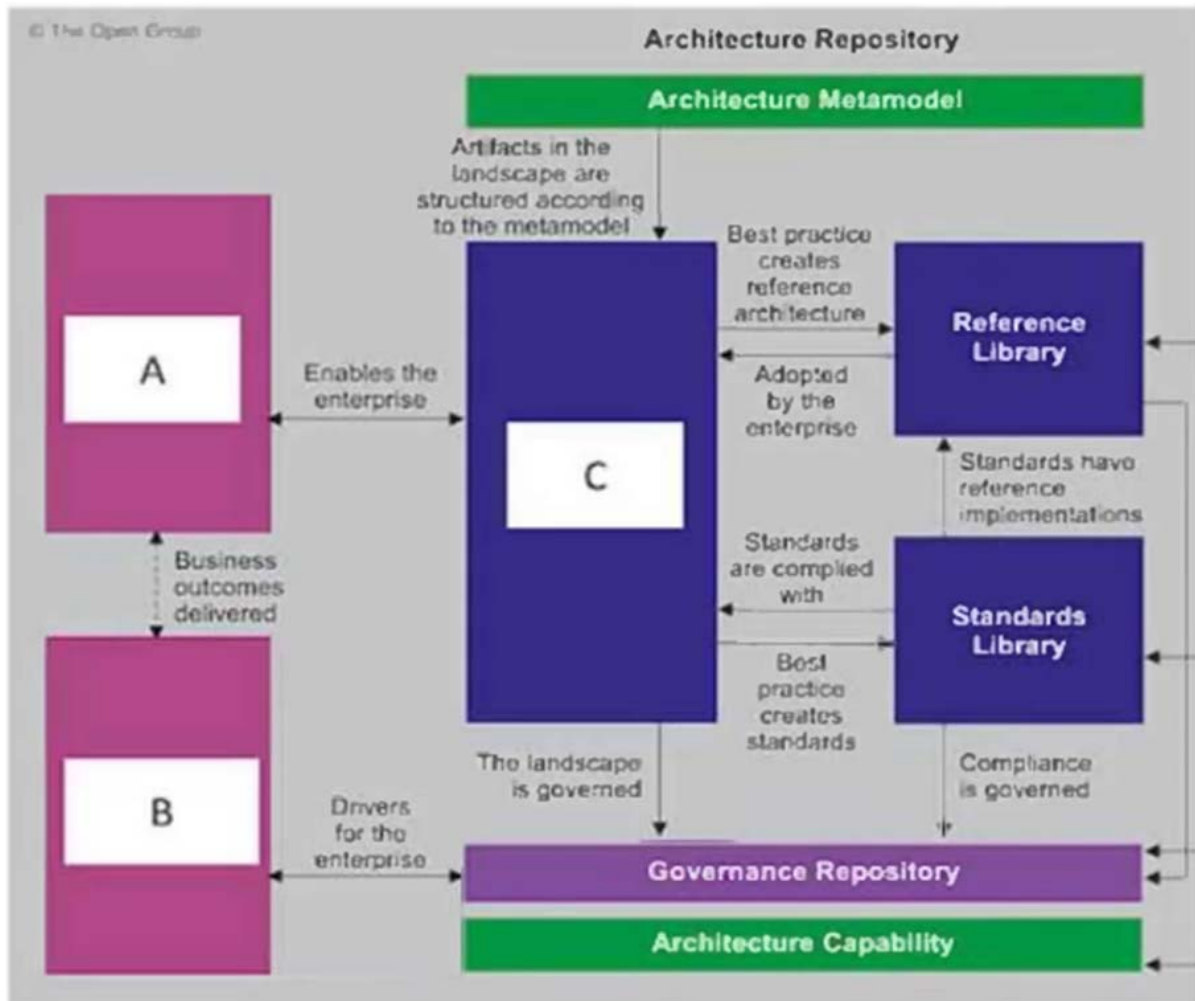


OGEA-103 TOGAF Enterprise Architecture Combined Part 1 and Part 2

Exam A

QUESTION 1

Consider the illustration.



What are the items labelled A, B and C?

- A. A-Solution Landscape, B-Architecture Requirements Repository, C-Architecture Landscape
- B. A-Architecture Landscape, B-Architecture Requirements Repository, C-Solutions Landscape
- C. A-EA Landscape, B-Requirements Repository, C-Artifacts Landscape
- D. A-Architecture Requirements Repository, B-Solutions Repository, C-Architecture Landscape

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 2

Which phase of the ADM has the purpose to develop an Enterprise Architecture Capability?

- A. Phase A
- B. Phase G
- C. Phase B
- D. Preliminary Phase

Correct Answer: D

Section: (none)

Explanation/Reference:

Reference:

QUESTION 3

Which statement about Requirements Management is most correct?

- A. Requirements Management and stakeholder engagement are placed at the center of architecture development.
- B. Requirements Management is a step of all ADM Phases.
- C. The purpose of Requirements Management is to process change requests.
- D. Stakeholder requirements are captured once in Phase A and managed throughout the ADM cycle.

Correct Answer: A

Section: (none)

Explanation/Reference:

Reference:

QUESTION 4

Consider the following ADM phases objectives.

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

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 5

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

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

Correct Answer: A

Section: (none)

Explanation/Reference:

Reference:

QUESTION 6

What is used to structure architectural information in an orderly way so that it can be processed to meet stakeholder needs?

- A. A Stakeholder Map
- B. An Architecture Framework
- C. An EA Library
- D. A Content Metamodel

Correct Answer: D

Section: (none)

Explanation/Reference:

Reference:

QUESTION 7

Complete the sentence. The TOGAF standard covers the development of four architecture domains, Business, Data, Technology and _____.

- A. Segment
- B. Capability
- C. Transition
- D. Application

Correct Answer: D

Section: (none)

Explanation/Reference:

Reference:

QUESTION 8

Complete the sentence. The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from _____.

- A. generic architectures to reusable Solution Building Blocks
- B. generic architectures to Organization-Specific Architectures
- C. Foundation Architectures to re-usable architecture assets
- D. Solutions Architectures to Solution Building Blocks

Correct Answer: B

Section: (none)

Explanation/Reference:

Reference:

QUESTION 9

What is defined as the effect of uncertainty on objectives?

- A. Risk
- B. Vulnerability
- C. Threat
- D. Continuity

Correct Answer: A

Section: (none)

Explanation/Reference:

Reference:

QUESTION 10

What is an objective of the ADM Preliminary Phase?

- A. To obtain approval for the Statement of Architecture Work
- B. To create the initial version of the Architecture Roadmap
- C. To develop a vision of the business value to be delivered by the proposed enterprise architecture
- D. To select and implement tools to support the Architecture Capability

Correct Answer: D

Section: (none)

Explanation/Reference:

Reference:

QUESTION 11

The _____ ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance.

- A. Implementation Strategy
- B. Transition Plan
- C. Migration Plan
- D. Implementation Governance Model

Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 12

What are the four dimensions used to scope an architecture?

- A. Strategy, Segment, Capability, Budget
- B. Strategy, Portfolio, Project, Solution Delivery
- C. Breadth, Depth, Time Period, Architecture Domains
- D. Business, Data, Application, Technology

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 13

Which section of the TOGAF template for Architecture Principles should highlight the business benefits of adhering to the principle?

- A. Implications
- B. Rationale
- C. Statement
- D. Name

Correct Answer: B

Section: (none)

Explanation/Reference:

Reference:

QUESTION 14

Which statement best describes iteration and the ADM?

- A. The ADM is sequential. Iteration is applied within phases.
- B. The ADM is iterative, over the whole process, between phases, and within phases.
- C. The ADM is iterative between phases B to D, and between Phases E and F.
- D. The level of detail is defined once and applies to all iterations.

Correct Answer: B

Section: (none)

Explanation/Reference:

QUESTION 15

Which of the following are the four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository?

- A. Strategy, Portfolio, Project, Solution Delivery
- B. Avant-Garde, Big-Bang, Discreet, and Cohesive
- C. General, Foundational, Subordinate, and Superior Architecture
- D. Segment, Capability, Enterprise, and End-to-end Target Architecture

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 16

Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.

| | |
|---|--|
| 1 | General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission |
| 2 | A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture. |
| 3 | A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle |
| 4 | The scope and approach that will be used to complete an architecture development cycle |

Which deliverables match these descriptions?

- A. 1 Architecture Principles - 2 Architecture Requirements Specification - 3 Request for Architecture Work - 4 Statement of Architecture Work
- B. 1 Request for Architecture Work - 2 Statement of Architecture Work - 3 Architecture Principles - 4 Architecture Requirements Specification
- C. 1 Statement of Architecture Work - 2 Architecture Principles - 3 Architecture Requirements Specification - 4 Request for Architecture Work
- D. 1 Architecture Requirements Specification - 2 Request for Architecture Work - 3 Statement of

Architecture Work - 4 Architecture Principles

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 17

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 | Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures |

Which phase does each objective match?

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

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

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

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

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 18

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

A. Taking major improvement decisions.

B. Controlling the bigger changes.

C. Guiding effective change.

D. Governing the Stakeholders.

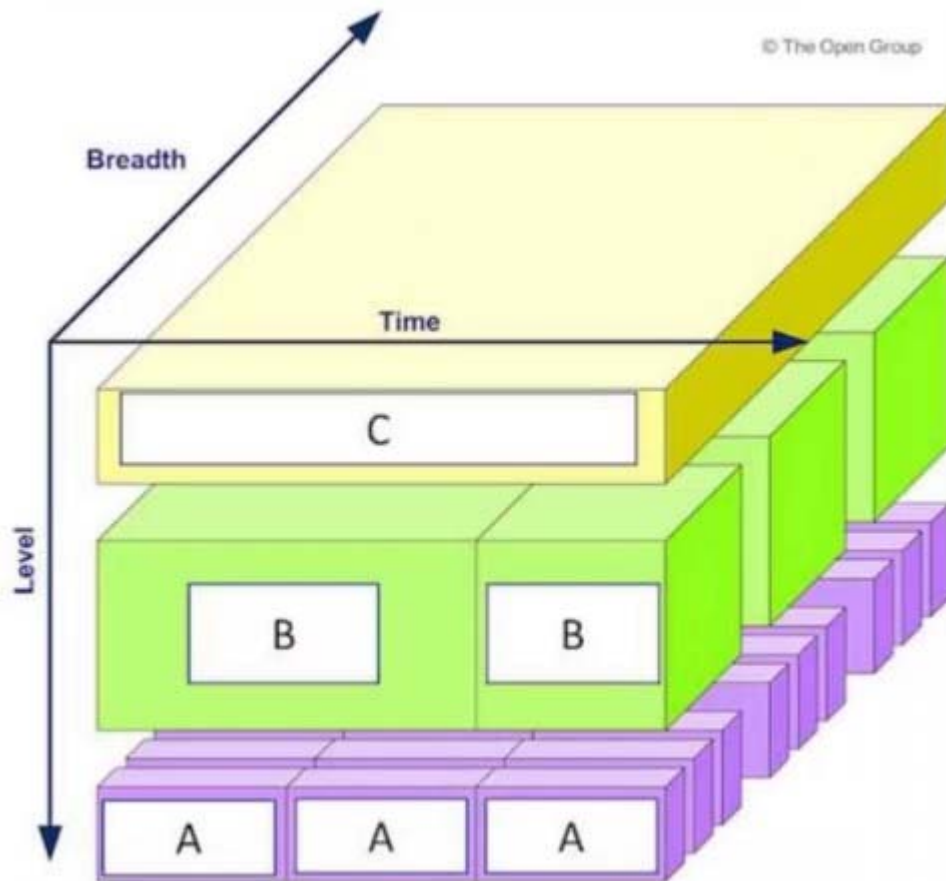
Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 19

Consider the diagram showing a classification model for Architecture Landscapes.



What are the items labelled A, B and C?

- A. A-Corporate Capability, B-Portfolio Capability, C-Project Capability
- B. A-Architecture Vision, B-Business Architecture, C-Architecture Development
- C. A-Strategy Architecture, B-Tactic Architecture, C-Operational Architecture
- D. A-Capability Architecture, B-Segment Architecture, C-Enterprise Strategic Architecture

Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 20

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

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 21

Refer to the table below:

| Phase | Output & Outcome | Essential Knowledge |
|-------|---|--|
| ? | Sufficient documentation to get permission to proceed. Permission to proceed to develop a Target Architecture to prove out a summary target. | The scope of the problem being addressed. Those who have interests that are fundamental to the problem being addressed. (Stakeholders & Concerns) What summary answer to the problem is acceptable to the stakeholders? Stakeholder priority and preference. What value does the summary answer provide? |

Which ADM Phase does this describe?

- A. Phase C
- B. Preliminary Phase
- C. Phase A
- D. Phase B

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 22

Consider the following statement.

Projects may cycle between ADM phases, in planned cycles covering multiple phases.

What does it illustrate?

- A. Iteration
- B. Enterprise Architecture
- C. Implementation governance
- D. Requirements management

Correct Answer: A

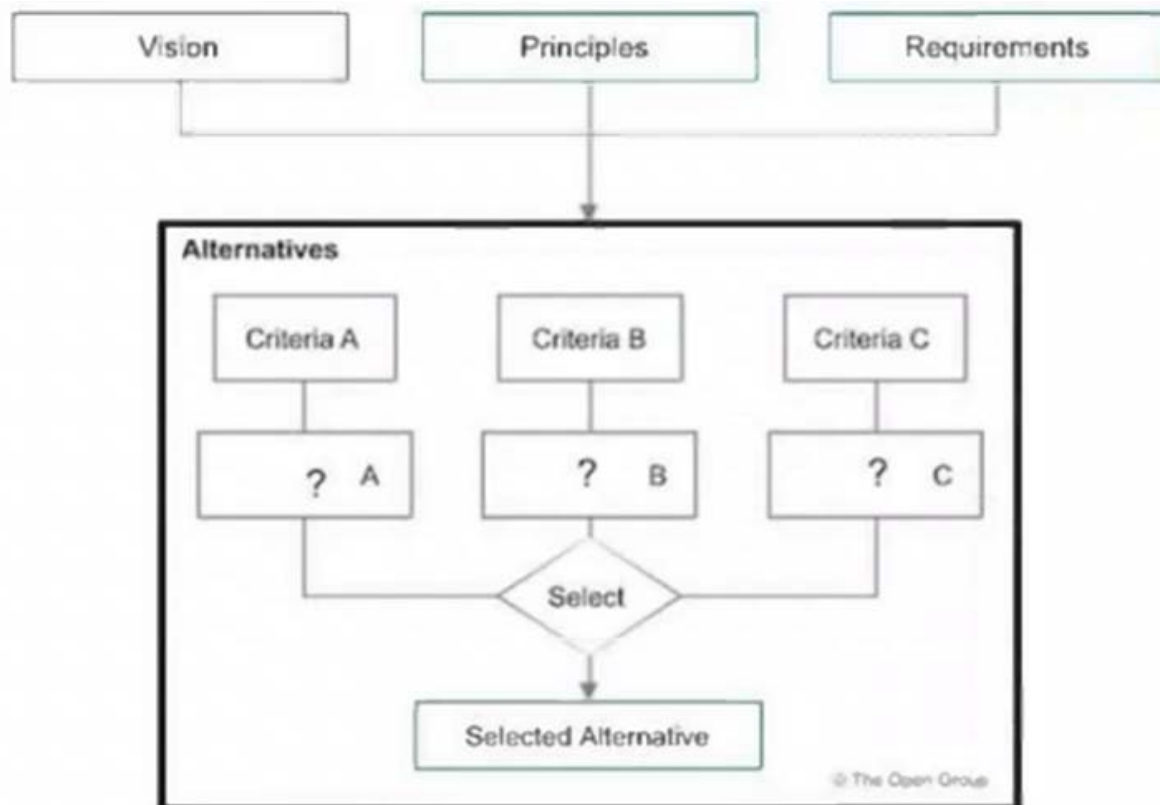
Section: (none)

Explanation/Reference:

Reference:

QUESTION 23

Consider the graphic illustrating a method supporting the TOGAF ADM.



What does the method help identify?

- A. Architecture Solutions
- B. Business Scenarios
- C. Solution Building Blocks
- D. Alternative Target Architectures

Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 24

Complete the sentence.

When considering agile development, Architecture to Support Project will identify what products the

Enterprise needs, the boundary of the products, and what constraints a product owner has; this defines the Enterprise's _____.

- A. operations
- B. lifecycle economics
- C. backlog
- D. workflow management

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 25

Which of the following does the TOGAF standard describe as a package of functionality defined to meet business needs across an organization?

- A. An application
- B. A solution architecture
- C. A building block
- D. A deliverable

Correct Answer: C

Section: (none)

Explanation/Reference:

Reference:

QUESTION 26

Which of the following supports the need to govern Enterprise Architecture?

- A. The TOGAF standard cannot be used without executive governance.
- B. The Architecture Project mandates the governance of the target architecture.
- C. The Stakeholders preferences may go beyond the architecture project scope and needs control.
- D. Best practice governance enables the organization to control value realization.

Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 27

What provides context for architecture work, by describing the needs and ways of working employed by the enterprise?

- A. Business principles, business goals, and business drivers
- B. Stakeholder needs
- C. Architecture Contracts
- D. Strategy and vision

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 28

Which of the following best describes the purpose of the Gap Analysis technique?

- A. To allocate resources for architecture projects
- B. To govern the architecture throughout its implementation process
- C. To identify items omitted from the Target Architecture
- D. To develop a set of general rules and guidelines for the architecture

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 29

Complete the following sentence.

In the ADM, documents which are under development and have not undergone any formal review and approval process are called _____. Documents which have been reviewed and approved are called _____.

- A. "concept" - "deliverable"
- B. "draft" - "approved"
- C. "Version 0.1" - "Version 1.0"
- D. "draft" - "finalized"

Correct Answer: B

Section: (none)

Explanation/Reference:

Reference:

QUESTION 30

Consider the following statements:

1. A whole corporation or a division of a corporation
2. A government agency or a single government department
3. Partnerships and alliances of businesses working together, such as a consortium or supply chain

What are those examples of according to the TOGAF Standard?

- A. Organizations
- B. Enterprises
- C. Architectures Scopes
- D. Business Units

Correct Answer: B

Section: (none)

Explanation/Reference:

Reference:

QUESTION 31

Which of the following best describes the TOGAF Architecture Development Method?

- A. A process for managing architecture requirements
- B. A process for creating an Architecture Repository
- C. A process for managing and controlling change at an enterprise-wide level
- D. A method for developing and managing the lifecycle of an Enterprise Architecture

Correct Answer: D

Section: (none)

Explanation/Reference:

Reference:

QUESTION 32

Complete the sentence.

Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the _____.

- A. Architecture Roadmap
- B. Implementation and Migration Plan
- C. Implementation Governance Model
- D. Architecture Requirements Specification

Correct Answer: B

Section: (none)

Explanation/Reference:

Reference:

QUESTION 33

Consider the following statement.

According to the TOGAF standard, a governed approach of a particular deliverable will ensure adherence to the principles, standards, and requirements of the existing or developing architectures.

Which deliverable does this refer to?

- A. The Statement of Architecture Work
- B. The Architecture Definition Document
- C. An Architecture Contract
- D. The Architecture Vision

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 34

Which of the following describes a purpose of Architecture Principles?

- A. To describe likely impacts resulting from successful deployment of the target architecture.
- B. To establish a common understanding of how to control the business in pursuit of strategic objectives
- C. To provide a better understanding about the enterprise's culture and values
- D. To form a contract between sponsoring organization and the enterprise architects

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 35

What are the following activities part of?

- Initial risk assessment

- Risk mitigation and residual risk assessment
 - Risk monitoring
- A. Risk Management
B. Phase C
C. Phase A
D. Security Architecture

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 36

Which of the following statements about architecture partitioning is correct?

- A. Partitions reflect the organization's structure.
B. Partitions are used to simplify the management of the Enterprise Architecture.
C. Partitions are defined and assigned to agile Enterprise Architecture teams.
D. Partitions are equivalent to architecture levels.

Correct Answer: B

Section: (none)

Explanation/Reference:

QUESTION 37

Consider the following statements.

1. All processes, decision-making, and mechanisms used will be established so as to minimize or avoid potential conflicts of interest.
2. More effective strategic decision-making will be made by C-Level executives and business leaders.
3. All actions implemented and their decision support will be available for inspection by authorized organization and provider parties.
4. Digital Transformation and operations will be more effective and efficient.

Which statements highlight the value and necessity for Architecture Governance to be adopted within organizations?

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

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 38

Which of the following does the TOGAF standard define as the representation of a related set of concerns?

- A. Matrix
B. Diagram
C. Architecture view
D. Catalog

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 39

Which of the following best describes purpose of the Business Scenarios?

- A. To identify and understand requirements
- B. To guide decision making throughout the enterprise
- C. To catch errors in a project architecture early
- D. To identify risk when implementing an architecture project

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 40

What should be put in place through organization structures, roles, responsibilities, skills and processes to carry out architectural activity effectively?

- A. An EA framework
- B. An Enterprise Architecture
- C. An EA Capability
- D. An EA repository

Correct Answer: C

Section: (none)

Explanation/Reference:

Reference:

QUESTION 41

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 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.
- B. 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.
- 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 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.

Correct Answer: B

Section: (none)

Explanation/Reference:

QUESTION 42

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

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 43

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 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.

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

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 44

Please read this scenario prior to answering the question.

Your role is that of a consultant to the Lead Enterprise Architect in a multinational automotive manufacturer. The company has a corporate strategy that focuses on electrification of its portfolio and it has invested heavily in a new shared car platform to use across all its brands. The company has four manufacturing facilities, one in North America two in Europe and one in Asia.

A challenge that the company is facing is to scale up the number of vehicles coming off the production line to meet customer demand, while maintaining quality. There are significant supply chain shortages for electronic components, which are impacting production in response to this the company has taken on new suppliers and has also taken design and production of the battery pack in-house.

The company has a mature Enterprise Architecture practice. The TOGAF standard is used for developing the process and systems used to design, manufacture, and test the battery pack. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new battery pack into production adjustments to the assembly processes need to be made. A pilot project has been completed at a single location. The Chief Engineer, sponsor of the activity and the Architecture Board have approved the plan for implementation and migration at each plant.

Draft Architecture Contracts have been developed that detail the work needed to implement and deploy the new processes for each location. The company mixes internal teams with a few third-party contractors at the locations. The Chief Engineer has expressed concern that the deployment will not be consistent and of acceptable quality.

Refer to the scenario.

The Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern.

Based on the TOGAF Standard, which of the following is the best answer?

- A. For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local

needs.

- B. You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected the Architecture Board should allow the Architecture Contract to be modified meet the local needs. In such cases they should issue a new Request for Architecture Work to implement a modification to the Architecture Definition.
- C. For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- D. You review the contracts ensuring that they address project objectives, effectiveness metrics, acceptance criteria, and risk management. Third-party contracts must be legally enforceable. You recommend a schedule of compliance reviews at key points in the implementation process. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the process to be customized for local needs.

Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 45

Please read this scenario prior to answering the question.

You are working as Chief Enterprise Architect at a large Internet company. The company has many divisions, ranging from cloud to logistics. The company has grown rapidly, expanding from initially selling physical books and media to a range of services including an online marketplace, live-streaming, eBooks, and cloud services.

Overall management of the numerous divisions has become challenging. Recent high-profile projects have overrun on budget and under delivered, damaging the company's reputation, and adversely impacting its share price. There is a widely held view within the executive management that the organization structure has played a major role in these project failures.

The company has an established Enterprise Architecture program based on the TOGAF standard sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). The CEO has decided that the company needs to reorganize its divisions around artificial intelligence and machine learning with a focus on automation. The CEO has worked with the Enterprise Architects to create a strategic architecture for the reorganization, including an Architecture Vision, together with definitions for the four domain architectures. This sets out an ambitious vision of the future of the company over a three-year period. This includes a set of work packages and includes three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from key stakeholders across the company that the proposed reorganization may be too ambitious and there is doubt whether it can produce sufficient value to warrant the risks.

Refer to the scenario.

You have been asked to recommend an approach to satisfy these concerns.

Based on the TOGAF Standard, which of the following is the best answer?

- A. The Enterprise Architects should evaluate the organization's readiness to undergo change. This will allow the risks associated with the transformations to be identified, classified, and mitigated for. This should include identifying dependencies between the set of changes, including gaps and work packages. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated for each transformation should be determined.
- B. Establishing interoperability in alignment with the corporate operating model will ensure risks are

minimized. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architecture. This should include the development of a matrix showing the interoperability requirements. These can then be included within the transformation strategy embedded in the target transition architectures. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.

- C. Before preparing the detailed Implementation and Migration plan, the Enterprise Architects should review and consolidate the gap analysis results from Phases B to D. This will identify the transformations required to achieve the proposed Target Architecture. The Enterprise Architects should then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identified. The Transition Architecture should then be planned to use a state evolution table.
- D. The Enterprise Architects should bring together information about potential approaches and produce several alternative target transition architectures. They should then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.

Correct Answer: A

Section: (none)

Explanation/Reference:

Reference:

QUESTION 46

Please read this scenario prior to answering the question.

Your role is consultant to the Lead Architect within a multinational company that manufactures electronic components. The company has several manufacturing divisions located worldwide and a complex supply chain. After a recent study, senior management have stated a concern about business efficiency considering the company's multiple data centers and duplication of applications.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF architecture development method in its EA practice. In addition to the EA program, the company has several management frameworks in use, including business planning, project-portfolio management, and operations management. The EA program is sponsored by the CIO.

A strategic architecture has been defined to improve the ability to meet customer demand and improve management of the supply chain. The strategic architecture includes the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions' production facilities.

Each division has completed the Architecture Definition documentation to meet its own specific manufacturing requirements. The enterprise architects have defined a set of work packages that address the gaps identified. They have identified the value produced, effort required, and dependencies between work packages to reach a target architecture that would integrate a new ERP environment into the company.

Because of the risks posed by change from the current environment, the architects have recommended that a phased approach occurs to implement the target architecture with several transition states. The overall implementation process is estimated to take several years.

Refer to the scenario.

You have been asked what the next steps are for the migration planning.

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

- A. You place the Architecture Definition Document under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would identify the development resources to undertake the projects. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture without review.

- B. You estimate the business value for each project by applying the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. You would confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table that lists the projects.
- C. You assess how the Implementation and Migration plan impacts the other frameworks in use in the organization. Minimally, you ensure that the plan is coordinated with the business planning, project/ portfolio management and operations management frameworks. You would then assign a business value to each work package, considering available resources and strategic fit. You then use the work packages to identify projects that will be in the Implementation and Migration Plan.
- D. You conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then you would identify changes to performance requirements and update those in the Implementation and Migration Plan.

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 47

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 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.
- B. 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.
- C. 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.

- D. 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.

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 48

Please read this scenario prior to answering the question.

You are working as a senior architect within the Enterprise Architecture (EA) team at a multinational consumer goods firm. The consumer goods are designed and manufactured in-house, and are distributed to a wide range of retail organizations worldwide. The firm has more than twenty manufacturing centers.

The firm is embarking on a Digital Transformation where it will expand its offerings from physical consumer goods products to also include digital consumer products and digital services. This includes enabling each of its product lines to offer digital products or services associated with their existing physical products. The firm uses Agile product management techniques.

The Enterprise Architecture (EA) team within the firm has been operating successfully for several years and has based its work on the TOGAF standard. It works with the product management teams, supporting and enabling the Agile development teams. The EA team's responsibilities include architecting product development processes and customer experience. The Enterprise Architecture is sponsored by the Chief Technology Officer.

You are working with the EA Team Leader to develop a work plan for the overall Digital Transformation project. You have been called in to work on a specific product line, which is experimenting with direct-to-consumer digital products using a third-party platform. The product architecture for this experiment took a Minimum Viable Architecture approach and focused on the Application Architecture. The feedback from customers is they see little value in the digital products. Usage data analysis shows that the products are not reaching the target audience that they were designed for, and thus not meeting the revenue targets. The product manager is looking for guidance to address these issues, while ensuring that the products still fit within the guardrails set by the EA team.

Refer to the scenario.

The EA team leader has asked you what approach is needed to gather information to be able to respond to the product manager?

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

- A. You would focus on the target Business Architecture and develop new architecture models to address the concerns raised by the product manager. You would recommend use of modeling techniques to identify customer segments, the value propositions for each customer segment, costs, and revenues. You would examine the customer value by use of value stream mapping to breakdown the activities for the direct-to-consumer products. You would investigate different target Business Architecture alternatives.
- B. You would perform a shallow iteration of ADM Phases B-C. This would include development of a description in the Architecture Definition Document of how the product architecture needs to operate to achieve the business goals, and how the application will support the needs of the business as well as the customers. The Data Architecture should identify tools for data capture that would help with analysis of the concerns raised by the product manager.
- C. You would review the baseline architecture to determine what gaps in functionality have been missed in the target architecture that would address both the customer value and target audience. You would research emerging new technologies and draw up a list of alternatives that would increase the value

proposition for the target audience. You would then define candidate roadmap components from the alternatives and develop a proposed schedule for deployment using a just-in-time approach.

- D. You would expand the existing Application Architecture to consider the overall Digital Transformation plan. This would include identifying what must change to address the issues raised by the product manager. You would then draft a new Statement of Architecture Work for review by the EA team leader. After approval by the EA team leader, you would conduct a full ADM cycle based on the Statement of Architecture Work to gather the information needed.

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 49

Please read this scenario prior to answering the question

You are serving as the Lead Architect for an Enterprise Architecture team within a leading multinational biotechnology company. The company works in three major industries including healthcare, crop production, and agriculture. Your team works within the healthcare division.

The healthcare division is developing a new vaccine, and has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the relevant health authorities. The clinical trials are undertaken by its research laboratories at multiple facilities worldwide. In addition to internal research and development activities, the healthcare division is also involved in publicly funded collaborative research projects with industrial and academic partners.

The Enterprise Architecture team has been engaged in an architecture project to develop a secure system that will allow the healthcare researchers to share information more easily about their clinical trials, and work more collaboratively across the organization and also with its partners. This system will also connect with external partners.

The Enterprise Architecture team uses the TOGAF ADM with extensions required to support healthcare manufacturing practices and laboratory practices. Due to the highly sensitive nature of the information that is managed special care has been taken to ensure that each architecture domain considers the security and privacy issues that are relevant.

The Vice President for Worldwide Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that disruptions must be minimized for the clinical trials, and that the rollout must be undertaken incremental.

Refer to the scenario

You have been asked to recommend the approach to identify the work packages for an incremental rollout meeting the requirements.

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

- A. You recommend that the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix be grouped into a set of work packages. Using the matrix as a planning tool regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture, so that the implementation team can schedule the rollout one region at a time to minimize disruption. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.
- B. You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procured. Eliminate any duplicates. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update delete) matrix. Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.
- C. You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraints. A Consolidated Gaps, Solutions and Dependencies Matrix should also be created. For each gap

identify a proposed solution and classify it as new development purchased solution, or based on an existing product. Group similar activities together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.

- D. You recommend that a Consolidated Gaps, Solutions and Dependencies Matrix is used as a planning tool for creating work packages. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture considering the schedule for clinical trials, and document in an Architecture Definition Increments Table.

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 50

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-lakes in many countries to be able to manage the data at scale.

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 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.
- B. 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.

- C. 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.
- D. 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.

Correct Answer: B

Section: (none)

Explanation/Reference:

QUESTION 51

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-party 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 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.
- B. 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.

- C. 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.
- 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.

Correct Answer: B

Section: (none)

Explanation/Reference:

QUESTION 52

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a company that manufactures electronic components. The company has several divisions located worldwide. After a recent study, senior management have stated a concern about business efficiency considering the company's multiple data centers and duplication of applications.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. In addition to the EA program, the company has a number of management frameworks in use, including business planning, project/portfolio management, and operations management. The EA program is sponsored by the CIO.

To address the concern, a strategic architecture has been defined to improve the ability to meet customer demand and operations management. The strategic architecture includes the consolidation of multiple applications that have been operating independently within the divisions and moving them to a cloud-based solution.

Each division has completed the Architecture Definition documentation to meet its own specific operational requirements. The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed. Based on the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new environment into the company. The architects have completed the Business Transformation Readiness Assessment. Based on all these factors they have produced a risk assessment. They have also completed the draft Implementation and Migration Plan, the draft Architecture Roadmap, and the Capability Assessment deliverables.

Because of the risks posed by change from the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.

Refer to the scenario

You have been asked what the next steps are for the migration planning.

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

- A. You update the Architecture Definition Document including assigning project objectives and place it under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the Implementation and Migration plan. You recommend that lessons learned be applied as changes to the architecture without review.
- B. You estimate the business value for each project by applying the Business Value Assessment Technique. The assessment should focus on return on investment and performance evaluation criteria used to monitor the progress of the architecture transformation. You would confirm and plan a series of

Transition Architecture phases using an Architecture Definition Increments Table. You would then document the lessons learned and generate the final Implementation and Migration Plan.

- C. You assess how the Implementation and Migration plan impacts the other frameworks in use in the organization. Minimally you ensure that the plan is coordinated with the business planning, project/ portfolio management and operations management frameworks. You assign a business value to each project, taking into account available resources and the strategic fit for the projects. You would then update the architecture roadmap and the Implementation and Migration Plan.
- D. You conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then you would identify changes to performance requirements and update those in the Implementation and Migration Plan.

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 53

Please read this scenario prior to answering the question

You are the Chief Enterprise Architect at a large food service company specializing in sales to trade and wholesale for example, restaurants and other food retailers.

One of your company's competitors has launched a revolutionary product range and is running a very aggressive marketing campaign. Your company's resellers are successively announcing that they are not interested in your company's products and will sell your competitor's.

The CEO has stated there must be significant change to address the situation. He has made it clear that new markets must be found for the company's products, and that the business needs to pivot, and address the retail market as well as the existing wholesale market.

A consideration is the company's ability and willingness to change its business model, and if it is a temporary or permanent change. An additional risk factor is one of culture. The company has been used to a stable business with a reasonably well known and settled client base - all with its own local understandings and practices.

The CEO is the sponsor of the EA program within the company. You have been engaged with the sales, logistics, production, and marketing teams enabling the architecture activity to start. An Architecture Vision Architecture Principles, and Requirements have all been agreed. As you move forward to develop a possible Target Architecture you have identified that some of the key stakeholders' preferences are incompatible. The incompatibilities are focused primarily on time-to- market, cost savings, and the need to bring out a fully featured product range, but there are additional factors.

Refer to the scenario

You have been asked how you will address the incompatibilities between key stakeholder preferences.

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

- A. You would seek to understand value preferences and priorities of the stakeholders. You would develop alternative Target Architectures, highlighting the gaps between current state and the alternatives. You would consider combining features from one or more alternatives in collaboration with the stakeholders. A formal stakeholder review should then be held to decide which alternative is fit for purpose and should be moved forward with. You will then secure the funding required.
- B. You would use the Architecture Vision, Principles and Requirements to define a set of criteria for alternatives and create a set of architecture views to illustrate the impact of the alternative Target Architectures. You would identify the impact on planned projects. You would understand the strengths and weaknesses of the alternatives. You would conduct a formal stakeholder review to decide which alternative to move forward with. You will determine the funding required.
- C. You recommend that since the CEO has stated that the company must pivot it is better to compromise

on a full product range rather than time-to-market. You would develop just enough of the Target Architecture to demonstrate fitness of the proposed approach. You would limit the description to just where there is a gap between the current baseline. You would seek approval by the stakeholders to move forward with developing the Target Architecture in detail.

- D. You would review the Stakeholder Map and ensure that you have addressed and represented the concerns of all department heads. You will involve them in resolving the incompatibilities. The Communications Plan should include a report that summarizes the key features of the architecture with and how incompatibilities were resolved to reflect the stakeholders' requirements. You will check with each key stakeholder they are satisfied with how the incompatibilities have been resolved.

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 54

Please read this scenario prior to answering the question

You are working as a senior architect within a law firm specializing in personal injury cases. The firm operates in multiple countries and has a complex structure involving several partnerships. Each operating entity must adhere to local regulations.

The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes based on the TOGAF standard. The CIO is the sponsor of the Enterprise Architecture program. The Architecture Board includes representatives from each operating entity. The CIO has actively encouraged architecting with agility within the firm as her preferred approach for projects.

Many of the firm's competitors have adopted Artificial Intelligence (AI) to help with litigation strategies, as well as streamlined processes and efficiency improvements. The CIO has approved a Request for Architecture Work to examine the use of an AI-driven litigation and finance process where lawyers and analysts will be instructed 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.

Some of the partners have expressed concerns about such a change in the way of working, and whether it will achieve the stated objectives. The CIO wants to know how these concerns can be addressed, and how risks will be mitigated.

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 partners, and the multiple operating entities within the firm.

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 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 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.

- D. You recommend that all possible models be created for each project architecture that can be used to ensure that the system will be compliant with the local regulations for each operating entity. 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.

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 55

Which of the following describes how the Enterprise Continuum is used when developing an enterprise architecture?

- A. To coordinate with the other management frameworks in use
- B. To identify and understand business requirements
- C. To describe how an architecture addresses stakeholder concerns
- D. To classify architecture and solution assets

Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 56

Which of the following best describes the Standards Library?

- A. A repository area holding processes to support governance of the Architecture Repository
- B. A repository area holding a record of the governance activity across the enterprise
- C. A repository area holding guidelines and templates used to create new architectures
- D. A repository area holding specifications to which architectures must conform

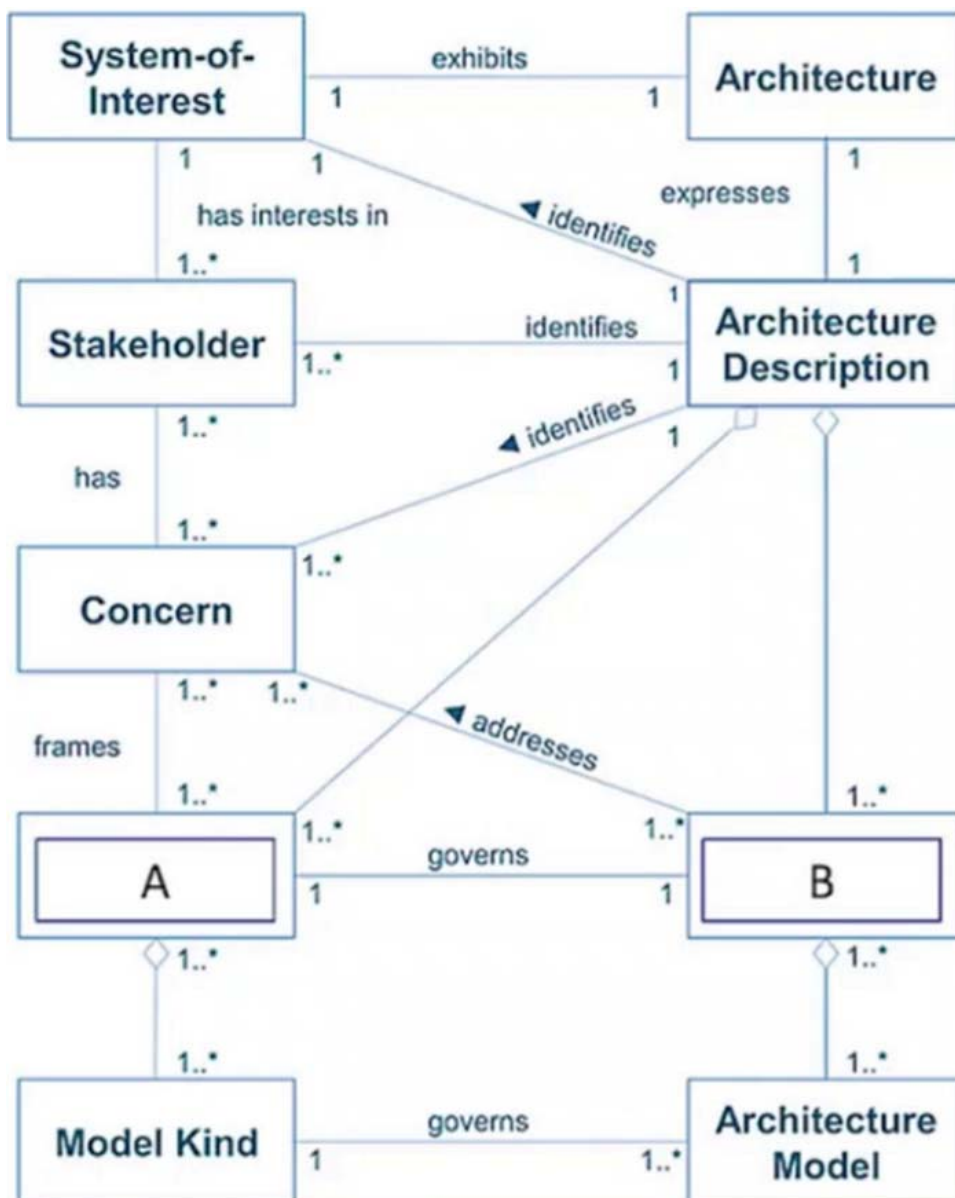
Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 57

Consider the image showing basic architectural concepts.



What are items A and B?

- A. A-Candidate Architecture, B-Trade-off
- B. A-Architecture Viewpoint, B-Architecture View
- C. A-Architecture Board, B-Architecture Capability
- D. A-Requirement, B-Candidate Architecture

Correct Answer: B

Section: (none)

Explanation/Reference:

QUESTION 58

Which of the following best describes the need for the ADM process to be governed?

- A. To enable development of reference architectures
- B. To enable a fast response to market changes
- C. To verify that the method is being applied correctly
- D. To permit the architecture domains to be integrated

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 59

Complete the sentence. A business scenario describes _____.

- A. business domain gaps, such as cross-training requirements
- B. shortfalls between the Baseline and Target Architectures
- C. general rules and guidelines for the architecture being developed
- D. business and technology environment in which those problems occur

Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 60

In which phase(s) of the ADM would you deal with the actions resulting from a transformation readiness assessment?

- A. Phase E and F
- B. Phase A
- C. Phase G
- D. Phase F

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 61

Complete the sentence. The architecture domains that are considered by the TOGAF standard as subsets of an overall enterprise architecture are Business, Technology, _____.

- A. Capability and Segment
- B. Logical and Physical
- C. Application and Data
- D. Information and Data

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 62

What is the purpose of the Preliminary Phase?

- A. Describing the target architecture.
- B. Defining the Enterprise Strategy.
- C. Identifying the stakeholders and their requirements.
- D. Developing an Enterprise Architecture Capability.

Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 63

In which part of the ADM cycle do building block gaps become associated with work packages that will address the gaps?

- A. Phases G and H
- B. Phases B, C, and D
- C. Phase F
- D. Phase E

Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 64

Which of the following describes a purpose of Architecture Principles?

- A. To describe likely impacts resulting from successful deployment of the target architecture.
- B. To establish a common understanding of how to control the business in pursuit of strategic objectives
- C. To remove subjectivity and bias out of decision-making
- D. To form a contract between sponsoring organization and the enterprise architects

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 65

Which of the following statements about architecture partitioning are correct?

- 1. Partitions are used to simplify the management of the Enterprise Architecture.
- 2. Partitions are equivalent to architecture levels.
- 3. Partitions enable different teams to work on different element of the architecture at the same time.
- 4. Partitions reflect the organization's structure.

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

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 66

Which section of the TOGAF template for Architecture Principles should describe the relationship to other principles?

- A. Implications
- B. Name

- C. Statement
- D. Rationale

Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 67

What are the following activities part of?

- Risk classification
- Risk identification
- Initial risk assessment

- A. Phase G
- B. Risk Management
- C. Security Architecture
- D. Phase A

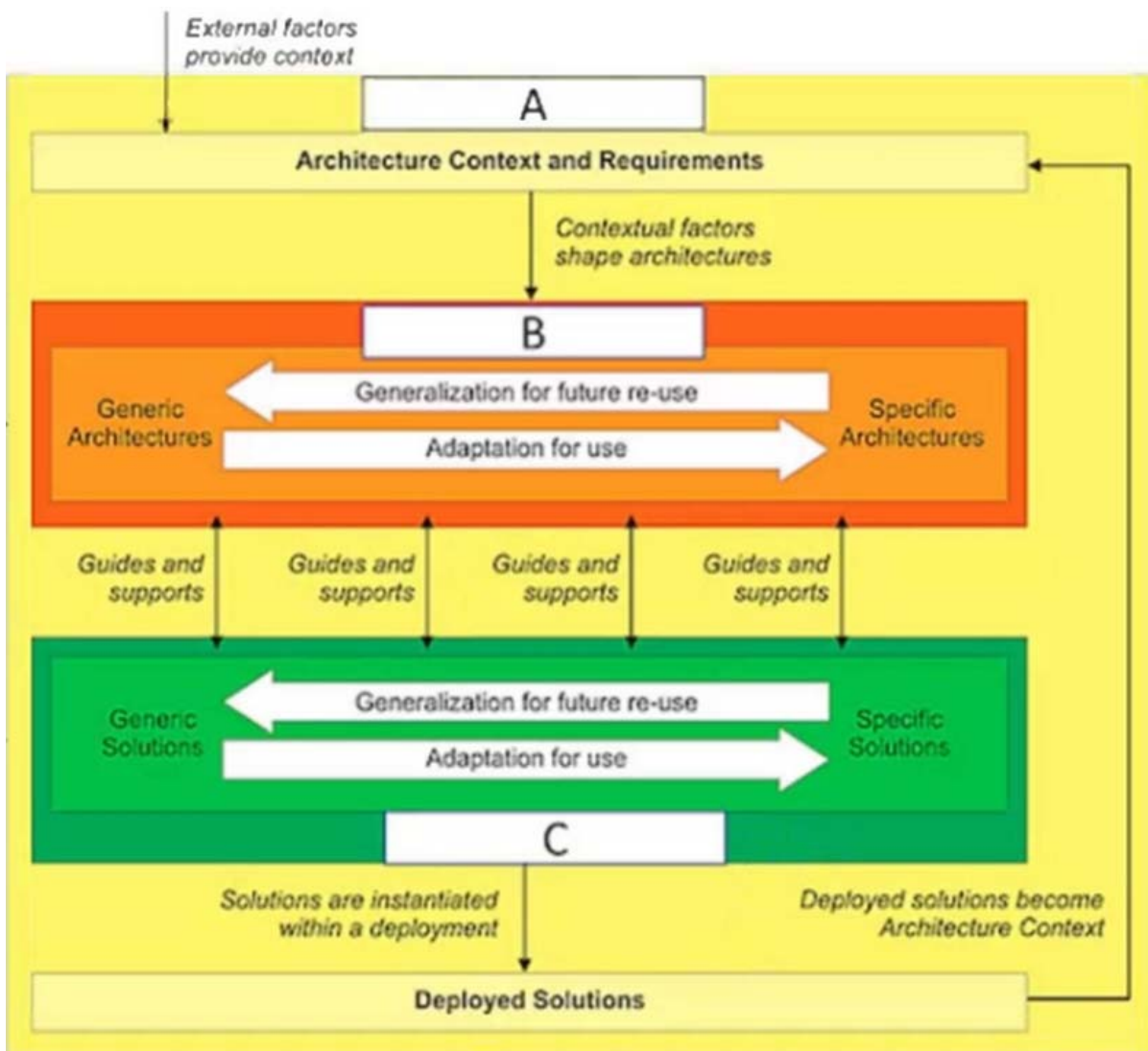
Correct Answer: B

Section: (none)

Explanation/Reference:

QUESTION 68

Consider the illustration.



What are the items labelled A, B and C?

- A. A-Enterprise Architecture, B-Architecture Building Blocks, C-Solutions Building Blocks
- B. A-Enterprise Strategic Architecture, B-Segment Architecture, C-Solutions Architecture
- C. A-Enterprise Continuum, B-Architecture Continuum, C-Solutions Continuum
- D. A-Architecture Vision, B-Business Architecture, C-Information Systems Architecture

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 69

What is an objective of the ADM Implementation Governance Phase?

- A. To ensure conformance for the target architecture
- B. To finalize the Implementation and Migration Plan
- C. To provide continual monitoring of the governance framework
- D. To establish the resources for architecture governance

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 70

Complete the following sentence. In the ADM, documents which are under development and have not undergone any formal review and approval process are _____.

- A. in between phases
- B. invalid
- C. called "draft1"
- D. known as "Version 0.1"

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 71

What is presented as "striking a balance between positive and negative outcomes resulting from the realization of either opportunities or threats"?

- A. Transition Management
- B. Agile development
- C. Risk Management
- D. Architecture Security

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 72

In which section of the TOGAF template for Architecture Principles would a reader find the answer to the question of "How does this affect me"?

- A. Implications
- B. Name
- C. Rationale
- D. Statement

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 73

Which ADM phase focuses on defining the problem to be solved, identifying the stakeholders, their concerns, and requirements?

- A. Phase A
- B. Phase C
- C. Phase B
- D. Preliminary Phase

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 74

Which statement best describes iteration and the ADM?

- A. The ADM is sequential. Iteration is applied within phases.
- B. The ADM is iterative, over the whole process, between phases, and within phases.
- C. The ADM is iterative within the first cycle, and then between phases.
- D. The level of detail is defined once and applies to all iterations.

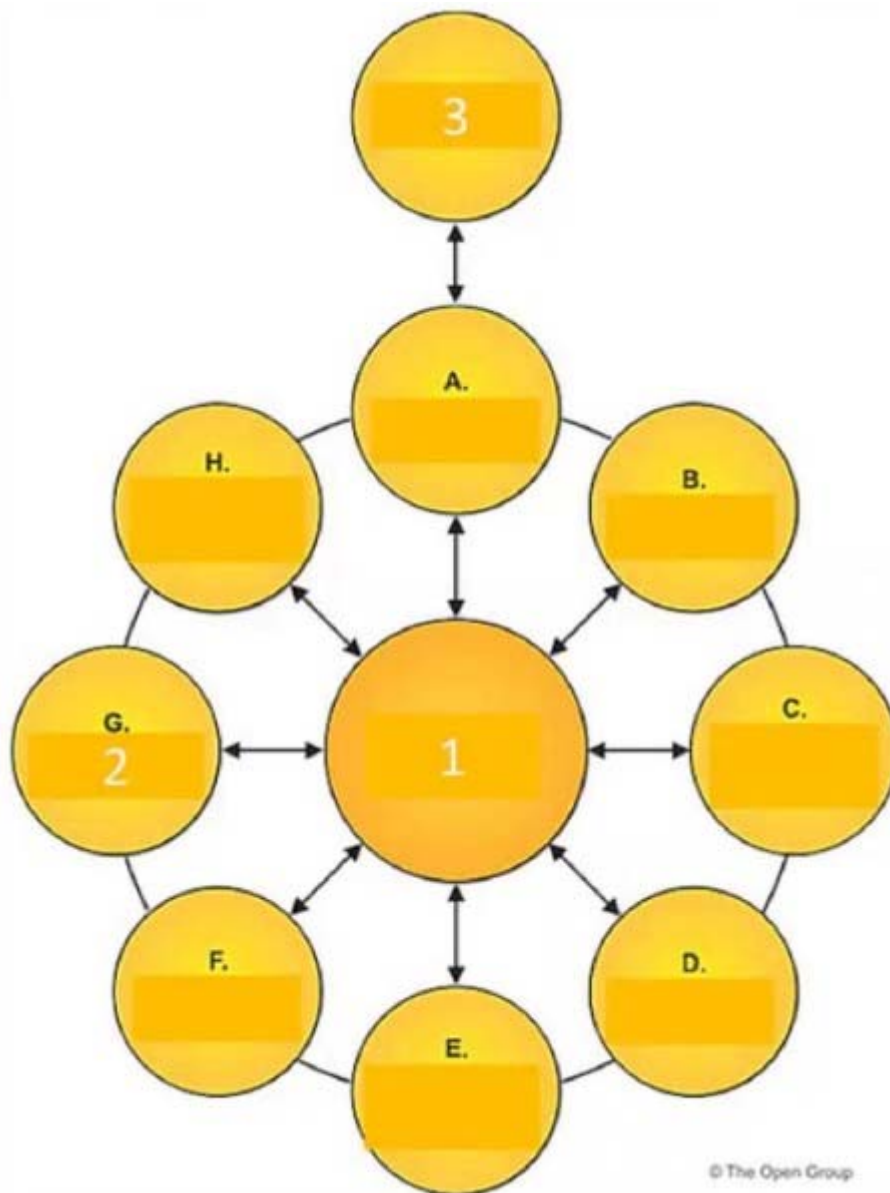
Correct Answer: B

Section: (none)

Explanation/Reference:

QUESTION 75

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

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 76

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. Architecture Views and Architecture Viewpoints
- C. Alternatives and Trade-offs
- D. Business Scenarios and Business Models

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 77

Complete the sentence. The Architecture Landscape is divided into levels known as _____.

- A. Transitional, Complete, and Incremental Architectures
- B. Segment, Strategic, and Capability Architectures
- C. Baseline, Transition, and To Be Architectures
- D. Gaps, Plateaus, and Target Architectures

Correct Answer: B

Section: (none)

Explanation/Reference:

QUESTION 78

Complete the sentence. The TOGAF standard covers the development of four architecture domains, Application, Business, Data and _____.

- A. Capability
- B. Segment
- C. Technology
- D. Transition

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 79

Consider the following statement:

Separate projects may operate their own ADM cycles concurrently, with relationships between the different projects.

What does it illustrate?

- A. Requirements management
- B. Implementation governance
- C. Enterprise Architecture
- D. Iteration

Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 80

Complete the sentence. Business Transformation Readiness Assessment is _____.

- A. a way to put building blocks into context, thereby supporting re-usable solutions
- B. widely used to validate an architecture that is being developed
- C. a joint effort between corporate staff, lines of business, and IT planners
- D. to ensure the active support of powerful stakeholders

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 81

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

- A. Achieving consistency between sub-architectures
- B. Determining the scope of an architecture compliance review
- C. Allocating resources for architecture projects
- D. Conducting assessments of the maturity level of architecture discipline within the organization

Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 82

Which of the following best describes the TOGAF Architecture Development Method?

- A. A process for managing architecture requirements
- B. A classification mechanism for architectures and solutions
- C. A process for managing and controlling change at an enterprise-wide level
- D. A method for developing an organization-specific enterprise architecture

Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 83

Consider the following statements:

1. Each contracted party is required to act responsibly to the organization and its stakeholders.
2. All decisions taken, processes used, and their implementation will not be allowed to create unfair advantage to any one particular party.
3. Digital Transformation and operations will be more effective and efficient.
4. Strategic decision-making by C-Level executives and business leaders will be more effective.

Which statements highlight the value and necessity for Architecture Governance to be adopted within organizations?

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

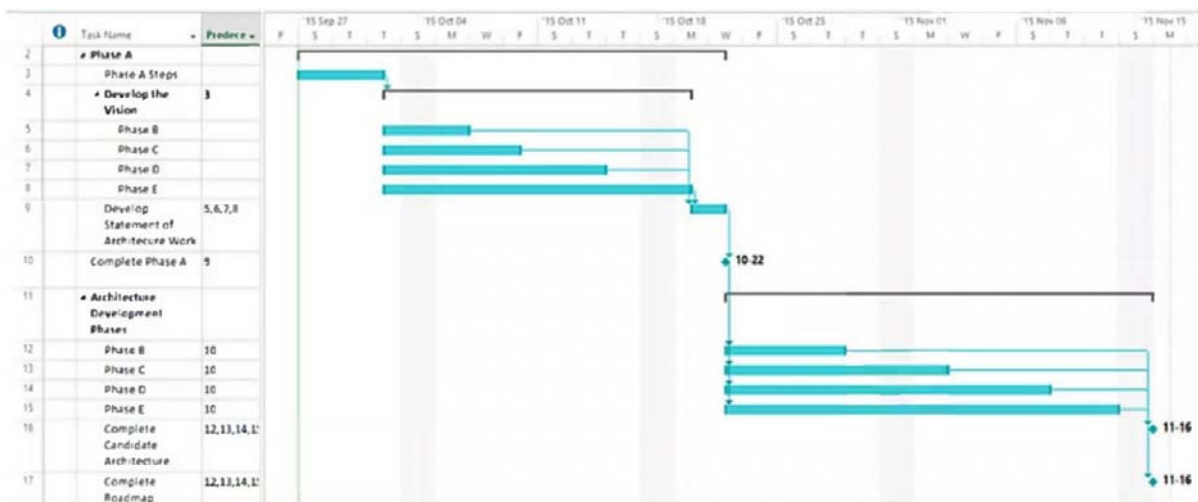
Correct Answer: B

Section: (none)

Explanation/Reference:

QUESTION 84

Consider the following chart:



Which important concept for Enterprise Architecture Practitioners does it illustrate?

- A. ADM phases must be run in a sequenced approach to produce the Architecture.
- B. An Enterprise Architecture must be developed in phases with a limited fixed duration.
- C. ADM phases must be run simultaneously until the relevant information has been produced.
- D. Enterprise Architects must use Gantt charts to communicate with Stakeholders.

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 85

Complete the sentence. The purpose of Enterprise Architecture is to _____.

- A. take major improvement decisions.

- B. govern the stakeholders.
- C. control the bigger changes.
- D. guide effective change.

Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 86

Which of the following best describes the purpose of the Gap Analysis technique?

- A. To validate non-functional requirements
- B. To determine service levels for the architecture
- C. To establish quality metrics for the architecture
- D. To identify missing functions

Correct Answer: D

Section: (none)

Explanation/Reference:

QUESTION 87

Refer to the table below:

| Phase | Output & Outcome | Essential Knowledge |
|-------|--|--|
| ? | A set of domain architectures approved by the stakeholders for the problem being addressed, with a set of gaps, and work to clear the gaps understood by the stakeholders. | How does the current Enterprise fail to meet the preferences of the stakeholders? What must change to enable the Enterprise to meet the preferences of the stakeholders? (Gaps) What work is necessary to realize the changes, that is consistent with the additional value being created? (Work Package) How stakeholder priority and preference adjust in response to value, effort, and risk of change. (Stakeholder Requirements) |

Which ADM Phase(s) does this describe?

- A. Phase B, C and D
- B. Phase B
- C. Phase E
- D. Preliminary Phase

Correct Answer: C

Section: (none)

Explanation/Reference:

QUESTION 88

Which of the following are interests important to the stakeholders in a system?

- A. Architecture views
- B. Requirements
- C. Principles

D. Concerns

Correct Answer: D

Section: (none)

Explanation/Reference:

Reference:

QUESTION 89

What is present in all phases within the ADM and should be identified, classified and mitigated before starting a transformation effort?

- A. Information gaps
- B. Risk
- C. Budgetary constraints
- D. Schedule constraints

Correct Answer: B

Section: (none)

Explanation/Reference:

Reference:

QUESTION 90

Consider the following ADM phases objectives.

| | Objective |
|---|--|
| 1 | Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value |
| 2 | Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D |
| 3 | Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan |
| 4 | Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders |

Which phase does each objective match?

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

Correct Answer: A

Section: (none)

Explanation/Reference:

Reference:

QUESTION 91

Which of the following best describes the purpose of the Architecture Requirements Specification?

- A. It provides a set of statements that outline what a project must do to comply with the architecture
- B. It contains an assessment of the current architecture requirements
- C. It defines the scope and approach to complete an architecture project
- D. It is sent from the sponsor and triggers the start of an architecture development cycle

Correct Answer: A

Section: (none)

Explanation/Reference:

Reference:

QUESTION 92

Consider the following ADM phases objectives.

| | Objective |
|---|---|
| 1 | Ensure that the architecture development cycle is maintained |
| 2 | Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders |
| 3 | Perform appropriate Architecture Governance functions for the solution and any implementation-driven architecture Change Requests |
| 4 | Ensure that the Enterprise Architecture Capability meets current requirements |

Which phase does each objective match?

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

Correct Answer: B

Section: (none)

Explanation/Reference:

Reference:

QUESTION 93

Which section of the TOGAF template for Architecture Principles should highlight the requirements for carrying out the principle?

- A. Implications
- B. Rationale
- C. Statement
- D. Name

Correct Answer: A

Section: (none)

Explanation/Reference:

Reference:

QUESTION 94

Which one of the following classes of information within the Architecture Repository would typically contain a list of the applications in use within the enterprise?

- A. Reference Library
- B. Governance Log
- C. Architecture Landscape
- D. Architecture Metamodel

Correct Answer: C

Section: (none)

Explanation/Reference:

Reference:

QUESTION 95

Which of the following is the ability to develop, use and sustain the architecture of a particular enterprise using architecture to govern change?

- A. An EA Capability
- B. An EA framework
- C. An Enterprise Architecture
- D. An EA repository

Correct Answer: A

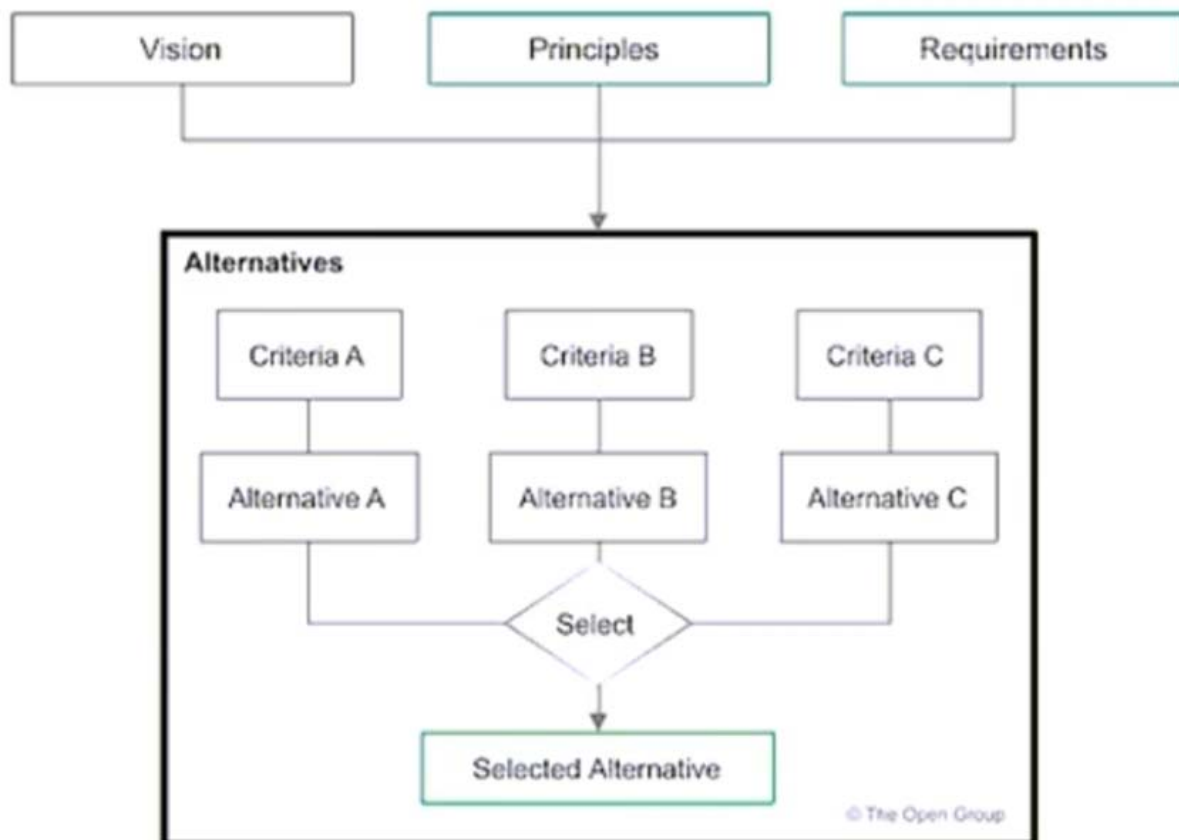
Section: (none)

Explanation/Reference:

Reference:

QUESTION 96

Consider the graphic from the TOGAF Standard.



What does this illustrate?

- A. Iteration
- B. The Architecture Trade-off method
- C. The Business Scenario method
- D. Architecture Partitioning

Correct Answer: B

Section: (none)

Explanation/Reference:

Reference:

QUESTION 97

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

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

Correct Answer: C

Section: (none)

Explanation/Reference:

Reference:

QUESTION 98

Consider the following statements describing the TOGAF ADM.

1. All ADM activities are carried out within an iterative cycle of continuous architecture definition and realization
2. The Requirements Management phase is a continuous phase
3. Output from an early phase may be modified in a later phase
4. When a phase starts, the previous phase closes

Which statements are correct?

- A. 2, 3 & 4
- B. 1, 2 & 3
- C. 1, 3 & 4
- D. 1, 2 & 4

Correct Answer: B

Section: (none)

Explanation/Reference:

Reference:

QUESTION 99

Which of the following best describes the purpose of a Compliance Assessment?

- A. To provide a high-level view of the end architecture product
- B. To govern the architecture throughout its implementation process
- C. To show progression of change from the Baseline Architecture to the Target Architecture
- D. To ensure that architecture information is communicated to the right stakeholders at the right time

Correct Answer: B

Section: (none)

Explanation/Reference:

Reference:

QUESTION 100

What does the TOGAF ADM recommend for use in developing an Architecture Vision document?

- A. Architecture Principles
- B. Business Scenarios
- C. Requirements Management
- D. Gap Analysis

Correct Answer: B

Section: (none)

Explanation/Reference:

Reference:

QUESTION 101

What are the four architecture domains that the TOGAF standard deals with?

- A. Capability, Segment, Enterprise, Federated
- B. Baseline, Candidate, Transition, Target
- C. Business, Data, Application, Technology
- D. Application, Data, Information, Knowledge

Correct Answer: C

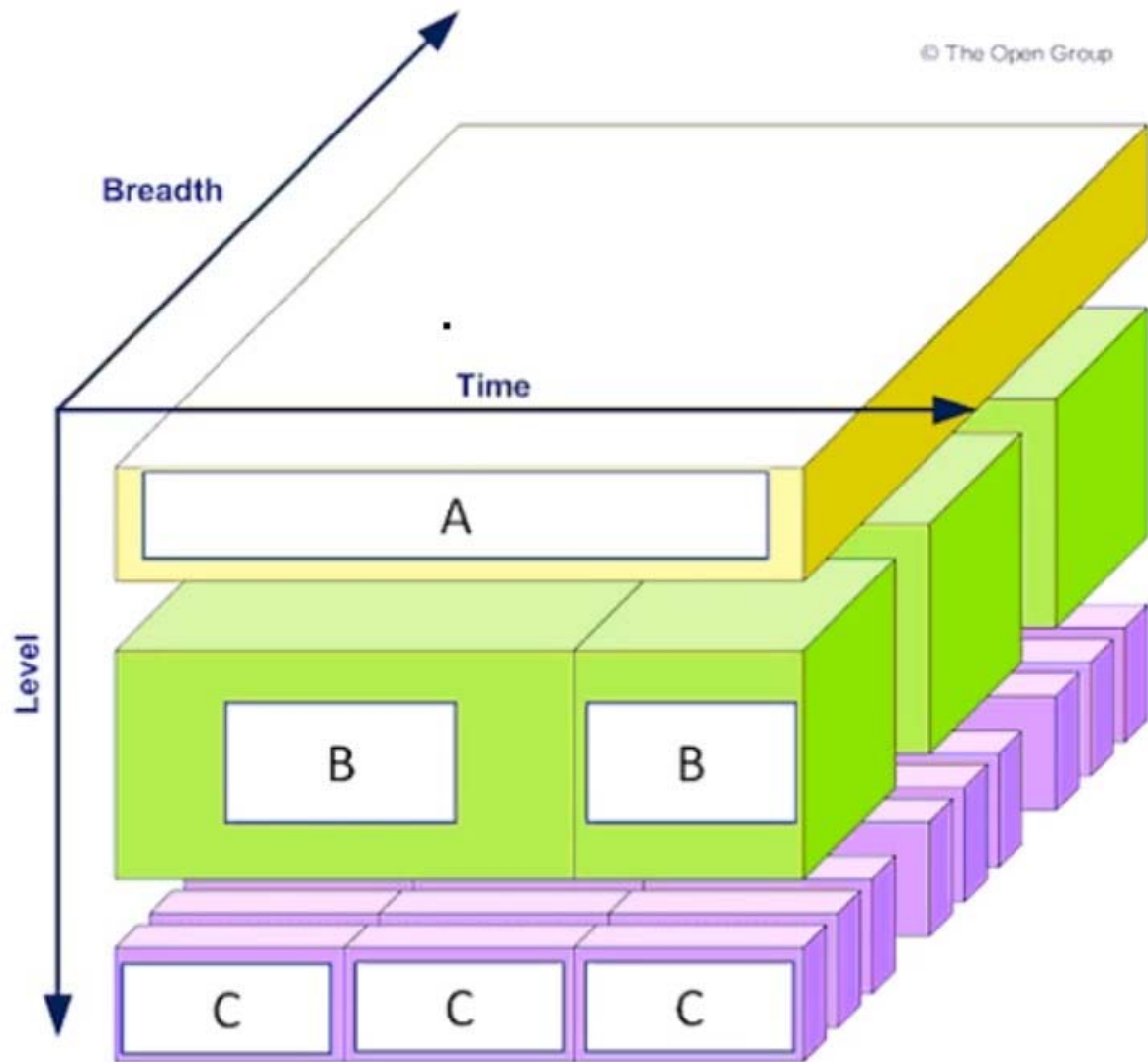
Section: (none)

Explanation/Reference:

Reference:

QUESTION 102

Consider the diagram showing a classification model for Architecture Landscapes.



What are the items labelled A, B and C?

- A. A-Enterprise Strategic Architecture, B-Segment Architecture, C-Capability Architecture
- B. A-Corporate Capability, B-Portfolio Capability, C-Project Capability
- C. A-Architecture Vision, B-Business Architecture, C-Architecture Development
- D. A-Strategy Architecture, B-Tactic Architecture, C-Operational Architecture

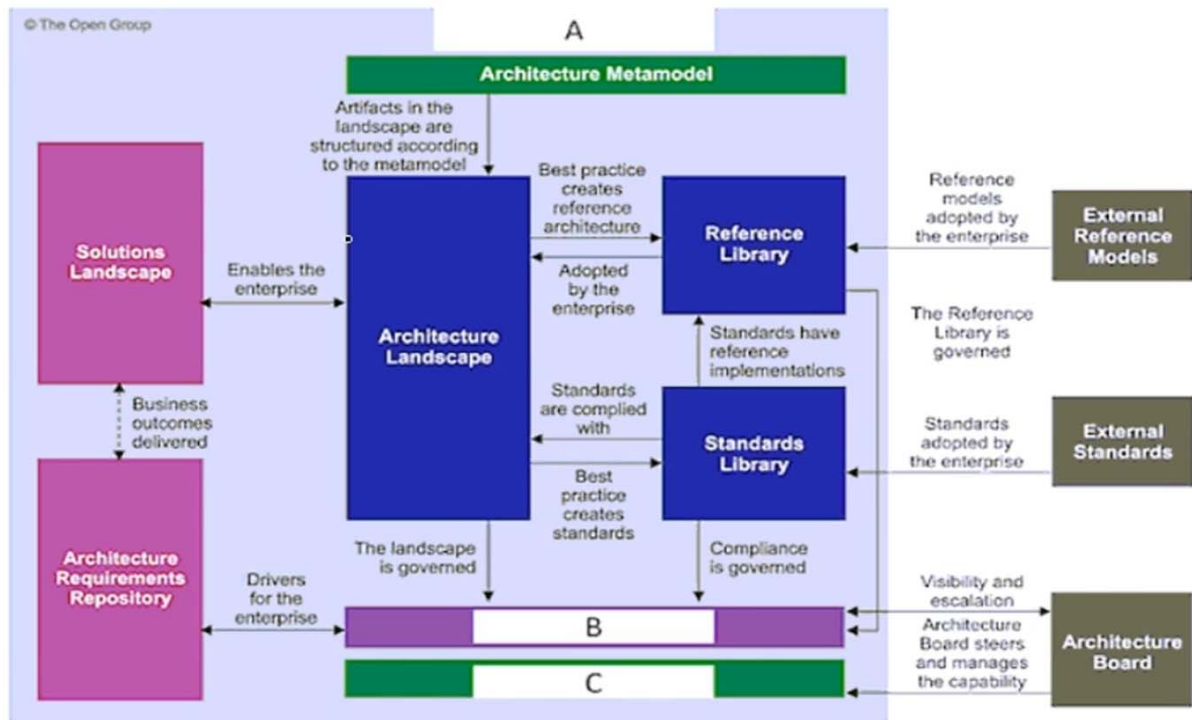
Correct Answer: A

Section: (none)

Explanation/Reference:

QUESTION 103

Consider the illustration.



What are the items labelled A, B and C?

- A. A-Enterprise Repository, B-Governance Repository, C-Board Repository
- B. A-Architecture Repository, B-Governance Repository, C-Architecture Capability
- C. A-Architecture Repository, B-Governing Board, C-Enterprise Capability
- D. A-Enterprise Repository, B-Board repository, C-Enterprise Capability

Correct Answer: B

Section: (none)

Explanation/Reference:

Reference:

QUESTION 104

When considering the scope of an architecture, what dimension considers to what level of detail the architecting effort should go?

- A. Project
- B. Breadth
- C. Depth
- D. Architecture Domains

Correct Answer: C

Section: (none)

Explanation/Reference:

Reference:

QUESTION 105

In which phase of the ADM cycle do building blocks become implementation-specific?

- A. Phase E
- B. Phase D
- C. Phase C
- D. Phase B

Correct Answer: A

Section: (none)

Explanation/Reference:

Reference:

QUESTION 106

Consider the following statements:

1. Groups of countries, governments, or governmental organizations (such as militaries) working together to create common or shareable deliverables or infrastructures
2. Partnerships and alliances of businesses working together, such as a consortium or supply chain

What are those examples of according to the TOGAF Standard?

- A. Organizations
- B. Business Units
- C. Enterprises
- D. Architectures Scopes

Correct Answer: C

Section: (none)

Explanation/Reference:

Reference:

QUESTION 107

Please read this scenario prior to answering the question.

You are the Lead Enterprise Architect at a major agribusiness company. The company's main 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.

In response to the situation, the CEO has decided that the lentil fields will be used for another harvest. The company will also cease to process third-party lentils and will repurpose its processing plants. Thus, the target market will change, and the end-products will be different and more varied.

The company has recently established an Enterprise Architecture practice based on the TOGAF standard as method and guiding framework. The CIO is the sponsor of the activity. A formal request for architecture change has been approved. At this stage there is no fixed scope, shared vision, or objectives.

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 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.
- B. You propose that the team focus on architecture definition including development of business models, 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.
- C. You propose that the priority is to produce a new Request for Architecture Work leading to development of a new Architecture Vision. The trade-off method should be applied to identify and select an architecture satisfying the stakeholders. For an efficient change the EA team should be

aligned with the organization's planning, budgeting, operational, and change processes.

- D. You propose that the team uses the architecture definition document and focus on architecture development starting simultaneously phases B, C and D. This is because the CEO has identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.

Correct Answer: B

Section: (none)

Explanation/Reference:

Reference:

QUESTION 108

Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.

| | |
|---|--|
| 1 | General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission |
| 2 | The joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture. |
| 3 | A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle |
| 4 | A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture. |

Which deliverables match these descriptions?

- A. 1 Architecture Principles - 2 Architecture Contracts - 3 Request for Architecture Work - 4 Architecture Requirements Specification
- B. 1 Architecture Contracts - 2 Architecture Requirements Specification - 3 Architecture Vision - 4 Architecture Principles
- C. 1 Architecture Requirements Specification - 2 Architecture Principles - 3 Architecture Vision - 4 Architecture Contracts
- D. 1 Architecture Principles - 2 Architecture Contracts - 3 Architecture Requirements Specification - 4 Request for Architecture Work

Correct Answer: A

Section: (none)

Explanation/Reference:

Reference:

QUESTION 109

Which section of the TOGAF template for Architecture Principles should succinctly and unambiguously communicate the fundamental rule?

- A. Statement
- B. Implications
- C. Rationale
- D. Name

Correct Answer: A

Section: (none)

Explanation/Reference:

Explanation:

The Statement section of the TOGAF template for Architecture Principles is designed to succinctly and unambiguously communicate the fundamental rule of the principle. It provides a clear and direct articulation of the principle itself, ensuring that its intent is easily understood.

QUESTION 110

Which of the following best describes the Reference Library within the Architecture Repository?

- A. Guidelines and templates used to create new architectures
- B. Processes to support governance of the Architecture Repository
- C. A library of specifications to which architectures must conform
- D. A record of the governance activity across the enterprise

Correct Answer: A

Section: (none)

Explanation/Reference:

Explanation:

The Reference Library within the Architecture Repository contains guidelines, templates, patterns, and best practices that architects can use when developing new architectures. It serves as a resource to standardize and streamline the architecture development process by providing reusable content.

QUESTION 111

Complete the sentence.

When considering agile development, Architecture to Support Portfolio will identify what products the Enterprise needs, the boundary of the products, and what constraints a product owner has; this defines the Enterprise's _____.

- A. operating model
- B. risk tolerance
- C. backlog
- D. business continuity

Correct Answer: C

Section: (none)

Explanation/Reference:

Explanation:

In the context of agile development, the Architecture to Support Portfolio identifies the necessary products, their boundaries, and constraints, which directly contribute to defining the Enterprise's backlog. The backlog is a prioritized list of work items, including features, changes, and enhancements, that need to be addressed to achieve business goals.

QUESTION 112

Complete the sentence. The purpose of the Preliminary Phase is to _____.

- A. define the enterprise strategy
- B. describe the target architecture
- C. architect an Enterprise Architecture Capability
- D. identify the stakeholders and their requirements

Correct Answer: C

Section: (none)

Explanation/Reference:

Explanation:

The Preliminary Phase of the TOGAF ADM focuses on establishing and preparing the architecture

capability within the enterprise. This includes defining the principles, frameworks, and governance structures necessary to support the Enterprise Architecture function. It ensures that the organization has the appropriate processes, tools, and resources in place before proceeding with the development of architectures.

QUESTION 113

According to the TOGAF standard, what term describes an individual with an interest in a system?

- A. stakeholder
- B. consumer
- C. lead architect
- D. sponsor

Correct Answer: A

Section: (none)

Explanation/Reference:

Explanation:

According to the TOGAF standard, a stakeholder is any individual, group, or organization with an interest in, or concern about, a system. Stakeholders can influence or be affected by the system, and they may have specific requirements, expectations, or constraints that need to be considered during the architecture development process.

QUESTION 114

Refer to the table below:

| Phase | Output & Outcome | Essential Knowledge |
|-------|---|---|
| ? | A set of work packages that address the set of gaps, with an indication of value produced and effort required, and dependencies between the work packages to reach the adjusted target. | Dependency between the set of changes. (Work Package & Gap dependency) Value, effort, and risk associated with each change and work package. How stakeholder priority and preference adjust in response to value, effort, and risk of change. |

Which ADM Phase(s) does this describe?

- A. Phase E
- B. Phase F
- C. Phase A
- D. Phase B, C and D

Correct Answer: B

Section: (none)

Explanation/Reference:

Explanation:

The table describes a phase where work packages are defined to address gaps, along with their dependencies, value, effort, and risks. This aligns with Phase F: Migration Planning in the TOGAF ADM. Phase F focuses on developing the implementation and migration plan, which includes defining the necessary work packages and their dependencies to achieve the target architecture. It also considers stakeholder priorities, risk assessments, and the feasibility of changes.

QUESTION 115

Please read this scenario prior to answering the question

You are working as an Enterprise Architect at a technology company. The company has multiple subsidiary companies engaged in mobile, online shopping, cloud computing services, and a social media platform. The company has grown rapidly and claims to be adding 20 million new users a month.

The company has an established Enterprise Architecture (EA) program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). In your role as an Enterprise Architect within the EA team, you work closely with the business stakeholders in the company as well as the sponsors.

The senior leadership within the company is worried about the ability of the company to address the challenges of climate change and the opportunities around artificial intelligence. They are concerned that the business will not be sustainable without making significant changes. Most senior leaders feel that operations must become more efficient, and the organization needs to change to achieve its future goals.

The CEO has decided that reorganizing its subsidiaries around artificial intelligence and machine learning will improve the way the company creates and delivers value. The sponsors have approved an EA project for the reorganization. The EA team has created a strategic architecture with the CEO and CIO. It includes an Architecture Vision, and high-level definitions of the domain architectures. This sets out an ambitious plan over a three-year period and covers three distinct transformations to implement the reorganization.

The sponsors have read reports that up to 70% of companies are failing at digital and artificial intelligence transformation. They have made it clear that prior to approval of the detailed Implementation and Migration Plan, the EA team needs to assess and mitigate the risks associated with the reorganization. They want assurance that the reorganization will succeed and deliver the promised increases in value for the business.

Refer to the scenario

You have been asked by the EA team leader to recommend an approach to address the request from the sponsors.

Based on the TOGAF Standard, which of the following is the best answer?

- A. You would assess the organization's preparedness to undergo change. This will allow the risks associated with the transformations to be identified, classified, and mitigated for. This would include identifying dependencies between the set of changes, including gaps and work packages. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated with each transformation should be determined.
- B. You would apply an interoperability analysis to evaluate the potential issues across the proposed new architecture. This should include the development of a matrix showing the interoperability requirements. The degree of interoperability should then be aligned with the corporate operating model to ensure risks are mitigated and minimized. The risk mitigations can then be included within each of the target Transition Architectures. You would then finalize the Architecture Roadmap and the Implementation and Migration Plan.
- C. You would bring together information about potential approaches and produce several alternative target transition architectures. You would then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.
- D. Before preparing the detailed Implementation and Migration Plan, you would review and consolidate the gap analysis results from Phases B to D. This will identify the transformations required to achieve the proposed Target Architecture. You would then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate identified risks. The Transition Architecture should then be planned to use a state evolution table.

Correct Answer: A

Section: (none)

Explanation/Reference:

Explanation:

The scenario highlights concerns about organizational readiness, risk mitigation, and transformation success in the context of artificial intelligence and digital transformation. Given the sponsors' request to assess and mitigate risks before approving the detailed Implementation and Migration Plan, the best approach is to evaluate the organization's preparedness for change. This includes:

- Identifying and classifying risks associated with the transformations.
- Assessing dependencies between the changes, including gaps and work packages.
- Determining business value, effort, and risks related to each transformation.
- Identifying improvement actions to integrate into the Implementation and Migration Plan.

This aligns with Phase E and Phase F of the TOGAF ADM, where risk management and implementation planning are critical for successful architecture transitions. This approach ensures that the organization is ready for change and that transformations will be executed efficiently to achieve the intended business value.

QUESTION 116

Please read this scenario prior to answering the question

You are an Enterprise Architect at a food production and distribution company. The goal of the company is to maximize profit while satisfying the needs of consumers for its products. Its customers demand food that is produced sustainably, safely, and transparently while reducing environmental impact.

The business is highly mechanized, and this mechanization has brought about a decrease in the number of workers needed, together with a focus on agricultural engineering to improve the efficiency of its farms, its processing facilities, and the overall enterprise. As part of this, the company has established an Enterprise Architecture (EA) practice based on the TOGAF standard, using it as the method and guiding framework. The Chief Information Officer (CIO) is the sponsor of the EA practice. The practice has adopted an iterative approach for its architecture development. This has enabled decision-makers to have valuable insights into different aspects of the business.

In recent years, there have been a series of bad harvests and a major reduction in yields of the main crop produced by the company. This combined with an increase in costs for energy, feed, fuel, and fertilizer, has led to a significant decrease in profits. The rising costs and reduced profits mean that the company is unable to take as much planned action on climate measures as it would like, such as reducing its carbon footprint. The Chief Executive Officer (CEO) has stated that big changes are needed to improve yields and profitability.

The outline strategy for change includes new products and new markets. The company will switch to a mix of crops rather than depend on a single main crop and will allow the use of its processing facilities by third parties. This is a major decision, and the CEO has stated a preference to repurpose and reuse rather than replace, so as to manage risks and limit costs.

The CIO has assigned the EA team to manage this project. The CIO has stated that although the overall objective is known, the EA team is expected to define the scope, a shared vision, and the requirements.

Refer to the scenario

You have been asked to recommend 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 recommend 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 recommend that the priority is to understand the problem and define the structure of the change. The team should focus iteration cycles on a baseline-first approach to architecture development and then transition planning. This will identify the change needed in order to transition from the baseline to the target and can be used to work out in detail what the agreed vision is for the change.
- C. You recommend that the team focus on architecture definition and operate multiple ADM phases concurrently 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.
- D. You recommend that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability of the company. Then, the focus should be on transition planning and incremental architecture deployment. This will identify requirements to ensure

that projects are sequenced optimally to realize the change.

Correct Answer: C

Section: (none)

Explanation/Reference:

Explanation:

The scenario describes a major strategic shift in the company's operations, requiring a comprehensive approach to architecture development. Since the Enterprise Architecture (EA) team is responsible for defining the scope, shared vision, and requirements, the best approach is to focus on architecture definition while operating multiple TOGAF ADM phases concurrently to support the new business strategy.

This approach ensures that:

- The business strategy is well understood, allowing the architecture to align with the CEO's vision.
- The team identifies requirements, drivers, issues, and constraints to ensure a structured transformation.
- Non-functional requirements (e.g., security, resilience, sustainability) are considered, ensuring that the target architecture is robust.

Since this is a business-driven transformation, architecture development should be iterative and flexible, rather than strictly following a baseline-first approach. Operating multiple ADM phases concurrently allows for better adaptability, ensuring that the strategy, technology, and transition planning align effectively.

QUESTION 117

Please read this scenario prior to answering the question

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at an electric vehicle manufacturer. The company produces electric cars and battery systems. The goal of the company is to build the best technology and software platform for electric vehicles.

The company has decided to introduce a major change to its vehicle design over a five-year period. This will be a cross-functional effort between hardware and software teams, delivering significant new features in the vehicles they manufacture. It is planned to be developed in phases. An architecture to support the strategy has been completed with a roadmap for a set of projects.

The EA team has inherited the architecture for the hardware and software automotive platform used by current vehicles, some of which can be carried over to the new vehicle design. The EA team has started to define which parts of the architecture to carry forward.

The presentation and access to different variations of data that the company plans to offer through its vehicles create an architecture challenge. The application portfolio and supporting infrastructure must connect with multiple cloud services and data repositories in different countries to be able to handle the data at a large scale.

Enough of the Business Architecture has been defined so that work can commence on the Information Systems and Technology Architectures. Those architectures need to be defined to support the primary business services that the company plans to provide. These services will manage and process the data created by vehicles, paving the way for self-driving vehicles in the future.

The company uses the TOGAF Standard as the basis for its Enterprise Architecture framework. The EA team reports to the Chief Technical Officer (CTO), who is the sponsor of the EA program. The CTO requires that the EA team follow the purpose-based EA Capability Model as described in the *TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM*.

Refer to the scenario

You have been asked how to decide and organize the work to deliver the requested architectures.

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

- A. You look outside the company to study how other companies organize their data models and application portfolios. You create just enough architecture description for the Application, Data, and

Technology Architectures to identify the different options. For each project, this includes the identification of candidate architecture and solution building blocks. You then identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options. You then write the draft Implementation and Migration Plan.

- B. You look to the superior architecture to help plan your approach. You identify projects, dependencies, and synergies, then decide the order for starting the projects. You then develop high-level architecture descriptions. For each project you determine how much work is needed, identify reference architectures, and candidate building blocks. You identify the resource needs taking into account cost and value. You document the different options, risks, and ways to control them to enable feasibility analysis and trade-offs with the stakeholders.
- C. You research leading data companies, using your findings to help in developing high-level Target Data, Application and Technology Architectures. You review the Architecture Vision to determine the level of detail, time, and scope of the ADM cycle phases required for architecture development for the project. You identify and estimate the cost of the main work packages. You then create an Architecture Roadmap and request the Architecture Board to approve the roadmap. You then start the project.
- D. You commence an iteration of ADM Phase A, identifying the stakeholders and revising the Architecture Vision. You perform a Stakeholder Analysis and update the Stakeholder Map created for the strategic architecture so it reflects the stakeholders who are now the most important to the projects that are to be developed. You then request the CTO to make some choices about the Architecture Roadmap and update the Implementation and Migration Plan to reflect the choices.

Correct Answer: B

Section: (none)

Explanation/Reference:

Explanation:

The scenario describes a long-term transformation involving the evolution of vehicle design, integration of cloud-based data services, and preparation for self-driving technology. The Enterprise Architecture (EA) team is responsible for defining and organizing the architecture work, ensuring alignment with the business services and technical strategy.

The best approach is to look to the superior architecture for guidance, which means:

- Identifying projects, dependencies, and synergies to plan the order of execution effectively.
- Developing high-level architecture descriptions for Data, Application, and Technology Architectures.
- Determining project scope and effort, using reference architectures and candidate building blocks.
- Assessing resources, costs, and value to ensure feasibility.
- Documenting options, risks, and mitigation strategies to help stakeholders make informed decisions.

This approach aligns with Phases E and F of the TOGAF ADM, ensuring that the roadmap and migration strategy are well-structured before implementation begins. It also follows the purpose-based EA Capability Model, as requested by the CTO, by focusing on dependencies, feasibility analysis, and strategic decision-making.

QUESTION 118

Please read this scenario prior to answering the question

You are working as an Enterprise Architect within the Enterprise Architecture (EA) team at a healthcare and life sciences company. The company has multiple divisions. Your team works within the healthcare division.

The EA team is working on an architecture project to develop a secure system that will allow healthcare researchers to share information more easily about their clinical trials. It will make working together easier across the organization. This system will also allow secure collaboration with external partners.

The company has an established EA practice and has adopted the TOGAF standard for use in its architecture work. The EA practice is federated, which allows some interoperability and information sharing between divisions yet permits partially independent activity. The Vice President of the healthcare division is the sponsor of the Enterprise Architecture activity.

The EA team uses the TOGAF Architecture Development Method with adaptations required to support healthcare production methods and laboratory procedures. Due to the highly sensitive nature of the information that is managed, special care has been taken to ensure that each architecture domain

considers privacy and safety concerns.

The healthcare division is always creating new products and needs to show the effectiveness and safety of the product. This happens in a set of clinical trials that satisfy the legal requirements of the relevant health authorities. The clinical trials are undertaken by the division's research laboratories at multiple facilities worldwide. At any time, there are many clinical trials happening.

In addition to internal research and development activities, the healthcare division is also involved in publicly funded research projects with industrial and academic partners.

The EA team has been instructed to minimize disruptions to the trials and to gradually introduce the new system.

Refer to the scenario

You have been tasked with planning the introduction of the new system. Specifically, how would you identify the work packages?

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

- A. You recommend that the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix be grouped into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture, so that the implementation team can schedule the rollout one region at a time to minimize disruption. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.
- B. You recommend that a Consolidated Gaps, Solutions and Dependencies Matrix is used as a planning tool for creating work packages. For each gap classify whether the solution is either a new development, a purchased solution, or based on an existing product. Group similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture considering the schedule for clinical trials, and document them in an Architecture Definition Increments Table.
- C. You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraints. A Consolidated Gaps, Solutions and Dependencies Matrix should also be created. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar activities together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- D. You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procured. Eliminate any duplicates. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matrix. Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the rollout of the work packages to be sequential across the geographic regions.

Correct Answer: C

Section: (none)

Explanation/Reference:

Explanation:

The scenario involves introducing a secure system for clinical trial data sharing while ensuring minimal disruption to ongoing research. This requires a structured and phased implementation. The best approach follows TOGAF's Migration Planning techniques and includes:

- Creating an Implementation Factor Catalog to define actions and constraints related to system deployment.
- Using a Consolidated Gaps, Solutions, and Dependencies Matrix to identify necessary changes, classify solutions (new development, purchased solution, or based on an existing product), and structure work packages.
- Grouping similar activities into work packages while considering dependencies and scheduling constraints tied to ongoing clinical trials.
- Regrouping work packages into Capability Increments and scheduling them within a series of Transition Architectures, ensuring a gradual and controlled implementation.

This approach ensures that the rollout aligns with clinical trial schedules, minimizes disruptions, and provides a smooth transition to the Target Architecture, which is critical for a highly regulated and sensitive healthcare environment.

QUESTION 119

Please read this scenario prior to answering the question

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a large technology company. The company has multiple divisions worldwide.

The company has a mature EA practice and uses the TOGAF standard for its architecture development method. In addition to the EA program, the company has a number of management frameworks in use, including business planning, project/portfolio management, and operations management. The EA program is sponsored by the Chief Information Officer (CIO). The CIO has actively encouraged architecting with agility within the EA department as her preferred approach for projects.

The company has a large in-house legal department managing intellectual property, trademarks, and patent disputes. At any one time there are many ongoing lawsuits involving the company. Many of the company's competitors who are in a similar position have adopted Artificial Intelligence (AI) tools to support their legal departments.

The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining new AI-driven litigation processes and legal assistance for the company.

Many of the legal staff, including the Senior Legal Counsel, have expressed concerns about relying on AI for decision-making. Other staff are concerned about possible bias in AI, and about the implications of legal knowledge being retained in AI. The CIO wants to know how these concerns can be addressed, and how risks will be covered by a new architecture enabling AI and Machine Learning.

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.

Refer to the scenario

You have been asked by the EA team leader to recommend an approach that solves the problems mentioned.

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

- A. You recommend that the key stakeholders, who are the most powerful and influential staff, be addressed through the creation of a Communication Plan. This plan should include a report that summarizes the key features of the architecture reflecting stakeholder requirements. You speak with each key stakeholder to ensure their concerns are being addressed. You make sure that the architecture being developed for the continuous Machine Learning clearly addresses management of risk and agility.
- B. You recommend that an analysis of the stakeholders is carried out resulting in documentation of different groups, an understanding of their positions, and their key concerns. The concerns and relevant views can then be defined for each group and recorded in the Architecture Vision document. The requirements will address risk mitigation through regular assessments and feedback. The requirements should also include a supervised agile implementation of continuous Machine Learning.
- C. You recommend that a set of standard business models be developed that can be applied to all AI-related architecture projects. A meeting will be held with the stakeholders to teach them how to use and understand the models. This will allow them to confirm that their concerns are being addressed. Risk will be managed simultaneously with the Security Architecture development, ensuring it does not hinder the agility preferred by the CIO.
- D. You recommend that an analysis is made that separates the various types of stakeholders into groups. Models should be developed for each proposed architecture to support the AI and Machine Learning solution. This will ensure that all the required data and details is considered. A meeting should be scheduled with the stakeholders to confirm that their concerns have been properly addressed by the models. Agility will be considered during Phase G Implementation Governance.

Correct Answer: B

Section: (none)

Explanation/Reference:

Explanation:

The scenario involves stakeholder concerns about AI in legal decision-making, the need for continuous Machine Learning, and the CIO's emphasis on agility and risk mitigation. The best approach aligns with TOGAF stakeholder management and architecture development principles, ensuring that the Enterprise Architecture (EA) addresses risks while supporting iterative AI deployment.

The recommended approach includes:

- Conducting a stakeholder analysis to document key groups, their positions, and concerns.
- Defining relevant stakeholder views and concerns in the Architecture Vision document, ensuring alignment with business goals and risk mitigation strategies.
- Integrating risk management into the architecture through regular assessments and feedback loops to identify and mitigate bias and decision-making risks.
- Implementing a supervised agile approach for continuous Machine Learning, ensuring that AI models evolve iteratively while addressing stakeholder concerns and regulatory compliance.

This approach ensures that stakeholder concerns are systematically addressed, while Machine Learning implementation remains agile, adaptive, and risk-aware, aligning with the TOGAF ADM and the CIO's preference for agility.

QUESTION 120

Please read this scenario prior to answering the question

You are an Enterprise Architect working at an electric vehicle manufacturer. You are part of an Enterprise Architecture (EA) team that has responsibilities across multiple divisions of the company. The company produces electric cars, and battery systems. The goal of the company is to build the best technology and software platform to support self-driving cars.

An architecture to support strategy has been completed defining a long-term Target Architecture with a roadmap over five years. This has identified the need for a portfolio of projects over the next two years. The portfolio includes the development of travel assistance systems using data gathered from multiple vehicles on the road.

The design of the presentation and accessibility of different types of data that the company plans to offer through its platform appears to be challenging. It is important for the application portfolio to work securely with third-party cloud services and V2X (Vehicle-to-Everything) service providers across many countries in order to effectively manage large amounts of data. Stakeholders are particularly concerned about the security of V2X. Regulations in various markets mandate that user privacy must always be safeguarded, to prevent tracking and compiling of data that could reveal drivers' journeys.

The company uses the TOGAF Standard as the basis for its Enterprise Architecture framework. Architecture development within the company uses the purpose-based EA Capability Model as described in the *TOGAF Series Guide: A Practitioner's Approach to Developing Enterprise Architecture Following the TOGAF® ADM*. The EA team reports to the Chief Information Officer (CIO), who is the sponsor of the EA program.

The current phase of architecture development is focused on the Business Architecture, which needs to support the primary travel assistance services that the company plans to provide. These services will manage and process the data created by vehicles, paving the way for self-driving vehicles in the future.

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 focus on data quality as it is a key factor in risk management. You identify the datasets that need to be safeguarded. For each dataset, you assign ownership and responsibility for the quality of data needs. A security classification will be defined and applied to each dataset. The dataset owner is then

able to authorize processes that are trusted for a certain activity on the dataset under specific circumstances.

- B. You perform a qualitative risk assessment for the data assets exchanged with partners. This delivers a set of priorities, high to medium to low, based on identified threats, the likelihood of occurrence, and the impact if it does occur. Using the priorities, you then develop a Business Risk Model that details the risk strategy including classifications to determine what mitigation is enough.
- C. You 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 establish a security federation to include them. This includes contractual arrangements, and a definition of the responsibility areas for the exchanged data, as well as security implications. You undertake a risk assessment determining risks relevant to specific data assets.
- D. You focus on the relationship with the third parties required for the travel assistance systems and define a trust framework. This describes the relationship with each party. Digital certificates are a key part of the framework and will be used to create trust between parties. You monitor legal and regulatory changes across all countries to keep the trust framework in compliance.

Correct Answer: C

Section: (none)

Explanation/Reference:

Explanation:

The scenario highlights security and risk concerns associated with V2X (Vehicle-to-Everything) data exchange, third-party cloud services, and regulatory compliance across multiple countries. Since the current phase focuses on Business Architecture, the best approach must ensure secure data sharing and privacy compliance while aligning with the TOGAF ADM.

The recommended approach includes:

- Creating a security domain model to categorize assets with similar security requirements, ensuring consistent policy enforcement across shared data environments.
- Establishing a security federation to manage interactions with third-party partners, defining security responsibilities and ensuring cross-organizational security governance.
- Defining contractual agreements and responsibility areas for exchanged data, addressing legal and regulatory mandates on privacy and security.
- Conducting a risk assessment focused on specific data assets, ensuring risk mitigation aligns with business goals and regulatory requirements.

This approach effectively addresses the stakeholder concerns about V2X security, data privacy regulations, and the risk of unauthorized tracking, while aligning with TOGAF risk management best practices in Business Architecture development.

QUESTION 121

Please read this scenario prior to answering the question

You are working as an Enterprise Architect at a large company. The company runs many retail stores as well as an online marketplace. The online marketplace allows hundreds of brands to partner with the company.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is involved in all aspects of the business, with oversight provided by an Architecture Board with representatives from different parts of the business. The EA program is sponsored by the Chief Information Officer (CIO).

Many of the stores remain open all day and night. Each store uses a standard method to track sales and inventory. This involves sending accurate, timely sales data to a central AI-based inventory management system that can predict demand, adjust stock levels, and automate reordering. The central inventory management system is housed at the company's central data center.

The company has bought a major rival. The Chief Executive Officer believes that the merger will enable growth through combined offerings and cost savings. The decision has been made to fully integrate the two organizations, including merging retail operations and systems. This means that duplicated systems will be replaced with one standard retail management system. Also, the company will reduce the number of applications that are used. The CIO expects significant savings will be achieved by implementing these

changes across the newly merged company.

One improvement that the rival has successfully implemented is the use of hand-held devices within stores, for both customers and staff. This has increased both customer and staff employee satisfaction due to the time savings this has brought. The CIO has given the go-ahead to roll out the devices in all stores but has stated that training on how to use the hand-held devices should be brief because there are a lot of employees, many of whom are part-time.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is involved in all aspects of the business, with oversight provided by an Architecture Board with representatives from different parts of the business. The EA program is sponsored by the Chief Information Officer (CIO).

The Request for Architecture Work to oversee the merger has been approved. The project has been scoped, and you have been assigned to work on it. Your role includes managing the architecture for the retail stores.

Refer to the scenario

You have been asked to confirm the most relevant architecture principles for the transformation.

Based on the TOGAF Standard, which of the following is the best answer?

[Note: The sequence of the principles listed in each answer does not matter. You should assume the company follows the set of principles provided in the *TOGAF Standard, ADM Techniques, Architecture Principles* chapter. You may need to refer to section 2.6 located in ADM Techniques within the reference text to answer this question.]

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

Correct Answer: B

Section: (none)

Explanation/Reference:

Explanation:

The scenario describes a company undergoing a merger and integration of retail operations and systems, requiring principles that support standardization, data management, accessibility, usability, and business continuity. The best principles for this transformation are:

- **Common Use Applications:** The goal is to reduce duplicated systems and implement a standard retail management system, making this principle crucial.
- **Data is an Asset:** The central inventory management system relies on accurate and timely data; therefore, treating data as a key asset is essential.
- **Data is Accessible:** Given the AI-based inventory management system and the integration of different systems, ensuring data accessibility across stores and online platforms is critical.
- **Ease of Use:** The rollout of hand-held devices for employees and customers requires a simple, intuitive interface to minimize training time and maximize adoption.
- **Business Continuity:** Many stores operate 24/7, meaning that retail systems must ensure continuous operations, even during the integration of the two companies.

QUESTION 122

Please read this scenario prior to answering the question

You are working as an Enterprise Architect consultant within a large manufacturing company. The company has multiple divisions located worldwide, including retail, manufacturing, pharmaceuticals, and technology.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its

architecture development method. The EA practice is engaged throughout all the divisions, with governance provided by multiple Architecture Boards with responsibility for a business line. In addition to the EA program, the company uses several management frameworks, including business planning, project/portfolio management, and operations management. The EA program is sponsored by the Chief Information Officer (CIO).

After a recent study, senior management is concerned about the impact of the company's multiple data centers and duplication of applications on business efficiency. To address this concern, a strategic architecture has been defined; it will help improve the ability to meet customer demand and enhance operational efficiency. The strategic architecture involves the consolidation of multiple applications programs currently used in different divisions and putting them all onto a cloud-based solution instead.

Each division has completed the Architecture Definition documentation to meet its own specific operational requirements. The enterprise architects have analyzed the corporate changes and implementation constraints. A consolidated gap analysis has been completed. Based on its results, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the cloud-based solution. The architects have completed the Business Transformation Readiness Assessment. Based on all these factors they have produced a risk assessment. They have also completed the draft Implementation and Migration Plan, the draft Architecture Roadmap, and the Capability Assessment deliverables.

Due to the risks of changing from the current environment, the decision has been taken that a gradual approach is needed to implement the target architectures. It will likely take a few years to complete the entire implementation process.

Refer to the scenario

You have been asked to decide on the next steps for the migration planning.

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

- A. You examine how the Implementation and Migration Plan affects the other frameworks being used in the organization. You coordinate the planning with business planning, project/portfolio management, and operations management frameworks. You assign a business value to each project, considering the available resources and how well they align with the strategy. You then update the Architecture Roadmap and the Implementation and Migration Plan.
- B. You estimate the business value for each project by applying the Business Value Assessment Technique. The assessment should focus on return on investment and performance evaluation criteria used to monitor the progress of the architecture transformation. You confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table. You then document the lessons learned and generate the final Implementation and Migration Plan.
- C. You conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment verifies that the implementation team is using the proper development methodology. It should include deploying monitoring tools and ensuring that performance targets are being met. If they are not met, then you would identify changes to performance requirements and update those in the Implementation and Migration Plan.
- D. You update the Architecture Definition Document, which includes setting project objectives and documenting the final requirements. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the Implementation and Migration Plan. You recommend that lessons learned be applied as changes to the architecture without review.

Correct Answer: A

Section: (none)

Explanation/Reference:

Explanation:

The scenario describes a gradual migration to a cloud-based solution to consolidate applications across multiple divisions while ensuring alignment with corporate strategy and operational efficiency. The next steps should focus on coordinating migration planning with the organization's existing frameworks to ensure a smooth transition.

The best approach includes:

- Examining how the Implementation and Migration Plan integrates with other frameworks (business planning, project/portfolio management, and operations management).
- Coordinating the migration with business objectives and available resources to ensure alignment with strategic goals.
- Assigning business value to projects to prioritize efforts effectively and support decision-making.
- Updating the Architecture Roadmap and Implementation and Migration Plan based on these assessments.

This approach aligns with Phase F (Migration Planning) of the TOGAF ADM, ensuring that transition planning is well-coordinated, feasible, and strategically aligned with business operations.

QUESTION 123

Refer to the table below.

Which ADM Phase does this describe?

| Phase | Output & Outcome | Essential Knowledge |
|-------|---|--|
| ? | Completion of the projects to implement the changes necessary to reach the adjusted target state. | Purpose and constraints on the implementation team. (Gap, Architecture Requirement Specification, Control) How stakeholder priority and preference adjust in response to success, value, effort, and risk of change. (Stakeholder Requirements) |

- A. Phase E
- B. Phase A
- C. Phase G
- D. Phase F

Correct Answer: C

Section: (none)

Explanation/Reference:

Explanation:

The description refers to **Phase G: Implementation Governance**, where the focus is on overseeing and ensuring the execution of the planned changes. It involves guiding and monitoring implementation projects to ensure alignment with the target architecture, as well as managing stakeholder priorities and constraints.

QUESTION 124

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

Correct Answer: A

Section: (none)

Explanation/Reference:

Explanation:

The four purposes that guide architecture work in TOGAF are **Strategy, Portfolio, Project, and Solution Delivery**. These help to determine the planning horizon, depth, and scope of the architecture effort, as well as influence the structure and content of the Enterprise Architecture Repository.

QUESTION 125

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

Correct Answer: D

Section: (none)

Explanation/Reference:

Explanation:

Objective 1: Developing the Target Data Architecture aligns with Phase C (Information Systems Architectures).

Objective 2: Developing the Target Business Architecture aligns with Phase B (Business Architecture).

Objective 3: Developing a high-level aspirational vision aligns with Phase A (Architecture Vision).

Objective 4: Developing the Target Application Architecture aligns with Phase C (Information Systems Architectures).

QUESTION 126

Please read this scenario prior to answering the question

You are an Enterprise Architect working within a large company that operates globally. The company has been very successful and has made acquisitions around the world. It has led to a growing number of manufacturing divisions in many locations with a complex supply chain.

Senior management recently expressed concerns about the company's effectiveness because of its multiple data centers and duplicate applications. The EA team has been working on a project to solve this issue. An analysis shows that supply chain issues have led to not enough products being produced to meet all the customer demand.

A strategic architecture has been defined to help meet customer demand and manage the supply chain more effectively. The strategic architecture involves combining different Enterprise Resource Planning

(ERP) applications that are currently used separately in the company's production sites.

Each division has finished the Architecture Definition documentation to address their own specific manufacturing needs. The enterprise architects have defined a set of work packages that address the gaps found. They have noted the value produced, work needed, and dependencies between work packages to achieve a target architecture for adding a new ERP environment into the company.

Because of the risks posed by this change from the current environment, the architects have recommended that a phased approach should be taken to implement the target architecture with several stages of change. The entire implementation process is estimated to take over two years.

The company has an established Enterprise Architecture (EA) practice and follows the TOGAF Architecture Development Method. The company also uses various management frameworks such as business planning, project/portfolio management, and operations management. The EA program is sponsored by the Chief Information Officer (CIO). In your role as an Enterprise Architect within the EA team, you work closely with the important stakeholders from the various divisions within the company.

Refer to the scenario

You have been asked about the next steps in planning the migration.

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

- A. You evaluate how the Implementation and Migration plan affects the other frameworks currently in use within the organization. At a minimum, you make sure that the plan aligns with the business planning, project/portfolio management, and operations management frameworks. Next, you assign a value to each work package, taking into account the resources available and how they fit into the overall strategy. Using these work packages, you select which projects will be included in the Implementation and Migration Plan.
- B. You put the Architecture Definition Document under configuration control. This will make sure that the architecture stays relevant and flexible to the needs of the enterprise. You would identify the needed resources to undertake the development projects. You would then produce an Implementation Governance Model to manage the lessons learned before finishing the plan. You suggest that the lessons learned be applied as changes to the architecture without a further check.
- C. You conduct a series of Compliance Assessments to check that the architecture is being implemented as required by the contract. The Compliance Assessment needs to confirm that the implementation team is following the correct development process. This involves using monitoring tools and making sure that performance targets are being achieved. If the targets are not met, you would then need to make adjustments to the performance requirements and update them in the Implementation and Migration Plan.
- D. You estimate the business value for each project by applying the Business Value Assessment Technique to prioritize the implementation projects and project steps. The assessment should focus on return on investment and criteria for evaluating performance to track the progress of the architecture transformation. You would confirm and plan a series of Transition Architecture phases using a table of Architecture Definition Increments that lists the projects.

Correct Answer: A

Section: (none)

Explanation/Reference:

Explanation:

According to the TOGAF ADM, the correct next steps during **Phase F: Migration Planning** include evaluating how the Implementation and Migration Plan aligns with existing management frameworks (e.g., business planning, portfolio/project management, operations). This ensures consistency and integration across the enterprise. Assigning value to work packages and selecting projects based on strategic fit and available resources are essential actions in building a practical and aligned migration roadmap.

QUESTION 127

Please read this scenario prior to answering the question

Your role is that of an Enterprise Architect, reporting to the Chief Enterprise Architect, at a technology company. The company provides staff, as well as cloud-based services for many government agencies.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The Chief Technology Officer (CTO) is the sponsor of the activity. The practice uses an iterative approach for its architecture development. This has enabled the decision makers to gain valuable insights into the different aspects of the business.

The nature of the business is such that the data and the information stored on the company systems is the company's major asset and is highly confidential. The company employees work remotely and need constant access to the company systems, which is done by the public infrastructure. They use message encryption, secure internet connections using Virtual Private Networks (VPNs), and other standard security measures. The company has provided computer security awareness training for all its staff.

The Chief Security Officer (CSO) has noted an increase in distributed denial of service (DDoS) attacks on companies with a similar profile. The CSO understand that even with thorough preparation, a major attack could stop employees from being able to do their jobs. This could lead to a large financial loss, damage to the company's reputation with customers, and employees being unable to work.

A risk assessment has been completed and the company has looked for cyber insurance that covers such attacks. The price for this insurance is very high. The CTO has decided not to get cyber insurance to cover such attacks.

Please read this scenario prior to answering the question

You have been asked to describe the steps you would take to strengthen the current architecture to improve data protection.

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

- A. You would assess the business continuity requirements and analyze the current Enterprise Architecture for gaps. You would recommend changes to address the situation and create a change request. You would arrange a meeting of the Architecture Board to assess and approve the change request. Once approved you would create a new Request for Architecture Work to begin an ADM cycle to implement the changes.
- B. You would request an Architecture Compliance Review with the scope to examine the company's ability to respond to such 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 updates from your existing suppliers that could enhance the company's capabilities to detect, react, and recover from an IT security incident. You would prepare and run a disaster recovery planning exercise for an 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.

Correct Answer: A

Section: (none)

Explanation/Reference:

Explanation:

The TOGAF standard recommends formally assessing business continuity requirements and identifying gaps in the current architecture. Based on the findings, a **change request** is submitted and evaluated by the **Architecture Board**, and if approved, a **Request for Architecture Work** is created to initiate a new **ADM cycle**. This approach ensures traceability, governance, and proper planning to improve the architecture's resilience and data protection capabilities.

QUESTION 128

Please read this scenario prior to answering the question

You are working as an Enterprise Architect for a company that is an international supplier of manufacturing systems. You are part of an Enterprise Architecture (EA) team that has responsibilities across the company.

The company has four 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.

During a recent management meeting, a senior Vice-President mentioned an interview where a competitor company's CIO explained how they had improved their production efficiency. Multiple planning and scheduling systems had been replaced by a common system in a central data center. Some discussion followed, and the CIO explained that the situations are not comparable as the company's current systems architecture is already optimized. As the competitor has reported better financial results, the CEO has asked to investigate the common central data solution.

In response, the Architecture Board approved a Request for Architecture Work to find out if such an architecture transformation would lead to efficiency improvements. You have been asked to help the architecture team with this project.

A concern of the plant managers is the safety and dependability of using a remote centralized system for planning and scheduling production. The system they choose must also be able to work with the local partners in the supply chain at each plant.

The company has an Enterprise Architecture (EA) practice and uses the TOGAF Standard as the basis for its work. It has been running for many years and has established governance and development processes for EA. The Chief Information Officer (CIO) sponsors the Enterprise Architecture program.

Refer to the scenario

You have been asked to describe how you will start the architecture project.

Based on the TOGAF Standard, which of the following is the best answer?

- A. You would gather information from your suppliers and conduct a series of briefings with those of them 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 the Architecture Vision to build agreement among the key stakeholders.
- B. You would develop baseline and target Architectures for each manufacturing plant, 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 start a test project that will allow your suppliers to demonstrate potential off-the-shelf solutions that address the concerns of the stakeholders. Trying out a test project will save time and money later on. After looking at the results of that test project, a complete set of requirements can then be made that will guide the evolution of the architecture. Once the requirements are completed, there should be a formal stakeholder review, and permission asked to move forward to develop the target architecture.
- D. You would conduct a series of interviews at each manufacturing plant using the business scenarios technique. This will help you understand the systems and integrations with local partners. Stakeholder analysis will be used to identify key people involved and their concerns. Next, you will then determine and record the main stakeholder requirements for the architecture. Finally, you will then create clear high-level descriptions of the current and future architectures.

Correct Answer: D

Section: (none)

Explanation/Reference:

Explanation:

According to the TOGAF standard, the **Architecture Vision phase (Phase A)** should begin with understanding the business context, capturing stakeholder concerns, and defining high-level descriptions of the baseline and target architectures. **Using the Business Scenarios technique and stakeholder analysis** allows the architecture team to elicit detailed stakeholder requirements, especially considering concerns like safety and dependability in this case. This approach aligns with TOGAF's best practice for initiating an architecture project with a solid foundation of stakeholder engagement and clarity of purpose.

QUESTION 129

Please read this scenario prior to answering the question

You are working as an Enterprise Architect at a large supermarket. The company runs many retail stores, as well as an online grocery shop. Many of the stores used to remain open 24/7, but the number has decreased in recent years. Instead, they now focus on fulfilling online orders during the night.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is involved in all aspects of the business, with oversight provided by an Architecture Board with representatives from different parts of the business. The EA program is sponsored by the Chief Information Officer (CIO).

Each store uses a standard method to track sales and inventory. This involves sending accurate timely sales data to a central AI-based inventory management system that can predict demand, adjust stock levels and automate reordering. The central inventory management system is housed at the company's central data center.

The company has bought a major rival. The Chief Executive Officer believes that a merger will enable growth through combined offerings and cost savings. The decision has been taken to fully integrate the two organizations, including merging retail operations and systems. This means that duplicated systems will be replaced with one standard retail management system. Also, the company will reduce the number of applications that are used. The CIO expects significant savings will be achieved by implementing these changes across the newly merged company.

One improvement that the rival has successfully implemented is the use of hand-held devices within stores, for both customers and staff. This has increased both customer and staff employee satisfaction due to the time savings this has brought. The CIO has given the go-ahead to roll out the devices in all stores but has stated that training on how to use the hand-held devices should be brief because there are a lot of employees, many of whom are part-time.

The Request for Architecture Work to oversee the merger has been approved. The project has been scoped and you have been assigned to work on it. Your role includes managing the architecture for the retail stores.

Refer to the scenario

You have been asked to confirm the most relevant architecture principles for the transformation.

Based on the TOGAF Standard, which of the following is the best answer?

[Note: The sequence of the principles listed in each answer does not matter. You should assume the company follows the set of principles that are provided in the TOGAF Standard, ADM Techniques. Architecture Principles chapter. You may need to refer to section 2.6 located in ADM Techniques within the reference text to answer this question.]

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

Correct Answer: A

Section: (none)

Explanation/Reference:

Explanation:

These principles best support the retail transformation described.

- Common Use Applications supports consolidation of duplicated systems.
- Data is an Asset and Data is Accessible support centralized inventory systems and predictive analytics.
- Ease of Use aligns with the rollout of hand-held devices requiring minimal training.
- Business Continuity is essential given the reliance on 24/7 operations and central systems.

These align with TOGAF's recommended architecture principles for guiding enterprise-wide change.

QUESTION 130

Please read this scenario prior to answering the question

You are part of the Enterprise Architecture (EA) team at a company, working as an Enterprise Architect. The company creates and sells goods which are sold to retail organizations worldwide.

The company is starting a digital transformation project where it will expand its offerings from physical products to also include digital products and digital services. This includes enabling each of its product lines to offer digital products or services associated with their existing physical products.

The company uses Agile product management techniques and Agile development practices. The EA team works with the product management teams, supporting and enabling the Agile development teams.

You have been asked to work on a specific product line, which is experimenting with new direct-to-consumer digital products using a third-party platform. The product development for this experiment took a Minimum Viable Architecture approach, including a shallow architecture development iteration with a focus on the Application Architecture, followed by a quick and minimal implementation.

The feedback from the end-user customers is they do not find much value in these direct-to-consumer digital products. Analysis of the data on how the products are being used, and who is using them, shows that the products are not reaching the target audience that they were designed for, leading to a failure to meet the revenue goals. The product manager is seeking advice on how to tackle these problems, while making sure that the products still comply within the guardrails set by the EA team.

Refer to the scenario

The EA team leader wants to know how to gather information in order to respond to the product manager.

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

- A. You would focus on the baseline Business Architecture and develop new architecture models to address the concerns raised by the product manager. You recommend the use of modeling techniques to identify customer segments, determine what is necessary to meet the customer's needs, and how to attract the target audience. In addition, including value streams and information maps would help. You would investigate different alternatives that would enhance the value proposition for the target audience.
- B. You would revise the target architecture for ADM Phase B and create new architecture models to address the issues raised. The models should identify different groups of customers, what they find valuable, how much it costs to serve them, and the resulting revenue. You would examine the customer value by use of value stream mapping to breakdown the activities for the direct-to-consumer products. You would investigate different target Business Architecture alternatives.
- C. You would focus on the target Application Architecture, revising it to better align with the overall Digital Transformation plan. You would write a new Statement of Architecture Work and submit for review by the EA team leader. The Statement of Architecture Work should include a detailed project description and a work plan. Once approved by the EA team leader, you would conduct a full ADM cycle based on the Statement of Architecture Work to gather all the necessary information to address the issues raised by the product manager.
- D. You would perform another iteration of ADM Phases B-C. This would include development of a description in the Architecture Definition Document of how the product architecture needs to operate to

achieve the business goals, and how the application will support the needs of the business as well as the customers. The Data Architecture should identify tools for data capture that would help with analysis of the concerns raised by the product manager.

Correct Answer: A

Section: (none)

Explanation/Reference:

Explanation:

TOGAF emphasizes understanding the **baseline Business Architecture** to ensure alignment with customer needs and business strategy. Using techniques such as **customer segmentation, value streams, and information maps** helps identify why products are not reaching the intended audience and how to increase their value. This approach directly supports the product manager's concerns while remaining within EA guardrails, making it the best fit for agile and iterative architecture refinement.

QUESTION 131

Please read this scenario prior to answering the question

You are working as an Enterprise Architect within an Enterprise Architecture (EA) project 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 a shift to production of renewable energy and adopting eco-friendly practices.

The company has an established EA practice and follows the TOGAF Standard for its Enterprise Architecture framework. The EA team oversees all the major projects in the company. The EA team reports to the Chief Technical Officer (CTO), who is the sponsor of the EA program. The Architecture Board is made up of senior leaders from all parts of the company.

The company is starting to invest in developing various kinds of renewable energy projects, including solar, and wind. A large part of the growth in its renewable energy portfolio has come from buying other companies. The company is keen on acquiring small startups and mid-size companies to leverage their technical innovations. This way, the company aims to outperform its competitors, scale rapidly, and establish a presence in new markets.

The existing business and the newly acquired companies are not working well together, which increasingly causes problems. In response, a strategic plan was created and approved. The plan aims to make the merged companies work more effectively together. This will save money by sharing their common assets, including fixed capital assets, research and development facilities, and resources.

The EA team have been asked to oversee the transformation to carry out the strategic plan. The goal is to strengthen the company's position in the market and reduce costs by taking advantage of economies of scale. The Chief Executive Officer (CEO) has stated that to stay competitive and relevant, the company must transform or entirely reinvent its business model.

A Request for Architecture Work for the project has created and has been approved.

Refer to the Scenario

As the EA team begins its work on the transformation, the EA team leader wants to know what needs to be done to make sure that the company succeeds with the proposed changes and how to manage any risks.

Based on the TOGAF Standard, which of the following is the best answer?

- A. The EA team should develop a set of Business Architecture views to demonstrate how stakeholder concerns are being addressed. These views can also be used to identify the factors that will impact the transformation. For each factor identified, there should be an assessment on a scale that allows the team to understand the urgency, readiness, and degree of difficulty to fix. This information can then be used to determine the potential risks associated with the transformation.
- B. The EA team should evaluate how prepared the company is for change. This should involve identifying the factors that will impact the transformation, and determining the readiness level for each factor based on a scale that will help the team to understand the urgency, readiness, and degree of difficulty to fix. These factors can then be used to evaluate the initial risks associated with the initiative, and

areas of risk that need attention.

- C. The EA team should write down the risks associated with the transformation in an Implementation Factor Catalog. This will be used as a record of important decisions during implementation and deployment for the transformation effort. The catalog should list all the factors to consider, their descriptions, and any limitations to consider. These factors can then be used to help evaluate the risks, which can be documented in the Implementation and Migration Plan.
- D. The EA team should create a Business Scenario to fully describe the business problem that is being addressed by the transformation, identifying the stakeholders' concerns and the resulting requirements. Once the requirements have been identified, they can be evaluated in terms of their risks. The risks should be assessed in terms of how they could be avoided, transferred, or reduced. Any risks that cannot be resolved should be identified as residual risks and their outcome should be decided by the Architecture Board.

Correct Answer: B

Section: (none)

Explanation/Reference:

Explanation:

TOGAF recommends performing a **Business Transformation Readiness Assessment** early in the architecture effort to evaluate how prepared the organization is for change. This involves identifying factors that impact transformation (such as leadership, stakeholder readiness, and organizational culture) and assessing each factor based on **urgency, readiness, and difficulty to fix**. This structured assessment helps surface **initial risks** and determine focus areas, aligning with the organization's need to manage a large-scale integration and strategic transformation.

QUESTION 132

Please read this scenario prior to answering the question

You are an Enterprise Architect working at a vehicle manufacturing company. The company specializes in buses and coaches. You are part of an Enterprise Architecture (EA) team that has responsibilities across multiple divisions of the company.

The company has a corporate strategy that focuses on switching to electric power for its vehicles. It has invested heavily in a new standardized design, production efforts, and major components to use across all its product range. The company has multiple manufacturing plants in North America, Europe, and in Asia.

Customer demand has caused a backlog of orders because many customers want to have more environmentally friendly public transportation. There are not enough electronic components available, which is making it hard to produce products and meet customer demand. To address this issue, the company has staged making the battery packs themselves and has hired new suppliers.

The company has a well-established EA practice. It uses the TOGAF Standard as the foundation for its work including the internal EA framework. Additionally, the company uses various management frameworks such as business planning, project management, and operations management. The Chief Information Officer (CIO) and the Chief Operating Officer (COO) jointly sponsor the Enterprise Architecture program.

The EA team is working on a project to improve the process and systems to design, produce, and test the battery pack. As part of putting the new battery pack into production, changes to the assembly processes need to be made. Atrial has been completed at a single location. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan to roll out these changes to all plants.

Preliminary Architecture Contracts have been developed that detail the work needed to put in place the new processes for each location. The company mixes internal teams with a few third-party contractors at the locations. The Chief Engineer is worried that the deployment will not be consistent and of satisfactory quality.

Refer to the scenario

The EA team leader has asked you to review the preliminary Architecture Contracts and recommend the best approach to address the Chief Engineer's concern.

Based on the TOGAF Standard, which of the following is the best answer?

- A. You check the contracts ensuring that they address project objectives, effectiveness metrics, acceptance criteria, and risk management. Third-party contracts must be legally enforceable. You advise that there be a schedule of compliance reviews at key points in the implementation process. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the process to be customized for local needs.
- B. For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- C. For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- D. You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified meet the local needs. In such cases they should issue a new Request for Architecture Work to implement a modification to the Architecture Definition.

Correct Answer: A

Section: (none)

Explanation/Reference:

Explanation:

The TOGAF Standard defines **Architecture Contracts** as key governance tools that should include **project objectives, effectiveness measures, acceptance criteria, and risk management**. To ensure consistent and high-quality deployment across all locations, TOGAF recommends **scheduled compliance reviews** and oversight by the **Architecture Board**. If deviations occur, the Architecture Board evaluates and may issue **dispensations** if justified, maintaining governance without unnecessarily hindering local adaptations. This approach directly addresses the Chief Engineer's concerns about consistency and quality.

QUESTION 133

Which of the following best describes the class of information known as the Reference Library within the Architecture Repository?

- A. Guidelines and templates used to create new architectures
- B. Specifications to which architectures must conform
- C. A record of the governance activity across the enterprise
- D. Processes to support governance of the Architecture Repository

Correct Answer: A

Section: (none)

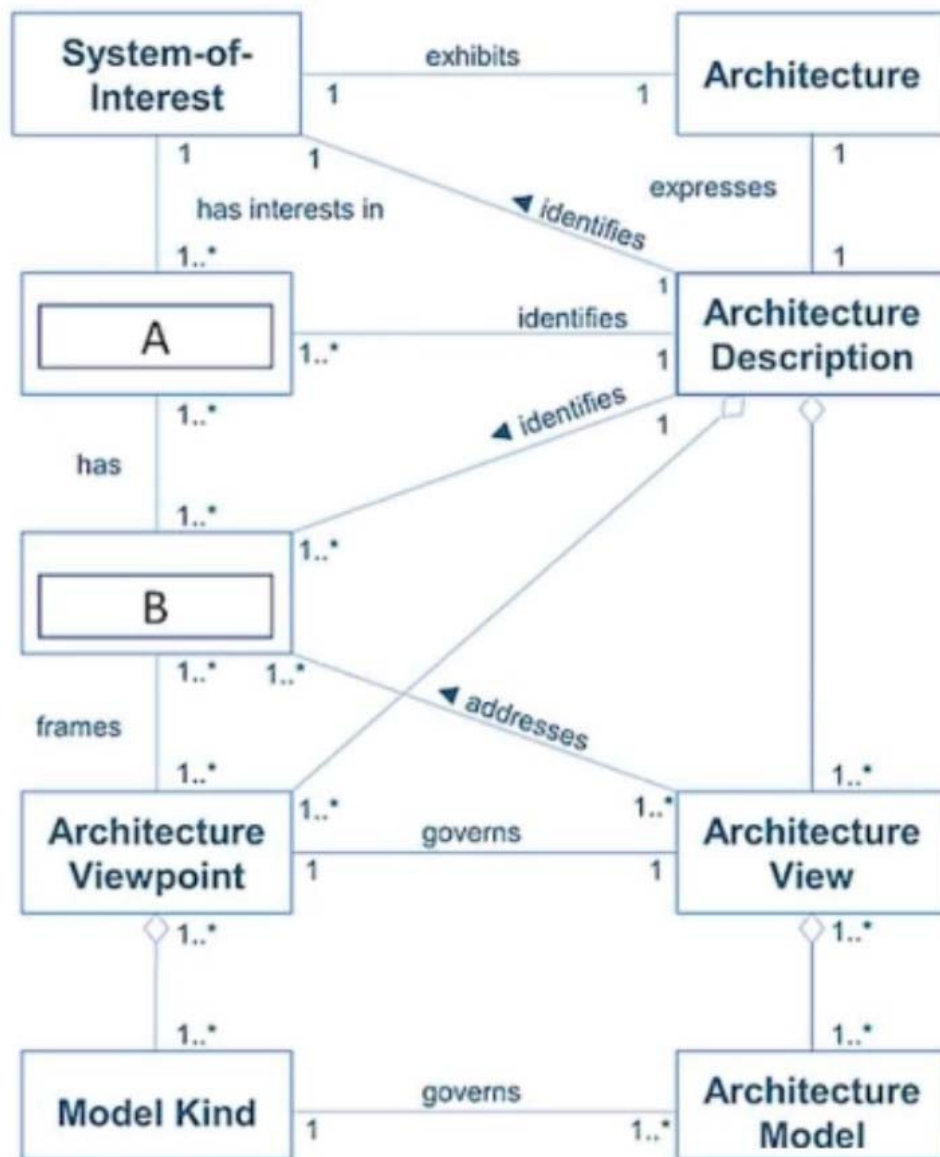
Explanation/Reference:

Explanation:

In the TOGAF Architecture Repository, the **Reference Library** contains reusable assets such as **guidelines, templates, patterns, and reference models** that support the development of new architectures. It is intended to provide best practices and standard resources to help ensure consistency and efficiency across architecture work.

QUESTION 134

Consider the image showing basic architectural concepts.



What are items A and B?

- A. A-User, B-Requirement
- B. A-Stakeholder, B-Concern
- C. A-Candidate Architecture, B-Trade-off
- D. A-Base Architecture, B-Target Architecture

Correct Answer: B

Section: (none)

Explanation/Reference:

Explanation:

In the TOGAF standard and ISO/IEC/IEEE 42010, **stakeholders (A)** are individuals or groups with an interest in the system, and they have **concerns (B)** that the architecture must address. The diagram shows that A "has interests in" and B "has" the concerns, aligning directly with how stakeholders and concerns relate to the architecture description.

QUESTION 135

Please read this scenario prior to answering the question

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.

Refer to the scenario

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?

[Note: The sequence of the principles listed in each answer does not matter. You should assume the company follows the set of principles that are provided in the **TOGAF Standard, ADM Techniques, Architecture Principles** chapter. You may need to refer to section 2.6 located in ADM Techniques within the reference text to answer this question.]

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

Correct Answer: C

Section: (none)

Explanation/Reference:

Explanation:

These principles directly support a merger-driven transition:

- Common Use Applications supports the consolidation of duplicated systems.
- Data is an Asset ensures information is recognized and treated as valuable for both companies.
- Common Vocabulary and Data Definitions promotes consistency across the merged organization.
- Maximize Benefit to the Enterprise aligns decisions with long-term value creation.
- Business Continuity ensures stable operations during and after the merger.

This set aligns most closely with the goals of integration, efficiency, and sustained business value.