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The Open Group TOGAF Enterprise Architecture Bridge Exam (English) Sample Questions (Q32-Q37):

NEW QUESTION # 32

Please read this scenario prior to answering the question

You are working as Chief Enterprise Architect at a large Internet company. The company has many divisions, ranging from cloud to logistics. The company has grown rapidly, expanding from initially selling physical books and media to a range of services including an online marketplace, live-streaming, eBooks, and cloud services.

Overall management of the numerous divisions has become challenging. Recent high-profile projects have overrun on budget and under delivered, damaging the company's reputation, and adversely impacting its share price. There is a widely held view within the executive management that the organization structure has played a major role in these project failures.

The company has an established Enterprise Architecture program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). The CEO has decided that the company needs to reorganize its divisions around artificial intelligence and machine learning with a focus on automation. The CEO has worked with the Enterprise Architects to create a strategic architecture for the reorganization, including an Architecture Vision, together with definitions for the four domain architectures.

This sets out an ambitious vision of the future of the company over a three-year period. This includes a set of work packages and includes three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from key stakeholders across the company that the proposed reorganization may be too ambitious and there is doubt whether it can produce sufficient value to warrant the risks.

Refer to the scenario

You have been asked to recommend an approach to satisfy these concerns. Based on the TOGAF Standard, which of the following is the best answer?

- A. Before preparing the detailed Implementation and Migration plan, the Enterprise Architects should review and consolidate the gap analysis results from Phases B to This will identify the transformations required to achieve the proposed Target Architecture. The Enterprise Architects should then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identified. The Transition Architecture should then be planned to use a state evolution table.
- B. Establishing interoperability in alignment with the corporate operating model will ensure risks are minimized. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architecture. This should include the development of a matrix showing the interoperability requirements. These can then be included within the transformation strategy embedded in the target transition architectures. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.
- C. The Enterprise Architects should evaluate the organization's readiness to undergo change. This will allow the risks associated with the transformations to be identified, classified, and mitigated for. This should include identifying dependencies between the set of changes, including gaps and work packages. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated for each transformation should be determined.
- D. The Enterprise Architects should bring together information about potential approaches and produce several alternative target transition architectures. They should then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.

Answer: C

Explanation:

The Business Transformation Readiness Assessment is a technique that can be used to evaluate the readiness of the organization to undergo change and to identify the actions needed to increase the likelihood of a successful business transformation. This technique can help to address the concerns of the key stakeholders about the risks and value of the proposed reorganization. The technique

involves assessing the following aspects of the organization: vision, commitment, capacity, capability, culture, and communication. Based on the assessment, the risks associated with the transformations can be identified, classified, and mitigated for. The technique also helps to identify the dependencies between the set of changes, including gaps and work packages, and the improvement actions to be worked into the Implementation and Migration Plan. The technique also supports the determination of the business value, effort, and risk associated for each transformation, which can be used to prioritize and sequence the work packages and the Transition Architectures¹ References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment

NEW QUESTION # 33

Which of the following is included as part of Architecture Governance¹?

- A. Ensuring compliance with internal and external standards and regulatory obligations
- B. Interacting with the CxO level on Enterprise Architecture
- C. Creating and maintaining the Statement of Architecture Work through out the ADM cycle
- D. Managing Stakeholders and their requirements

Answer: A

Explanation:

Ensuring compliance with internal and external standards and regulatory obligations is one of the activities included as part of Architecture Governance. Architecture Governance is the practice and orientation by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level. It involves establishing processes, roles, responsibilities, policies, and standards to ensure that architectures are aligned with the enterprise's strategy and objectives, and meet the quality and performance requirements.

Reference: The TOGAF Standard | The Open Group Website, Section 3.3.6 Architecture Governance.

NEW QUESTION # 34

What is used to structure architectural information in an orderly way so that it can be processed to meet stakeholder needs?

- A. An Architecture Framework
- B. Content Metamodel
- C. An EA Library
- D. A Stakeholder Map

Answer: B

Explanation:

A content metamodel is a formal structure that defines the types of entities and relationships that are used to capture, store, filter, query, and represent architectural information in a way that supports consistency, completeness, and traceability^{1,2}.

A stakeholder map is a tool that identifies and analyzes the key stakeholders and their interests, influence, and expectations in relation to the architecture³. It is not used to structure architectural information, but rather to understand the stakeholder needs and concerns.

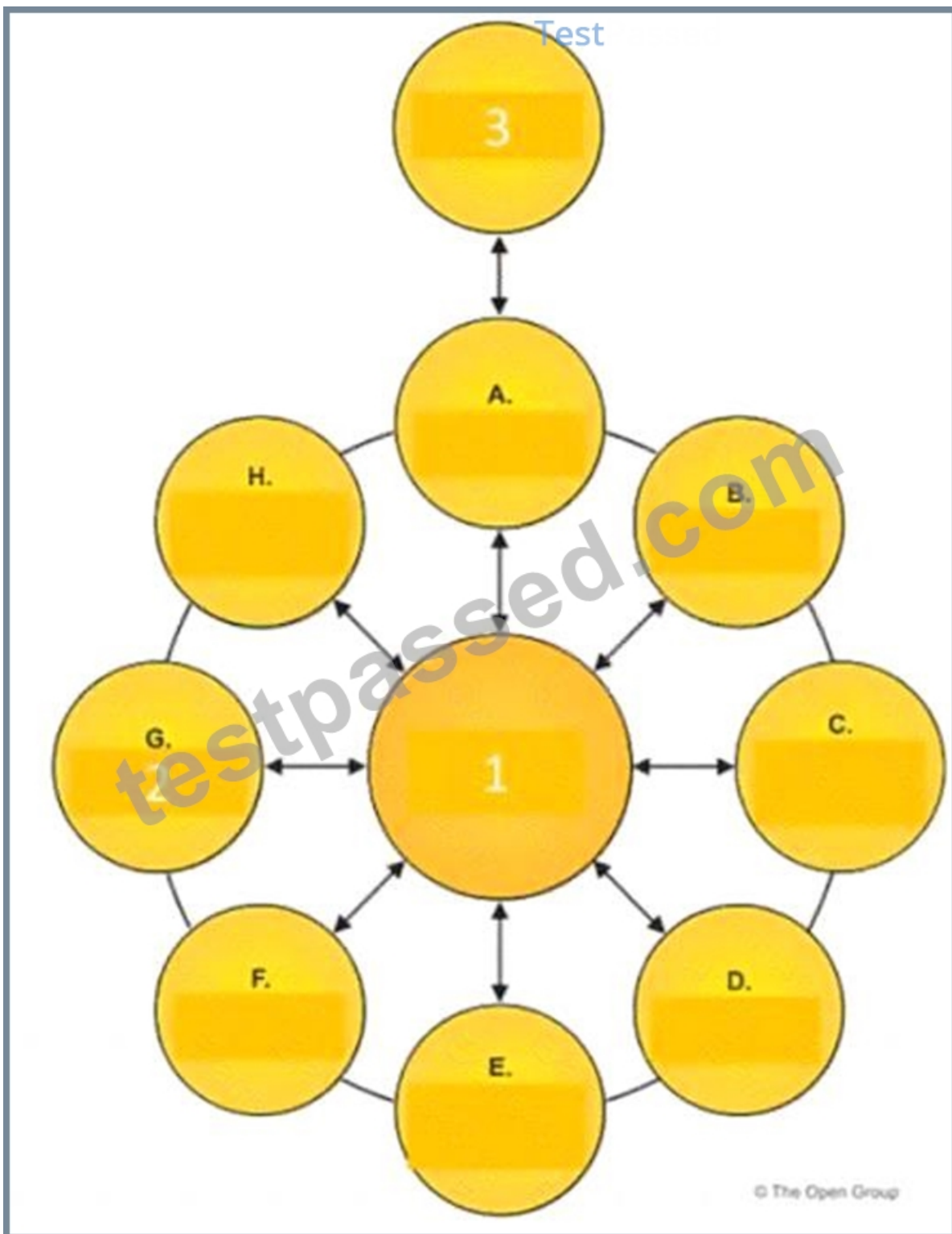
An architecture framework is a set of principles, guidelines, standards, and tools that provide a common structure and methodology for developing architectures⁴. It is not used to structure architectural information, but rather to guide the architecture development process and ensure alignment with the business strategy and objectives.

An EA library is a repository that stores and manages the architecture artifacts, deliverables, and other relevant information produced and consumed during the architecture development and governance. It is not used to structure architectural information, but rather to provide access, security, and version control for the architecture content.

References: 1: The TOGAF Standard, Version 9.2 - Content Metamodel 2: TOGAF 9.2 Content Metamodel Framework - A Quick Guide - KnowledgeHut 3: The TOGAF Standard, Version 9.2 - Stakeholder Management 4: The TOGAF Standard, Version 9.2 - Architecture Framework : The TOGAF Standard, Version 9.2 - Architecture Repository

NEW QUESTION # 35

Exhibit



Consider the illustration showing an architecture development cycle. Which description matches the phase of the ADM labeled as item 1?

- A. Operates the process of managing architecture requirements
- B. Establishes procedures for managing change to the new architecture
- C. Provides architectural oversight for the implementation
- D. Conducts implementation planning for the architecture defined in previous phases

Answer: A

Explanation:

The illustration shows an architecture development cycle based on the TOGAF ADM (Architecture Development Method), which is a method for developing and managing an enterprise architecture.

The ADM consists of nine phases, each with a specific purpose and output. The phases are1:

Preliminary Phase: To prepare and initiate the architecture development cycle, including defining the architecture framework, principles, and governance.

Phase A: Architecture Vision: To define the scope, vision, and stakeholders of the architecture initiative, and to obtain approval to proceed.

Phase B: Business Architecture: To describe the baseline and target business architecture, and to identify the gaps between them.

Phase C: Information Systems Architectures: To describe the baseline and target data and application architectures, and to identify the gaps between them.

Phase D: Technology Architecture: To describe the baseline and target technology architecture, and to identify the gaps between them.

Phase E: Opportunities and Solutions: To identify and evaluate the opportunities and solutions for implementing the target architecture, and to define the work packages and transition architectures.

Phase F: Migration Planning: To finalize the implementation and migration plan, and to ensure alignment with the enterprise portfolio and project management.

Phase G: Implementation Governance: To provide architecture oversight and guidance for the implementation projects, and to manage any architecture change requests.

Phase H: Architecture Change Management: To monitor the changes in the business and technology environment, and to assess the impact and performance of the architecture.

In addition to these phases, there is a central process called Requirements Management, which is labeled as item 1 in the illustration.

This process operates throughout the ADM cycle, and its purpose is to manage the architecture requirements throughout the architecture development, ensuring that they are aligned with the business requirements and the stakeholder concerns2.

Therefore, the description that matches the phase of the ADM labeled as item 1 is C. Operates the process of managing architecture requirements.

References:

1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)

2: The TOGAF Standard, Version 9.2, Chapter 17: Requirements Management

NEW QUESTION # 36

Consider the following ADM phases objectives.

	Objective	Test
1	Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan	
2	Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders	
3	Define the overall Solution Building Blocks (SBBs) to finalize the Target Architecture based on the ABBs	
4	Ensure conformance with the Target Architecture by implementation projects	

Which phase does each objective match?

- A. 1F-2G-3F-4F
- B. 1E-2F-3E-4G
- C. 1F-2F-3E-4G
- D. 1G-2E-3F-4E

Answer: B

Explanation:

1E: To identify delivery vehicles (projects programs portfolios) that will deliver the Target Architecture 2F:

To confirm readiness and ability to undergo change 3E: To determine whether an incremental approach is required and if so identify Transition Architectures that will deliver continuous business value 4G: To perform appropriate governance functions while the solution is being implemented Reference: The TOGAF Standard | The Open Group Website, Section 3.2 ADM Phases.

NEW QUESTION # 37

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