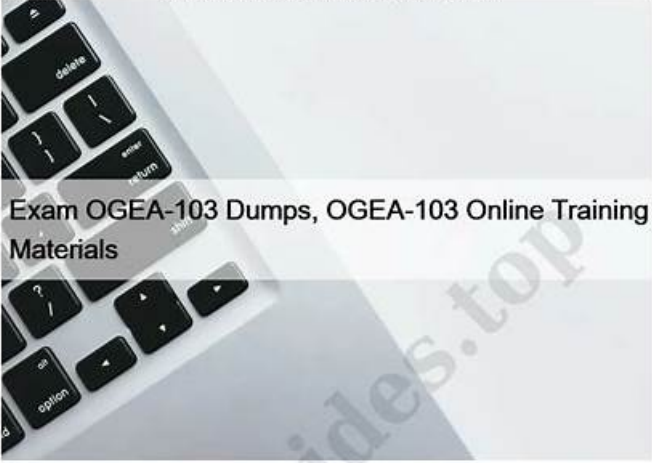


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The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q104-Q109):

NEW QUESTION # 104

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

Answer: D

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.

References:

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 # 105

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

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

Answer: C

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. Reference: 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 # 106

Which of the following is a responsibility of an Architecture Board?

- **A. Conducting assessments of the maturity level of architecture discipline within the organization**
- B. Allocating resources for architecture projects
- C. Establishing targets for re-use of components
- D. Creating the Statement of Architecture Work

Answer: A

Explanation:

Explanation

The Architecture Board is a governance body that oversees and supports the implementation of architectures within an organization. One of its responsibilities is to conduct assessments of the maturity level of architecture discipline within the organization using frameworks such as CMMI or ACMM. This helps to identify areas for improvement and monitor progress towards achieving higher levels of maturity. References:

<https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap44.html>

NEW QUESTION # 107

Consider the following ADM phases objectives.

	Objective
1	Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
2	Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
3	Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
4	Develop the Target Application Architecture that enables the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns

Which phase does each objective match?

- A. 1A-2B-3C-4D
- B. 1C-2D-3B-4A
- C. 1B-2D-3A-4C
- **D. 1C-2B-3A-4C**

Answer: D

Explanation:

Explanation

The objectives listed in the question correspond to the objectives of different phases of the TOGAF ADM (Architecture Development Method), which is a method for developing and managing an enterprise architecture¹.

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.

Based on the above definitions, we can match each objective with the corresponding phase as follows:

Objective 1: Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision. This objective is achieved in Phase C: Information Systems Architectures, where the data architecture is defined as a subset of the information systems architecture².

Objective 2: Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals. This objective is achieved in Phase B: Business Architecture, where the business architecture is defined as a subset of the enterprise architecture³.

Objective 3: Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture. This objective is achieved in Phase A: Architecture Vision, where the architecture vision is defined as a high-level description of the target architecture and its benefits⁴.

Objective 4: Develop the Target Application Architecture that enables the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns. This objective is achieved in Phase C: Information Systems Architectures, where the application architecture is defined as a subset of the information systems architecture².

References:

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

2: The TOGAF Standard, Version 9.2, Chapter 9: Phase C: Information Systems Architectures

3: The TOGAF Standard, Version 9.2, Chapter 8: Phase B: Business Architecture

4: The TOGAF Standard, Version 9.2, Chapter 7: Phase A: Architecture Vision

NEW QUESTION # 108

Which of the following best summarizes the purpose of Enterprise Architecture?

- **A. Guiding effective change.**
- B. Taking major improvement decisions.
- C. Governing the Stakeholders.
- D. Controlling the bigger changes.

Answer: A

Explanation:

Explanation

EA applies architecture principles and practices to analyze, design, plan, and implement enterprise analysis that supports digital transformation, IT growth, and the modernization of IT². EA also helps organizations improve the efficiency, timeliness, and reliability of business information, as well as the alignment, agility, and adaptability of the architecture to the changing needs and requirements³. Therefore, the best summary of the purpose of EA is to guide effective change.

References: 1: Enterprise architecture - Wikipedia 2: What is enterprise architecture? A framework for transformation 3: 3 The Purpose of Enterprise Architecture - The Open Group

NEW QUESTION # 109

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