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The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q24-Q29):

NEW QUESTION # 24

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 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.
- B. 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.
- 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 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.**

Answer: D

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.

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 # 25

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect within a clinical research and health technologies company. The company is dedicated to transforming healthcare with new ideas and advancements. The company has multiple divisions that cover different aspects of the business.

The company's Enterprise Architecture (EA) department has mature, well-developed architecture governance and development processes following the TOGAF standard.

In addition to the EA program, the company has a number of management frameworks in use. The Architecture Board includes representatives from each division 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.

Many of the company's rivals have begun using Artificial Intelligence (AI) in their operations, and the indications are that this will be transformative for healthcare delivery. This is something the EA department has been interested in for a while, and they had recently submitted an architecture Change Request which was approved. As a result, the CIO has approved a Request for Architecture Work to investigate the implementation of AI in the company.

Areas for evaluation include:

How can staff use AI daily in their current roles?

How can AI enhance access to care for patients, and how to make that experience seamless?

How can AI offer new workplace platforms and tools to increase efficiency?

Some of the top managers are worried about a change in the way of working, and if it will achieve the goals. Many are not confident that the company's risk management processes are adequate for a company-wide integration of generative AI. There are also questions from staff about whether enough specific guidelines and policies have been put in place for responsible use of AI.

Refer to the scenario

You have been assigned to the architecture development and asked how to address the concerns and manage risk for the project.

How do you begin?

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

- A. You recommend that an analysis of the stakeholders is carried out. This will allow the architects to define groups of 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 mitigate risk, you include a requirement that there be progressive development of the target architecture to ensure there is regular feedback.
- B. You recommend creation of a simple solution concept diagram to show how the stakeholders will be impacted, and the benefits to the firm. You would also create a benefits diagram showing the various opportunities from adoption of AI-based solutions. A meeting should be held with the main stakeholders to review the diagrams. They can then decide the priorities and sequencing decisions for the architecture development. Risk will be evaluated when defining the Architecture Roadmap.
- C. You recommend that all the stakeholders be identified, and a Communications Plan created to address the most powerful and influential stakeholders. This plan should include a report that summarizes the key features of the architecture with respect to each division and reflects the stakeholders' requirements. You will check with each key stakeholder that their concerns are being addressed. Risk mitigation should be explicitly addressed as a component of the architecture being developed.
- D. You recommend that models be created for the Draft Business, Data, Application, and Technology Architectures. These can be used to minimize risk, and make sure that the system meets the local regulations for each division. Together with the problem description, and requirements, these should be included in the Architecture Vision document. A formal review should be held with the stakeholders to verify that their concerns are included in the Architecture Vision.

Answer: A

Explanation:

In this scenario you are right at the start of an ADM cycle: a Request for Architecture Work has been approved to investigate AI, and there are strong stakeholder concerns and risk questions. According to the TOGAF standard, the correct place to start is Phase A: Architecture Vision, with a strong focus on stakeholder management and capturing their concerns and required views.

Option A is the only answer that correctly reflects this:

Stakeholder analysis & Stakeholder Map (Phase A core task)

TOGAF explicitly states that in Phase A you must:

Identify stakeholders

Analyze and group them by common concerns

Use a Stakeholder Map to understand their influence, interest, and required engagement Determine which views/viewpoints are needed to address their concerns in the architecture description coe.qualiware.com+1 Option A says:

"analysis of the stakeholders ... define groups of 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." This is exactly how TOGAF describes stakeholder management and views in Phase A:

Stakeholder Map to classify and prioritize stakeholders

Concerns and required views captured and traced

These elements feeding into the Architecture Vision deliverable Visual Paradigm TOGAF+1 Concerns, views, and Architecture Vision TOGAF emphasizes that architecture views are constructed to address specific stakeholder concerns; you do not just build generic models. opengroup.org+1 Option A explicitly links concerns → views → Architecture Vision, which aligns with TOGAF guidance for early phases.

Capturing this in the Architecture Vision provides a high-level, shared understanding of what the AI initiative is trying to achieve and how stakeholder issues (e.g., responsible AI, risk processes, change in way of working) will be addressed.

Risk management and "architecting with agility"

In the scenario, the CIO has encouraged architecting with agility. TOGAF is compatible with incremental and iterative development of the target architecture, especially when there is high uncertainty and risk. conexiam.com Option A includes:

"a requirement that there be progressive development of the target architecture to ensure there is regular feedback." This

"progressive development" and frequent feedback loop is exactly how you mitigate risk in an AI-heavy, change-sensitive initiative:

Frequent stakeholder feedback

Early validation of assumptions

Ability to adjust scope, constraints, and principles as risk and understanding evolve This directly addresses management's worry about the change in the way of working and whether risk management and responsible AI policies are adequate: these become explicit stakeholder concerns and requirements that are iteratively refined.

Why the other options are weaker / not TOGAF-aligned as a starting point Option B Focuses mainly on a Communications Plan and powerful stakeholders.

While TOGAF does expect a stakeholder communications plan, it is derived from a proper stakeholder analysis and Stakeholder Map, not a substitute for it.

It also treats risk as a "component of the architecture" rather than something to be addressed early through stakeholder concerns, principles, and iteration.

Option C

Jumps straight to a solution concept diagram and benefits diagram and defers risk evaluation to when the Architecture Roadmap is defined (Phase E).

In TOGAF, risk and stakeholder concerns must be addressed already in Phase A and refined throughout, not postponed to roadmap development.

Option D

Proposes creating draft Business, Data, Application, and Technology models and putting them into the Architecture Vision.

This is too detailed for the starting point: Phase A is about high-level vision, not full draft core architecture models (those belong in Phases B, C, D).

It also doesn't emphasize Stakeholder Mapping and grouping by concerns, which is central to resolving the worries about way of working, risk, and responsible AI.

In summary, Option A is the best and TOGAF-consistent way to begin:

Start in Phase A: Architecture Vision

Perform stakeholder analysis and create a Stakeholder Map

Define stakeholder concerns and relevant views

Record them in the Architecture Vision

Add an explicit requirement for progressive (iterative) development of the target architecture for continuous feedback and risk mitigation

NEW QUESTION # 26

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

Answer: D

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 # 27

Please read this scenario prior to answering the question

You have been appointed as senior architect working for an autonomous driving technology development company. The mission of the company is to build an industry leading unified technology and software platform to support connected cars and autonomous driving.

The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework. Architecture development within the company follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM.

An architecture to support strategy has been completed defining a long-range Target Architecture with a roadmap spanning five

years. This has identified the need for a portfolio of projects over the next two years. The portfolio includes development of travel assistance systems using swarm data from vehicles on the road.

The current phase of architecture development is focused on the Business Architecture which needs to support the core travel assistance services that the company plans to provide. The core services will manage and process the swarm data generated by vehicles, paving the way for autonomous driving in the future.

The presentation and access to different variations of data that the company plans to offer through its platform poses an architecture challenge. The application portfolio needs to interact securely with various third-party cloud services, and V2X (Vehicle-to-Everything) service providers in many countries to be able to manage the data at scale. The security of V2X is a key concern for the stakeholders. Regulators have stated that the user's privacy be always protected, for example, so that the drivers' journey cannot be tracked or reconstructed by compiling data sent or received by the car.

Refer to the scenario

You have been asked to describe the risk and security considerations you would include in the current phase of the architecture development?

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

- A. You will focus on data quality as it is a key factor in risk management. You will identify the datasets that need to be safeguarded. For each dataset, you will assign ownership and responsibility for the quality of data needs. A security classification will be defined and applied to each dataset. The dataset owner will then be able to authorize processes that are trusted for a certain activity on the dataset under certain circumstances.
- B. You will focus on the relationship with the third parties required for the travel assistance systems and define a trust framework. This will describe the relationship with each party. Digital certificates are a key part of the framework and will be used to create trust between parties. You will monitor legal and regulatory changes across all the countries to keep the trust framework in compliance.
- C. You will create a security domain model so that assets with the same level can be managed under one security policy. Since data is being shared across partners, you will establish a security federation to include them. This would include contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implications. You would undertake a risk assessment determining risks relevant to specific data assets.
- D. You will perform a qualitative risk assessment for the data assets exchanged with partners. This will deliver a set of priorities, high to medium to low, based on identified threats, the likelihood of occurrence, and the impact if it did occur. Using the priorities, you would then develop a Business Risk Model which will detail the risk strategy including classifications to determine what mitigation is enough.

Answer: C

Explanation:

A security domain model is a technique that can be used to define the security requirements and policies for the architecture. A security domain is a grouping of assets that share a common level of security and trust. A security policy is a set of rules and procedures that govern the access and protection of the assets within a security domain. A security domain model can help to identify the security domains, the assets within each domain, the security policies for each domain, and the relationships and dependencies between the domains¹ Since the data is being shared across partners, a security federation is needed to establish a trust relationship and a common security framework among the different parties. A security federation is a collection of security domains that have agreed to interoperate under a set of shared security policies and standards. A security federation can enable secure data exchange and collaboration across organizational boundaries, while preserving the autonomy and privacy of each party. A security federation requires contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implications² A risk assessment is a process that identifies, analyzes, and evaluates the risks that may affect the architecture. A risk assessment can help to determine the likelihood and impact of the threats and vulnerabilities that may compromise the security and privacy of the data assets. A risk assessment can also help to prioritize and mitigate the risks, and to monitor and review the risk situation³ Therefore, the best answer is D, because it describes the risk and security considerations that would be included in the current phase of the architecture development, which is focused on the Business Architecture. The answer covers the security domain model, the security federation, and the risk assessment techniques that are relevant to the scenario.

NEW QUESTION # 28

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect to an international supplier of engineering services and automated manufacturing systems. It has three manufacturing plants where it assembles both standard and customized products for industrial production automation. Each of these plants has been operating its own planning and production scheduling systems, as well as applications and control systems that drive the automated production line.

The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are based on the TOGAF Standard. The CIO sponsors the Enterprise Architecture. During a recent management meeting, a senior Vice-President highlighted an interview where a competitor company's CIO is

reported as saying that their production efficiency had been improved by replacing multiple planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in a central data center. Some discussion followed, with the CIO responding that the situations are not comparable, and the current architecture is already optimized.

In response, the Architecture Board approved a Request for Architecture Work covering the investigations to determine if such an architecture transformation would lead to improvements in efficiency. You have been assigned to support the architecture team working on this project.

A well-known concern of the plant managers is about the security and reliability of driving their planning and production scheduling from a remote centralized system. Any chosen system would also need to support the current supply chain network consisting of local partners at each of the plants.

Refer to the scenario

You have been asked to explain how you will initiate the architecture project.

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

- A. You would research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list. Based on the findings from the research, you would define a preliminary Architecture Vision including summary views, high-level requirements, and high-level definitions of the baseline and target environments from a business, information systems, and technology perspective. You would then use that to build consensus among the key stakeholders.
- B. You would develop baseline and target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholders. A business case, together with performance metrics and measures should be defined to ensure the architecture meets the business needs. A consolidated gap analysis between the architectures will then validate the approach and determine the capability increments needed to achieve the target state.
- C. You would conduct a pilot project that will enable vendors to demonstrate potential off-the-shelf solutions that address the concerns of the stakeholders. Running a pilot project will save time and money later in the process. Based on the findings of that pilot project, a complete set of requirements can then be developed that will drive the evolution of the architecture. Once the requirements are completed, a formal stakeholder review should be held, and permission sought to proceed to develop the target architecture.
- D. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique. This will allow you to understand the systems and integrations with local partners. You would use stakeholder analysis to identify key players in the engagement, and to understand their concerns. You will then identify and document the key high-level stakeholder requirements for the architecture. You will then generate high level definitions of the baseline and target architectures.

Answer: D

Explanation:

The best answer is C. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique. This will allow you to understand the systems and integrations with local partners. You would use stakeholder analysis to identify key players in the engagement, and to understand their concerns. You will then identify and document the key high-level stakeholder requirements for the architecture. You will then generate high level definitions of the baseline and target architectures. This answer is based on the TOGAF standard, which recommends the following steps to initiate the architecture project1:

Establish the architecture project

Identify stakeholders, concerns, and business requirements

Confirm and elaborate business goals, business drivers, and constraints Evaluate business capabilities Assess readiness for business transformation Define scope Confirm and elaborate Architecture Principles, including business principles Develop Architecture Vision Define the Target Architecture value propositions and KPIs Identify the business transformation risks and mitigation activities Secure stakeholder and sponsor approval The answer C covers most of these steps, by using the business scenarios technique to elicit and validate the business requirements, goals, drivers, and constraints, as well as the current and future states of the architecture2. The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations3. The answer C also generates high level definitions of the baseline and target architectures, which can be used to develop the Architecture Vision and the value propositions4.

The other answers are not the best approach for architecture development, because:

Answer A focuses on researching vendor literature and conducting briefings with vendors, which is not the best way to understand the business needs and the current situation of the enterprise. Answer A also defines a preliminary Architecture Vision without involving the stakeholders or validating the requirements, which may lead to misalignment and lack of consensus.

Answer B conducts a pilot project that will enable vendors to demonstrate potential solutions, which is premature and costly at this stage of the architecture project. Answer B also does not address the stakeholder concerns or the current systems and integrations, which may result in gaps and risks. Answer B also develops the requirements after the pilot project, which may not reflect the actual business needs and goals.

Answer D develops baseline and target architectures for each of the manufacturing plants, which may not consider the enterprise-wide perspective and the potential benefits of a common ERP system. Answer D also does not involve the stakeholders or address

their concerns, which may result in resistance and conflict. Answer D also does not define the business case or the performance metrics, which are essential for demonstrating the value and feasibility of the architecture.

References: 1: The TOGAF Standard, Version 9.2 - Architecture Vision 2: The TOGAF Standard, Version 9.2 - Business Scenarios 3: [The TOGAF Standard, Version 9.2 - Stakeholder Management] 4: [The TOGAF Standard, Version 9.2 - Architecture Definition Document]

NEW QUESTION # 29

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