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The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q30-Q35):

NEW QUESTION # 30

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a multinational energy company. The company is committed to becoming a net-zero emissions energy business by 2050. To achieve this, the company is focusing on shifting to renewable energy production and adopting eco-friendly practices.

The EA team, which reports to the Chief Technical Officer (CTO), has been tasked with overseeing the transformation to make the

company more effective through acquisitions. The company plans to fully integrate these acquisitions, including merging operations and systems.

To address the integration challenges, the EA team leader wants to know how to manage risks and ensure that the company succeeds with the proposed changes. Based on the TOGAF Standard, which of the following is the best answer?

- A. The EA team should evaluate the company's readiness for change by identifying factors that will impact the transformation. These factors will be used to determine initial risks associated with the initiative.
- B. The EA team should develop Business Architecture views that demonstrate how stakeholder concerns are addressed and assess each factor for readiness, urgency, and degree of difficulty.
- C. The EA team should document the risks associated with the transformation in an Implementation Factor Catalog to inform decisions during implementation and deployment.
- **D. The EA team should create a Business Scenario to fully describe the business problem that is being addressed by the transformation. Once requirements are identified, they should be evaluated in terms of risks. Any residual risks should be escalated to the Architecture Board.**

Answer: D

NEW QUESTION # 31

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a multinational energy company. The company is committed to becoming a net-zero emissions energy business by 2050. To achieve this, the company is focusing on shifting to renewable energy production and adopting eco-friendly practices.

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- C. The EA team should document the risks associated with the transformation in an Implementation Factor Catalog to inform decisions during implementation and deployment.
- **D. The EA team should create a Business Scenario to fully describe the business problem that is being addressed by the transformation. Once requirements are identified, they should be evaluated in terms of risks. Any residual risks should be escalated to the Architecture Board.**

Answer: D

Explanation:

In TOGAF, creating a Business Scenario is a foundational step in defining and understanding the business problem, especially for complex transformations involving multiple stakeholders and systems, such as in this scenario. This method aligns with Phase A (Architecture Vision) of the TOGAF Architecture Development Method (ADM). Here's why this approach is the most effective:

Understanding Business Requirements:

A Business Scenario provides a structured way to capture and analyze the business requirements, stakeholder concerns, and the contextual elements related to the problem. In this scenario, the company faces challenges in integrating newly acquired companies with existing operations, which includes complex stakeholder concerns across different functional areas. Developing a Business Scenario allows the EA team to break down these complexities into identifiable and manageable parts.

Risk Evaluation and Management:

By using the Business Scenario approach, the EA team can not only define the requirements but also assess associated risks systematically. TOGAF emphasizes the importance of risk management through identifying potential risks, evaluating their impact, and defining strategies for handling these risks. The process includes assessing how risks can be avoided, transferred, or reduced—a necessary step in large-scale transformations to ensure that risks are proactively managed.

Residual Risks and Governance:

Any risks that cannot be fully resolved should be identified as residual risks and escalated to the Architecture Board, which is aligned with TOGAF's governance approach. The Architecture Board's role in TOGAF is to provide oversight and make critical decisions on risks that exceed the control of the EA team. This ensures that unresolved risks are managed at the appropriate level of the organization.

Alignment with TOGAF ADM Phases:

The Business Scenario approach directly aligns with the Preliminary and Architecture Vision phases of the TOGAF ADM, which

focuses on establishing a baseline understanding of the business context and the strategic transformation required. The detailed understanding of requirements, stakeholder concerns, and risks identified here will guide the subsequent phases of the ADM, including Business Architecture and Information Systems Architecture.

TOGAF Reference (Section 2.6, ADM Techniques):

TOGAF provides guidelines on the creation of Business Scenarios as part of ADM Techniques, highlighting the importance of defining a business problem comprehensively to ensure successful transformation. This method includes identification of stakeholders, business requirements, and associated risks, which aligns well with the company's need for strategic and systematic integration of new business units.

By utilizing a Business Scenario, the EA team ensures that all aspects of the transformation are well understood, risks are identified early, and residual risks are managed effectively, aligning with the company's strategic objectives and the TOGAF framework's guidance on risk management and stakeholder alignment.

NEW QUESTION # 32

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 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.
- B. 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.
- C. 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.
- D. 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.

Answer: D

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 # 33

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 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.
- C. 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.
- 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: B

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 # 34

Please read this scenario prior to answering the question

You are working as the Chief Enterprise Architect within a law firm specializing in personal injury cases. Many of the firm's competitors have improved their litigation strategies, and efficiency by streamlining their processes using Artificial Intelligence (AI).

The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining a new AI-driven litigation and finance process for the firm. This process would instruct the lawyers and analysts as to what tasks and portfolio they should work on. The key objectives are to increase task profitability, maximize staff utilization, and increase individual profitability. The CIO has emphasized that the architecture should enable the fast implementation of continuous Machine Learning. The solution will need to be constantly measured for delivered value and be quickly iterated to success.

Some of the partners have expressed concerns about letting the AI make the decisions, others about the risks associated with use of it for the type of service they deliver. The CIO wants to know if these concerns can be addressed, and how risks will be covered by a new architecture enabling AI and Machine Learning.

Refer to the scenario

You have been asked to respond to the CIO recommending an approach that would enable the development of an architecture that addresses the concerns of the CIO and the concerns of the partners.

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

- A. You recommend creation of a set of business models that can be applied uniformly across all architecture projects. The stakeholders will be trained to understand the business models to ensure they can see that their concerns are being addressed. Risk will be addressed once the Security Architecture is developed, which will happen later to avoid slowing down the agility required by the CIO.
- B. You recommend that all possible models be created for each candidate architecture that will enable the AI and Machine Learning solution. This ensures that all the necessary data and detail is addressed. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models. Agility will be considered during Phase G Implementation Governance.
- C. You recommend that a Communications Plan be created to address the key stakeholders, the most powerful and influential partners. This plan should include a report that summarizes the key features of the architecture reflecting their requirements. You will check with each key stakeholder that their concerns are being addressed. Risk mitigation and agility will be explicitly addressed as a component of the architecture being developed.
- **D. You recommend that an analysis of the stakeholders is undertaken resulting in documenting the stakeholders and their concerns in a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document. The requirements will include risk mitigation through regular assessments. This will also allow a supervised agile implementation of the continuous Machine Learning.**

Answer: D

NEW QUESTION # 35

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