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The Open Group TOGAF Enterprise Architecture Part 2 Exam Sample Questions (Q16-Q21):

NEW QUESTION # 16
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 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.
- 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 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.

Answer: B

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.

NEW QUESTION # 17
Scenario:
You are working as an Enterprise Architect at a large company. The company runs a chain of home improvement stores, as well as a website for selling products. The website lets many brands work with the company.
The stores open seven days a week and use a standard method to track sales and inventory. This involves sending accurate and timely sales data to a central inventory management system that can predict demand, adjust stock levels, and automate reordering. The website is supported by regional fulfillment centers and also uses the central inventory management system. The central inventory management system is housed at the company's central data center.
The company has agreed to merge with a major competitor. The leadership teams of both organizations have said they are committed to a smooth transition for customers. All stores will keep their own brand names. They will combine the systems of the organizations, which includes merging retail operations and systems. Duplicated systems will be replaced with one standard retail management system. Additionally, they will reduce the number of applications being used. The CIO expects that these changes will lead to substantial cost savings for the newly merged company.
An enterprise plan for both organizations has been created. The aim is to set priorities for the transition, especially in terms of information management and application development. It is crucial to make decisions that will create long-term value.
The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development

method. The EA program is sponsored by the Chief Information Officer (CIO).
The Request for Architecture Work to oversee the transition has been approved. The project has been scoped, and you have been assigned to work on it.
You have been asked to confirm the most relevant architecture principles for the transition.
Based on the TOGAF Standard, which of the following is the best answer?

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

Answer: A

Explanation:
The correct answer is C, as it aligns with the key TOGAF principles necessary for guiding enterprise architecture in a merger scenario where retail operations and systems are being consolidated.
Analysis of the Principles in Option C:
Common Use Applications
Since the two companies are merging, it is essential to standardize applications across the enterprise.
Using common applications ensures consistency, reduces costs, and improves efficiency.
TOGAF emphasizes this principle to prevent duplicate or redundant systems, which aligns with the CIO's goal of reducing the number of applications used.
Data is an Asset
In the scenario, a central inventory management system is a core business function.
Treating data as an asset ensures it is managed properly, shared efficiently, and used strategically across the merged organization.
This principle supports the company's ability to predict demand, adjust stock levels, and automate reordering.
Common Vocabulary and Data Definitions
The merger requires integrating different systems and data structures.
Having a common vocabulary ensures that all stakeholders (stores, fulfillment centers, and digital platforms) use consistent terminology and data definitions.
This minimizes confusion and ensures interoperability across business functions.
Maximize Benefit to the Enterprise
Every architectural decision should focus on the overall benefit to the business.
By consolidating IT systems and reducing redundancies, the company achieves cost savings, which directly supports this principle.
Business Continuity
The stores operate seven days a week, so system changes must ensure uninterrupted service.
Business continuity ensures that customers are not affected during the transition and that critical retail operations (sales, inventory tracking, and fulfillment) remain functional.
Why Other Options Are Incorrect?
Option A: Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity Control Technical Diversity is not the primary concern here. The focus is on system consolidation, not necessarily on limiting technology diversity.
Interoperability is important but not as critical as defining a common system and data structure.
Option B: Service Orientation, Compliance with the Law, Requirements-Based Change, Responsive Change Management, Data Security While service orientation and compliance are valuable, they are not the most relevant to this specific business transition.
Change management and data security are important but do not address the primary enterprise-wide architectural concerns of system consolidation.
Option D: Ease of Use, Common Use Applications, Data is an Asset, Technology Independence, Business Continuity Ease of Use is beneficial but is not a core architecture principle in this case.
Technology Independence is useful but does not align directly with the scenario's priority, which is consolidating applications and data structures.
Reference:
TOGAF Standard, ADM Techniques, Architecture Principles (Section 2.6)
TOGAF Standard, Part III: ADM Guidelines and Techniques
TOGAF Enterprise Architecture Principles - The Open Group

NEW QUESTION # 18
Please read this scenario prior to answering the question
You have been appointed as Chief Enterprise Architect (CEA). reporting to the Chief Technical Officer (CTO), of a company

established as a separate operating entity by a major automotive manufacturer. The mission of the company is to build a new industry leading unified technology and software platform for electric vehicles.
The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework, and architecture development 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 end-to-end Target Architecture has been completed with a roadmap for change over a five-year period. The new platform will be a cross-functional effort between hardware and software teams, with significant changes over the old platform. It is expected to be developed in several stages over three years. The EA team has inherited the architecture for the previous generation hardware and software automotive platform, some of which can be carried over to the new unified platform. The EA team has started to define the new platform, including defining which parts of the architecture to carry forward.
Enough of the Business Architecture has been defined, so that work can commence on the Information Systems and Technology Architectures. Those need to be defined to support the core business services that the company plans to provide. The core services will feature an innovative approach with 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 pose an architecture challenge. The application portfolio and supporting infrastructure need to interact with various existing cloud services and data- Refer to the scenario You have been asked what approach should be taken to determine and organize the work to deliver the requested architectures?
Based on the TOGAF standard which of the following is the best answer?

- A. You will research leading data businesses, developing high-level Target Data, Application and Technology Architectures. You would review the Architecture Vision in order to estimate the level of detail, time, and breadth of the ADM cycle phases that will be needed to develop the architecture. You will identify and cost major work packages, and then develop an Architecture Roadmap. You would then seek approval by the Architecture Board and initiate the project.
- B. You will revisit ADM Phase A. identifying the stakeholders and creating a new Architecture Vision. You will update the Stakeholder map produced for the strategic architecture so it reflects the stakeholders who are now the most relevant to the projects that are to be developed. You would then ask the CTO to make some decisions about the Architecture Roadmap, and update the Implementation and Migration Plan to reflect the decisions.
- C. You would look outside the enterprise to research data models and application portfolios of leading big data businesses. You would develop just enough applications, data, and technology architecture to identify options. For each project this should include identification of candidate architecture and solution building blocks. You will identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options. You will then document the draft Implementation and Migration plan.
- D. You would refer to the end-to-end Target Architecture for guidance and direction. The first objective should be to identify projects, dependencies and synergies, then prioritize before initiating the projects. You will develop high-level architecture descriptions. For each project you would estimate effort size, identify reference architectures, and candidate building blocks. You will identify the resource needs considering cost and value. You will document options, risks, and controls to enable viability analysis and trade-off with the stakeholders.

Answer: D

Explanation:
The Target Architecture is a description of the future state of the architecture that addresses the business goals and drivers, and satisfies the stakeholder requirements and concerns. The Target Architecture is developed through the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Target Architecture is typically divided into four domains: Business, Data, Application, and Technology. The Target Architecture also includes a roadmap for change, which defines the Transition Architectures, the Capability Increments, and the work packages that enable the transition from the Baseline Architecture to the Target Architecture12 The best answer is B, because it describes the approach that should be taken to determine and organize the work to deliver the requested architectures, which are the Information Systems and Technology Architectures. The answer covers the following steps:
Refer to the end-to-end Target Architecture for guidance and direction. The end-to-end Target Architecture provides the overall vision, scope, and objectives of the architecture work, and the alignment with the business strategy and goals. The end-to-end Target Architecture also provides the high-level definitions and principles for the four architecture domains, and the roadmap for change that outlines the major milestones and deliverables.
Identify projects, dependencies and synergies, then prioritize before initiating the projects. Projects are the units of work that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. Dependencies are the relationships and constraints that affect the order or priority of the projects, such as logical, temporal, or resource dependencies. Synergies are the benefits or advantages that result from the combination or coordination of the projects, such as cost savings, efficiency gains, or innovation opportunities. Prioritization is the process of ranking the projects according to their importance, urgency, or value, and assigning resources and schedules accordingly.
Develop high-level architecture descriptions. High-level architecture descriptions are the outputs of the architecture development phases (B, C, and D) of the ADM cycle, which describe the Business, Data, Application, and Technology Architectures in terms of

the Architecture Building Blocks (ABBs) and the Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. High-level architecture descriptions also include the Architecture Views, which are representations of the system of interest from the perspective of one or more stakeholders and their concerns.
For each project, estimate effort size, identify reference architectures, and candidate building blocks. Effort size is the measure of the amount of work, time, or resources required to complete a project. Effort size can be estimated using various techniques, such as analogy, expert judgment, parametric, or bottom-up. Reference architectures are standardized architectures that provide a common framework and vocabulary for a specific domain or industry. Reference architectures can be used as a source of best practices, patterns, and models for the architecture development. Candidate building blocks are the potential ABBs or SBBs that can be used to implement the architecture. Candidate building blocks can be identified from the Architecture Repository, which is a collection of architecture assets, such as models, patterns, principles, standards, and guidelines.
Identify the resource needs considering cost and value. Resource needs are the specifications and criteria that define the acceptable level and quality of the resources required to complete the project, such as human, financial, physical, or technological resources. Resource needs can be identified by analyzing the scope, complexity, and dependencies of the project, and the availability, capability, and suitability of the resources. Cost and value are the factors that influence the allocation and utilization of the resources, such as the budget, the return on investment, the benefits, or the risks.
Document options, risks, and controls to enable viability analysis and trade-off with the stakeholders. Options are the alternative ways of achieving the project objectives, such as different solutions, technologies, vendors, or approaches. Risks are the effects of uncertainty on the project objectives, such as threats or opportunities. Controls are the measures or actions that are taken to prevent, reduce, or mitigate the risks, such as policies, procedures, or standards. Viability analysis is the process of evaluating and comparing the options, risks, and controls, and determining the feasibility, suitability, and desirability of each option. Trade-off is the decision outcome that balances and reconciles the multiple, often conflicting, requirements and concerns of the stakeholders, and ensures alignment with the Architecture Vision and the Architecture Principles.
References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 5: Introduction to the ADM 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 19: Phase B: Business Architecture : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 20: Phase C: Information Systems Architectures : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Trade-Off Analysis : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 46: Tools for Architecture Development : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47: Architecture Board : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 48: Architecture Compliance : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 49: Architecture Contract : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 51: Architecture Maturity Models : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 52: Architecture Skills Framework

NEW QUESTION # 19
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 (Al) 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 Al in the company.
Areas for evaluation include:
How can staff use Al daily in their current roles?
How can Al enhance access to care for patients, and how to make that experience seamless?
How can Al 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 Al. There are also

questions from staff about whether enough specific guidelines and polices have been put in place for responsible use of Al.
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 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 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 Al-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.
- 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 # 20
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 {Al).
The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining a new Al-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 Al 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 Al 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 Al 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 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.
- D. 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.

Answer: C

Explanation:
A Stakeholder Map is a technique that can be used to identify and classify the stakeholders of the architecture work, and to document their key interests, requirements, and concerns. A stakeholder is any person, group, or organization that has a stake in the

outcome of the architecture work, such as the sponsor, the client, the users, the suppliers, the regulators, or the competitors. A Stakeholder Map can help to understand the needs and expectations of the stakeholders, and to communicate and engage with them effectively1 The steps for creating a Stakeholder Map are:
Identify the stakeholders of the architecture work, using various sources and methods, such as interviews, surveys, workshops, or existing documents.
Classify the stakeholders according to their roles, responsibilities, and relationships, using various criteria and dimensions, such as power, influence, interest, attitude, or impact.
Define the concerns and relevant views for each stakeholder group, using various techniques, such as business scenarios, use cases, or value propositions. A concern is a key interest or issue that is relevant to the stakeholder, such as a goal, a problem, a need, or a risk. A view is a representation of the system of interest from the perspective of one or more stakeholders and their concerns.
Record the stakeholders and their concerns in a Stakeholder Map, which shows the mapping between the stakeholder groups, the concerns, and the views. The Stakeholder Map also shows the dependencies, assumptions, and issues related to each stakeholder and concern.
Therefore, the best answer is B, because it recommends the approach that would enable the development of an architecture that addresses the concerns of the CIO and the partners, using the Stakeholder Map technique. The answer covers the following aspects:
An analysis of the stakeholders is undertaken, which involves identifying, classifying, and defining the stakeholders and their concerns.
The stakeholders and their concerns are documented in a Stakeholder Map, which provides a clear and comprehensive picture of the stakeholder landscape and their interests.
The concerns and relevant views are recorded in the Architecture Vision document, which is the output of Phase A: Architecture Vision of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work. The Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process2 The requirements include risk mitigation through regular assessments, which involves identifying, analyzing, and evaluating the risks that may affect the architecture, and determining the appropriate measures or actions to prevent, reduce, or mitigate the risks. Risk mitigation can also involve monitoring and reviewing the risk situation, and communicating and reporting the risk status and actions3 This approach also allows a supervised agile implementation of the continuous Machine Learning, which involves applying agile principles and practices to the architecture development and implementation, such as iterative and incremental delivery, frequent feedback, collaboration, and adaptation. A supervised agile implementation can help to ensure the quality, value, and alignment of the architecture, and to respond to the changing needs and expectations of the stakeholders.

NEW QUESTION # 21
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