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The Open Group TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam Sample Questions (Q69-Q74):

NEW OUESTION #69

Complete the sentence The purpose of Enterprise Architecture is to

- A. guide effective change
- B. control the bigger changes
- C. take major improvement decisions
- D. govern the stakeholders

Answer: A

Explanation:

Explanation

The purpose of Enterprise Architecture is to guide effective change by providing a coherent and consistent view of the enterprise's current and future state, as well as the roadmap and principles for achieving it.

Enterprise Architecture helps to align business and IT strategies, optimize resources and investments, reduce complexity and risks, enhance agility and innovation, and deliver value to stakeholders. Reference: The TOGAF Standard | The Open Group Website, Section 1.3 Executive Overview.

NEW QUESTION #70

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. Conducts implementation planning for the architecture defined in previous phases
- C. Provides architectural oversight for the implementation
- D. Establishes procedures for managing change to the new architecture

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 architecture1.
- * The ADM consists of nine phases, each with a specific purpose and output. The phases are 1:
- * 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 #71

Please read this scenario prior to answering the question

You are working as an Enterprise Architect within a healthcare and life science company. The company is a leading player in its industry, 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 been operating for several years and 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.

Many of the company's rivals have begun utilizing 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 role?

How Al can enhance access to care for patients, and how to make that experience seamless?

How Al can 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.

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 her preferred approach for projects.

The CIO wants to know how to address these concerns and reduce risks.

Refer to the scenario

You have been tasked with starting the architecture development. 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 undertaken. This will allow the architects to define groups of partners (the 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 creation of a set of business models that can be applied uniformly across all Al- related architecture
 projects. These should be developed in the portable format to ensure maximum portability across the many tools used in the
 firm. Each architecture should then be defined based on this fixed set of models. All concerned parties can then examine the
 models to ensure that their needs have been addressed.
- C. You recommend that models be created for the Draft Business, Data, Application, and Technology Architectures. These can be used to ensure that the system will be compliant with the local regulations for each division. Together with the problem description, and requirements, 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.
- D. You recommend that a Communications Plan be created to address the key stakeholders, that is the most powerful and influential partners. This plan should include a report that summarizes the key features of the architecture with respect to each location 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.

Answer: A

Explanation:

Key aspects of the scenario:

- * Objective:
- * Integrating Artificial Intelligence (AI) into healthcare delivery, with a focus on improving patient care, enhancing workplace efficiency, and enabling seamless experiences.
- * Challenges:
- * Stakeholder concerns about risk management, adaptability to change, and ensuring alignment with regulations and policies.
- * Addressing the concerns of staff and top management about AI integration and achieving the desired goals.
- * CIO's Perspective:
- * Encouraging an agile approach to architecture development.
- * Addressing risks and ensuring stakeholder concerns are managed.
- * Areas for Evaluation:

- * AI usage by staff and impact on workflows.
- * Patient experience enhancement via AI.
- * New workplace platforms and tools powered by AI.

Option Analysis:

Option 1: Analysis of stakeholders and development of a Stakeholder Map

- * Pros:
- * Stakeholder analysis is critical for identifying concerns, viewpoints, and requirements.
- * TOGAF emphasizes stakeholder engagement early in the process to mitigate risks and align expectations.
- * Developing a Stakeholder Map ensures clear alignment with their interests and creates a foundation for regular feedback loops.
- * Cons:
- * Does not explicitly address the creation of architecture models or policies upfront.

Option 2: Creation of a Communications Plan

- * Pros
- * A communications plan fosters effective stakeholder engagement by addressing their concerns and ensuring transparent reporting.
- * Risk mitigation as part of communication aligns with TOGAF's stakeholder management practices.
- * Cons
- * This focuses more on communication mechanics rather than advancing architectural development directly.

Option 3: Models for Draft Business, Data, Application, and Technology Architectures

- * Pros:
- * Aligns with the Architecture Development Method (ADM), ensuring compliance with requirements and regulations.
- * Helps formalize stakeholder feedback by verifying their concerns against tangible models.
- * Cons
- * Developing detailed models early on may delay immediate resolution of stakeholder concerns and risk mitigation.

Option 4: Set of reusable business models for AI-related projects

- * Pros
- * Standardized models ensure consistency and portability across the organization's AI-related efforts.
- * Cons:
- * Too narrow in focus for the initial architecture development phase; does not address risk management or stakeholder concerns adequately.

Recommended answer:

Option 1: You recommend that an analysis of the stakeholders is undertaken.

Reasoning:

- * The scenario highlights stakeholder concerns about risks, adaptability, and compliance. Addressing these concerns requires stakeholder analysis as the first step.
- * A Stakeholder Map aligns with TOGAF's emphasis on stakeholder engagement, providing a structured way to manage their concerns and expectations.
- * Identifying concerns early and integrating feedback into the Architecture Vision document ensures alignment with goals and smooth progress.

Option 1 sets the foundation for collaboration and risk management, making it the best fit for the current phase.

NEW QUESTION #72

Please read this scenario prior to answering the question

Your role is that of a senior architect, reporting to the Chief Enterprise Architect, at a medium-sized company with 400 employees. The nature of the business is such that the data and the information stored on the company systems is their major asset and is highly confidential.

The company employees travel extensively for work and must communicate over public infrastructure using message encryption, VPNs, and other standard safeguards. The company has invested in cybersecurity awareness training for all its staff. However, it is recognized that even with good education as well as system security, there is a dependency on third-parly suppliers of infrastructure and software.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The CTO is the sponsor of the activity.

The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education, and support, it is likely just a matter of time before the company suffers a significant attack that could completely lock them out of their information assets.

A risk assessment has been done and the company has sought cyber insurance that includes ransomware coverage. The quotation for this insurance is hugely expensive. The CTO has recently read a survey that stated that one in four organizations paying ransoms were still unable to recover their data, while nearly as many were able to recover the data without paying a ransom. The CTO has concluded that taking out cyber insurance in case they need to pay a ransom is not an option.

Refer to the scenario

You have been asked to describe the steps you would take to improve the resilience of the current architecture? Based on the TOGAF standard which of the following is the best answer?

- A. You would determine business continuity requirements, and undertake a gap analysis of the current Enterprise
 Architecture. You would make recommendations for change requirements to address the situation and create a change
 request. You would manage a meeting of the Architecture Board to assess and approve the change request. Once approved
 you would produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the
 change.
- B. You would request an Architecture Compliance Review with the scope to examine the company's resilience to ransomware attacks. You would identify the departments involved and have them nominate representatives. You would then tailor checklists to address the requirement for increased resilience. You would circulate to the nominated representatives for them to complete. You would then review the completed checklists, identifying and resolving issues. You would then determine and present your recommendations.
- C. You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise
 Architecture. Based on the scope of the concerns raised you recommend that this be managed at the infrastructure level.
 Changes should be made to the baseline description of the Technology Architecture. The changes should be approved by the
 Architecture Board and implemented by change management techniques.
- D. You would monitor for technology changes from your existing suppliers that could improve resilience.
 You would prepare and run a disaster recovery planning exercise for a ransomware attack and analyze the performance of the current Enterprise Architecture. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture. You would prepare change requests to address identified gaps. You would add the changes implemented to the Architecture Repository.

Answer: A

Explanation:

Business continuity is the ability of an organization to maintain essential functions during and after a disaster or disruption. Business continuity requirements are the specifications and criteria that define the acceptable level of performance and availability of the business processes and services in the event of a disaster or disruption. A gap analysis is a technique that compares the current state of the architecture with the desired state, and identifies the gaps or differences that need to be addressed. A change request is a formal proposal for an amendment to some product or system, such as the architecture. A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project 123. The best answer is A, because it describes the steps that would improve the resilience of the current architecture, which is the ability to withstand and recover from a ransonware attack or any other disruption.

The steps are:

* Determine the business continuity requirements, which specify the minimum acceptable level of performance and availability of the business processes and services in case of a ransomware attack.

This would involve identifying the critical business functions, the recovery time objectives, the recovery point objectives, and the dependencies and resources needed for recovery.

- * Undertake a gap analysis of the current Enterprise Architecture, which compares the current state of the architecture with the desired state based on the business continuity requirements. This would involve assessing the strengths and weaknesses of the current architecture, the risks and opportunities for improvement, and the gaps or differences that need to be addressed.
- * Make recommendations for change requirements to address the situation and create a change request.
- This would involve proposing solutions and alternatives to close the gaps, enhance the resilience, and mitigate the risks of the current architecture. The change request would document the rationale, scope, impact, and benefits of the proposed changes, and seek approval from the relevant stakeholders.
- * Manage a meeting of the Architecture Board to assess and approve the change request. The Architecture Board is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. The meeting would involve presenting the change request, discussing the pros and cons, resolving any issues or conflicts, and obtaining the approval or rejection of the change request.
- * Once approved, produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change. The Request for Architecture Work would describe the scope, approach, and expected outcomes of the architecture project that would implement the approved change request.

The Request for Architecture Work would initiate a new cycle 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.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 33:

Business Scenarios 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter

30: Gap Analysis 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter

31: Architecture Change Management: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work: The TOGAF Standard, Version

9.2, Part III: ADM Guidelines and Techniques, Chapter 34: Business Transformation Readiness Assessment:

The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work

NEW QUESTION #73

Consider the following ADM phases objectives.

	Objective
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. 1G-2E-3F-4E
- C. 1E-2F-3E-4G
- D. 1F-2F-3E-4G

Answer: C

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 TOGAFStandard | The Open Group Website, Section 3.2 ADM Phases.

NEW QUESTION #74

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