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The Open Group TOGAF Business Architecture Foundation Exam Sample Questions (Q19-Q24):

NEW QUESTION # 19

Complete the sentence. The TOGAF standard covers the development of four architecture domains. Business, Data, Technology and _____.

- A. Segment
- B. Transition
- C. Capability
- **D. Application**

Answer: D

Explanation:

The TOGAF standard covers the development of four architecture domains: Business, Data, Technology, and Application. The Application Architecture domain defines the applications required to process the data and support the business functions.

The TOGAF standard describes the development of four architecture domains, which are considered its pillars. These are Business, Data, Technology, and Application. The Application Architecture domain provides a blueprint for the individual application systems to be deployed, their interactions, and their relationships to the core business processes of the organization.

NEW QUESTION # 20

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

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

Answer: A

Explanation:

In the TOGAF standard, business models play a critical role in shaping the foundational elements of enterprise architecture. They are used to guide the development and understanding of architecture and business principles, which act as the cornerstones for effective enterprise architecture planning. Let's break down why option B is the correct choice and how it aligns with TOGAF standards.

Role of Business Models in TOGAF

Business models provide a structured representation of how an organization creates, delivers, and captures value. In the TOGAF framework, business models offer insights into the organization's strategic priorities, customer segments, value propositions, and operational infrastructure. These elements are crucial for forming a coherent set of architecture and business principles, which are then used to design an architecture that aligns with the organization's goals and vision.

Importance of Architecture and Business Principles

Architecture and business principles, as defined in the TOGAF standard, are essential for ensuring that enterprise architecture aligns with the business's strategy. These principles provide a basis for decision-making throughout the architecture development lifecycle (ADM) and are directly influenced by the organization's business model. They establish guidelines for creating architecture that supports business objectives, responds to stakeholder needs, and aligns with strategic goals.

Alignment with TOGAF ADM Phases

Business models help in the Preliminary Phase and the Architecture Vision phase of the ADM:

Preliminary Phase: Business models are used to understand the organization's current strategic objectives and operational priorities. This understanding helps to establish architecture and business principles.

Architecture Vision Phase: Business models offer insights that shape the architecture vision by highlighting the enterprise's value proposition, customer needs, and key operational capabilities. The architecture vision then defines principles based on the business model's elements.

TOGAF Documentation Reference

According to the TOGAF standard, business models are instrumental in providing context for developing the architecture. TOGAF explicitly states that business models inform the formulation of principles by laying out the organization's goals, values, and operational approach, which are directly related to architecture principles.

Why Other Options are Incorrect:

Option A (To tailor the enterprise architecture for the business):

While business models provide valuable insights, tailoring the enterprise architecture for the business is a broader activity involving various inputs, including business strategies, goals, and stakeholder needs. Business models specifically guide the formulation of principles rather than tailoring the entire architecture.

Option C (To document the factors impacting the business migration plan):

Business models are not used to document migration factors. Migration planning is usually influenced by the transition architecture

and roadmaps developed during the Phases E (Opportunities and Solutions) and F (Migration Planning), rather than by business models.

Option D (To identify, classify, and mitigate risks to the business):

Risk management in TOGAF involves specific risk assessment methods and is addressed within the Architecture Governance Framework. Business models help in understanding business structure and value delivery but are not used explicitly to classify or mitigate risks.

Conclusion:

Option B accurately reflects the role of business models in TOGAF as they provide the necessary insight to establish architecture and business principles. These principles guide architecture design and ensure alignment with business strategies.

Reference:

TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Business Scenarios Section TOGAF Standard, Version 9.2, Chapter 6, Architecture Principles TOGAF Standard, Version 9.2, Architecture Development Method

NEW QUESTION # 21

In business capability mapping, when you have documented all of the business capabilities, what should you do next?

- A. Identify the human and computer actors associated with each business capability.
- B. Map the business capabilities to stakeholder concerns.
- C. Organize the business capabilities in a logical manner.
- D. Draw up a business value assessment for each of the business capabilities.

Answer: C

Explanation:

In business capability mapping, once all business capabilities have been documented, the next step is to organize these capabilities logically. This organization helps in understanding how different capabilities interact and align with the business strategy. Here's a detailed explanation based on TOGAF principles:

Business Capability Mapping:

Business capability mapping involves identifying and documenting the capabilities required to execute the business strategy.

Capabilities are the building blocks of the business, representing what the business does.

Logical Organization:

Grouping and Categorization: Capabilities should be grouped and categorized logically to reflect their relationships and dependencies. This can be done by aligning capabilities with business functions, processes, or strategic objectives.

Hierarchical Structure: Organizing capabilities into a hierarchical structure helps in visualizing how high-level capabilities decompose into more specific, detailed capabilities. This hierarchical view aids in understanding the complexity and scope of capabilities.

Alignment with Strategy: Logical organization ensures that capabilities are aligned with the business strategy and objectives. It helps in identifying which capabilities are critical for achieving strategic goals and which ones need development or improvement.

TOGAF ADM Reference:

Phase B: Business Architecture: This phase involves developing the business architecture, including capability mapping. Organizing capabilities logically is a key step in this process, as it helps in creating a coherent and comprehensive business architecture.

Capability Models: TOGAF recommends using capability models to represent the organization's capabilities. These models should be logically organized to facilitate analysis and planning.

Practical Steps:

Analyze Relationships: Examine the relationships between capabilities to identify dependencies and interactions. This analysis helps in grouping related capabilities together.

Create a Capability Map: Develop a visual representation of the capabilities, organized logically. This map serves as a reference for understanding the business architecture and planning initiatives.

In summary, after documenting all business capabilities, organizing them in a logical manner is essential for creating a coherent and effective business architecture. This logical organization facilitates better analysis, planning, and alignment with business strategy.

NEW QUESTION # 22

Consider the following example value stream:

Which of the following statements is most correct?

- A. The value stream is mapped to five subsidiary value streams.
- B. The value stream is decomposed into five value stream stages
- C. The value stream is decomposed into five sequential events.
- D. The value stream consists of five sequential subprocesses.

Answer: B

Explanation:

According to the TOGAF Series Guide to Value Streams (Version 1), a value stream stage is defined as "a distinct part of a value stream that represents a group of activities contributing to an overall result" 5. A value stream stage can be expressed as a noun phrase that indicates what outcome or state is achieved by completing the stage5. For example, some possible value stream stages are "Product Ordered", "Payment Processed", or

"Customer Satisfied". The example value stream shows how an online retailer creates and delivers value for its customers by performing five value stream stages: "Acquire Retail Product", "Advertise Channels",

"Display Products", "Enable Selection", "Process Payment", and "Deliver Product(s)" 5. Therefore, the value stream is decomposed into five value stream stages.

<https://pubs.opengroup.org/togaf-standard/business-architecture/value-streams.html> Table 1: Acquire Retail Product Value Stream Stages

NEW QUESTION # 23

What information does the Architecture Requirements Repository within the Architecture Repository hold?

- A. A log of the governance activity related to architecture requirements
- B. The parameters and structures to support governance of architecture requirements
- **C. The architecture requirements which have been agreed with the Architecture Board**
- D. A set of guidelines, templates, and patterns to support the development of architecture requirements

Answer: C

Explanation:

The Architecture Requirements Repository within the TOGAF Architecture Repository holds the architecture requirements that have been agreed with the Architecture Board. Here's a detailed explanation:

* Architecture Requirements Repository:

* This repository is a part of the larger Architecture Repository in TOGAF, which is used to store and manage all the artifacts related to the architecture.

* Content of the Repository:

* Agreed Requirements: It includes the architecture requirements that have been formally reviewed and agreed upon by the Architecture Board. These requirements are essential for guiding the development and implementation of the architecture.

* Governance and Compliance: The repository ensures that these requirements are accessible and can be used to enforce governance and compliance throughout the architecture development process.

* TOGAF ADM Phases:

* Phase A: Architecture Vision: Initial requirements are identified and refined.

* Phase B, C, D: Requirements are further detailed and agreed upon.

* Architecture Governance: Throughout these phases, the agreed requirements are stored in the repository to ensure they guide the architecture work and are adhered to.

* Purpose and Benefits:

* Centralized Repository: Having a centralized repository for agreed requirements ensures that all stakeholders have access to the current and approved requirements, facilitating better coordination and compliance.

* Traceability: It provides traceability of requirements throughout the architecture development lifecycle, ensuring that all decisions and designs are aligned with agreed requirements.

In summary, the Architecture Requirements Repository holds the architecture requirements that have been agreed with the Architecture Board, providing a centralized and authoritative source for guiding architecture development and ensuring compliance.

NEW QUESTION # 24

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