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1 / 5

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The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q106-Q111):

NEW QUESTION # 106

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 Vision2:The TOGAF Standard, Version 9.2 - Business

Scenarios3: [The TOGAF Standard, Version 9.2 - Stakeholder Management]4: [The TOGAF Standard, Version 9.2 - Architecture Definition Document]

NEW QUESTION # 107

Which of the following describes the practice by which the enterprise architecture is managed and controlled at an enterprise-wide level?

- A. Technology governance
- **B. Architecture governance**
- C. IT governance
- D. Corporate governance

Answer: B

Explanation:

According to the TOGAF Standard, 10th Edition, architecture governance is "the practice by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level" 1. Architecture governance ensures that the architecture development and implementation are aligned with the strategic objectives, principles, standards, and requirements of the enterprise, and that they deliver the expected value and outcomes. Architecture governance also involves establishing and maintaining the architecture framework, repository, board, contracts, and compliance reviews 1. The other options are not correct, as they are not the term used by the TOGAF Standard to describe the practice by which the enterprise architecture is managed and controlled at an enterprise-wide level. Corporate governance is "the system by which an organization is directed and controlled" 2, and it covers aspects such as leadership, strategy, performance, accountability, and ethics. IT governance is "the system by which the current and future use of IT is directed and controlled" 2, and it covers aspects such as IT strategy, policies, standards, and services. Technology governance is "the system by which the technology decisions and investments are directed and controlled" 3, and it covers aspects such as technology selection, acquisition, deployment, and maintenance. References: 1:

TOGAF Standard, 10th Edition, Part VI: Architecture Governance, Chapter 44: Introduction. 2: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 3: TOGAF Series Guide: Using the TOGAF Framework to Define and Govern Service-Oriented Architectures, Part II: Using the TOGAF Framework to Define and Govern Service-Oriented Architectures, Chapter 5: Technology Governance.

NEW QUESTION # 108

Consider the following ADM phases objectives.

	Objectives
1	Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
2	Ensure conformance with the Target Architecture by implementation projects
3	Ensure that the architecture development cycle is maintained
4	Ensure that the Architecture Governance Framework is executed

Which phase does each objective match?

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

Answer: C

Explanation:

1F: To define an Implementation and Migration Strategy that will achieve an orderly transition from the Baseline to Target Architectures
 2G: To perform appropriate governance functions while the solution is being implemented
 3G: To ensure conformance with the Target Architecture by implementation projects
 4H: To establish procedures for continual monitoring and assessment of the performance of the solution in operation

NEW QUESTION # 109

Complete the sentence. The four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository are Strategy, Portfolio,

- A. Discreet, and Cohesive.
- B. Project, and Solution Delivery.
- C. Segment, and End-to-end Target Architecture.
- D. Subordinate, and Superior Architecture.

Answer: C

Explanation:

The planning horizon, depth, and breadth of an Architecture Project, along with the contents of the EA Repository, are typically framed by Strategy, Portfolio, Segment, and End-to-end Target Architecture. The 'Segment' refers to a part of the organization, typically addressed in a Segment Architecture, while 'End-to-end Target Architecture' encompasses the complete view of the planned architecture across the entire organization.

NEW QUESTION # 110

What can architects present to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture?

- A. Solutions and Applications
- B. Business Scenarios and Business Models
- C. Architecture Views and Architecture Viewpoints
- D. Alternatives and Trade-offs

Answer: C

Explanation:

According to the TOGAF Standard, Version 9.2, an architecture view is a representation of a system from the perspective of a related set of concerns¹. It consists of one or more architecture models that demonstrate how the system addresses the stakeholder concerns¹.

An architecture viewpoint is a specification of the conventions for constructing and using an architecture view to address specific stakeholder concerns¹. It defines the perspective, scope, notation, and techniques for creating an architecture view of a system¹.

Architects can present architecture views and viewpoints to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture, because²³:

Architecture views and viewpoints help to communicate and visualize the architecture in a way that is meaningful and relevant to different stakeholders, addressing their specific interests and needs.

Architecture views and viewpoints help to elicit and validate the stakeholder concerns and requirements, ensuring that they are aligned with the business goals and objectives, and that they are consistent and feasible within the architecture context.

Architecture views and viewpoints help to identify and resolve any conflicts, gaps, or trade-offs among the stakeholder concerns and requirements, ensuring that they are balanced and prioritized in the architecture design and decision-making.

Architecture views and viewpoints help to demonstrate and verify the value and benefits of the architecture to the stakeholders, ensuring that they are satisfied and committed to the architecture outcome and governance.

References:

1: The TOGAF Standard, Version 9.2, Chapter 22: Architecture Views, Viewpoints, and Stakeholders

2: The TOGAF Standard, Version 9.2, Chapter 4: Introduction to Part II, Section 4.2: What is an Architecture Framework?

3: The TOGAF Standard, Version 9.2, Chapter 31: Architectural Artifacts, Section 31.1: Basic Concepts

NEW QUESTION # 111

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