectural decisions should deliver maximum business value. Given that the company is integrating systems to cut costs and improve offerings, maximizing the benefit is crucial. Ensuring that the EA efforts align with enterprise-wide benefits supports the goal of optimizing costs and enhancing offerings, which aligns with the CEO's vision for the merger.

Common Use Applications: Standardizing applications across the merged entity will be essential to achieve cost savings and to simplify operations. The goal of reducing the number of applications fits with this principle, ensuring that reusable and widely adopted applications support business functions across the organization. Adopting this principle will also aid in harmonizing the systems from both organizations and avoiding unnecessary diversity.

Data is an Asset: Data plays a central role in the company's operations, especially with the use of AI-driven inventory management and the integration of systems. Treating data as an asset is essential for reliable and accurate decision-making. This principle ensures that data is viewed as a critical enterprise resource and is managed with care, maintaining integrity, accuracy, and value.

Responsive Change Management: The organization's ability to adapt quickly and effectively to changes, such as integrating new handheld devices and merging systems, is essential. This principle will facilitate the smooth transition required for integrating the new handheld devices and the merger-related system updates while minimizing disruption to store operations.

Technology Independence: Since the enterprise will likely encounter varied technologies from the merger, it is crucial to maintain flexibility. This principle advocates for using technology solutions that are adaptable and not bound to a single vendor or specific technology. This ensures that the enterprise can integrate various technological components from both organizations and evolve with minimal constraints.

These principles align well with TOGAF's broader recommendations for guiding architectural changes, as found in Section 2.6 of the TOGAF ADM Techniques. They ensure that the EA practice is aligned with business objectives while maintaining flexibility, data integrity, and a focus on enterprise-wide benefits. These guiding principles are critical for the successful execution of the integration and adoption of new technologies while achieving cost efficiencies and improving service delivery.

For reference, TOGAF's ADM Techniques highlight the importance of architectural principles in guiding transformational initiatives, ensuring that decisions are made consistently across the enterprise. Each principle supports organizational agility, system integration, and the efficient use of technology resources, all of which are vital for the enterprise's stated objectives.

NEW QUESTION # 69

What should be put in place through organization structures, roles, responsibilities, skills and processes to carry out architectural activity effectively?

- A. An EA framework

- B. An EA Capability
- C. An Enterprise Architecture
- D. An EA repository

Answer: B

Explanation:

An EA Capability is the ability of an organization to perform enterprise architecture effectively and efficiently. It involves establishing and maintaining the appropriate organization structures, roles, responsibilities, skills, processes, tools, and governance mechanisms to support the development and use of enterprise architecture. An EA Capability enables the organization to align its business and IT strategies, deliver value from its investments, manage change and complexity, and improve its performance and agility¹² Reference: 1: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 44: Introduction 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 45: Establishing and Maintaining an Enterprise Architecture Capability

NEW QUESTION # 70

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