TOGAF® 9 Foundation

Test Yourself Questions

2nd Edition

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Study Guide

TOGAF® 9 Foundation, Test Yourself Questions, 2nd Edition

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Preface

About TOGAF

TOGAF, an Open Group Standard, is a proven enterprise architecture methodology and framework used by the world's leading organizations to improve business efficiency. It is the most prominent and reliable enterprise architecture standard, ensuring consistent standards, methods, and communication among enterprise architecture professionals. Enterprise architecture professionals fluent in TOGAF standards enjoy greater industry credibility, job effectiveness, and career opportunities. TOGAF helps practitioners avoid being locked into proprietary methods, utilize resources more efficiently and effectively, and realize a greater return on investment.

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- Facilitate interoperability, develop consensus, and evolve and integrate specifications and open source technologies

- Offer a comprehensive set of services to enhance the operational efficiency of consortia

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Chapter 1   Basic Concepts

Instructions:Please read each question carefully before reading the answer options. Be aware that some questions may seem to have more than one right answer, but you are to look for the one that makes the most sense and is the most correct.

Q1:   Which one of the following statements best describes TOGAF?

    A.   TOGAF is a tool for developing Technology Architectures only.
    B.   TOGAF is a framework and method for architecture development.
    C.   TOGAF is a business model.
    D.   TOGAF is a specific architecture pattern.
    E.   TOGAF is a method for IT Governance

Q2:   Which one of the following best describes why you need a framework for enterprise architecture?

    A.   Architecture design is complex.
    B.   Using a framework can speed up the process.
    C.   Using a framework ensures more complete coverage.
    D.   A framework provides a set of tools and a common vocabulary.
    E.   All of these.

Q3:   According to TOGAF, which of the following best describes an *enterprise*?

    A.   Any collection of organizations sharing a common set of goals
    B.   A government agency
    C.   A whole corporation
    D.   A division of a corporation
    E.   A single department

Q4:   Which of the following types of architecture is <u>not</u> one of the domain architectures produced by the TOGAF ADM process?

    A.   Business Architecture
    B.   Data Architecture
    C.   Application Architecture
    D.   Technology Architecture
    E.   Pattern Architecture

Q5:   Which part of the TOGAF document provides a number of architecture development phases, together with narratives for each phase?

    A.   Part I: Introduction
    B.   Part II: Architecture Development Method (ADM)

C. Part III: ADM Guidelines and Techniques
D. Part IV: Architecture Content Framework
E. Part V: Enterprise Continuum and Tools

Chapter 2   Core Concepts

Q1:   Which of the TOGAF Architecture Development phases is the initial phase of an Architecture Development Cycle?

    A.   Preliminary Phase
    B.   Phase A
    C.   Phase B
    D.   Phase C
    E.   Phase D

Q2:   Which of the TOGAF Architecture Development phases provides oversight of the implementation?

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

Q3.   Which of the TOGAF Architecture Development phases includes the creation and approval of the Architecture Vision document?

    A.   Preliminary Phase
    B.   Phase A
    C.   Phase B
    D.   Phase C
    E.   Phase D

Q4.   Which of the following best describes ADM Phase E: Opportunities and Solutions?

    A.   Preparation and initiation activities to create an Architecture Capability
    B.   The initial phase of an Architecture Development Cycle
    C.   The development of Data and Application Architectures
    D.   Identification of major implementation projects and work packages
    E.   Architectural oversight of the implementation

Q5:   Which of the following is defined by the TOGAF specification as a work product that describes an aspect of an architecture?

    A.   An artifact
    B.   A building block
    C.   A catalog
    D.   A deliverable

E. A matrix

Q6: Which of the following best completes the sentence: The Enterprise Continuum is _____

    A. An architecture framework
    B. A database of open industry standards
    C. A technical reference model
    D. A model for classifying artifacts
    E. A method for developing architectures

Q7: Which component within the Architecture Repository provides guidelines, templates, and patterns that can be used to create new architectures?

    A. The Architecture Metamodel
    B. The Architecture Capability
    C. The Architecture Landscape
    D. The Reference Library
    E. The Governance Log

Q8: Which component within the Architecture Repository shows an architectural view of the building blocks that are in use within the organization?

    A. The Architecture Metamodel
    B. The Architecture Capability
    C. The Architecture Landscape
    D. The Reference Library
    E. The Governance Log

Chapter 3   Definitions and Terminology

Q1:   Which one of the following is an architecture of generic services and functions?

    A.   Application Architecture
    B.   Foundation Architecture
    C.   Segment Architecture
    D.   Solution Architecture

Q2:   Which one of the following describes a statement of difference between two states?

    A.   Baseline
    B.   Constraint
    C.   Deliverable
    D.   Gap
    E.   Viewpoint

Q3:   Which one of the following is defined as a categorization model for classifying architecture and solutions artifacts?

    A.   Architecture Principle
    B.   Architecture Repository
    C.   Enterprise Continuum
    D.   Foundation Architecture

Q4:   Which one of the following best defines an entity with interests in, or concerns relative to, the outcome of an architecture?

    A.   Architect
    B.   Sponsor
    C.   Stakeholder

Q5:   Which one of the following is defined as formal description of the enterprise, providing an executive-level long-term view for direction setting?

    A.   Baseline Architecture
    B.   Business Architecture
    C.   Foundation Architecture
    D.   Segment Architecture
    E.   Strategic Architecture

Q6: Which one of the following is defined as describing the state of an architecture at an architecturally significant point in time during the progression from the Baseline to the Target Architecture?

    A. Capability Architecture
    B. Foundation Architecture
    C. Segment Architecture
    D. Solution Architecture
    E. Transition Architecture

Chapter 4   Introduction to the ADM

Q1:   Complete the sentence: Phase H _____

    A.   Prepares the organization for successful TOGAF architecture projects
    B.   Develops Baseline and Target Architectures and analyzes the gaps
    C.   Prepares and issues Architecture Contracts
    D.   Ensures that the architecture responds to the needs of the enterprise
    E.   All of these

Q2:   Which of the following is the final step in development of the four architecture domains in the TOGAF ADM?

    A.   Conduct formal stakeholder review
    B.   Create Architecture Definition Document
    C.   Perform gap analysis
    D.   Select reference models, viewpoints, and tools

Q3:   Which of the following version numbers is used by the TOGAF specification as a convention to denote a high-level outline of the architecture?

    A.   Version 0
    B.   Version 0.1
    C.   Version 0.5
    D.   Version 1.0

Q4:   Which one of the following best describes ADM Phase F?

    A.   Prepare the organization for successful architecture projects
    B.   Develop architectures in four domains
    C.   Perform initial implementation planning
    D.   Develop detailed implementation plan
    E.   Provide architecture oversight for the implementation

Q5:   Which one of the following statements does *not* describe the phases of the ADM?

    A.   They are cyclical.
    B.   They are iterative.
    C.   Each phase refines the scope.
    D.   Each phase is mandatory.
    E.   They cycle through a range of architecture views.

Q6: Which one of the following best describes a reason to adapt the ADM and take a federated approach?

    A. The maturity of the architecture discipline within the enterprise
    B. The use of the ADM in conjunction with another enterprise framework
    C. The ADM is being used by a lead contractor in an outsourcing situation
    D. The enterprise is very large and complex

Q7: Which of the following are the major information areas managed by a governance repository?

    A. Foundation Architectures, Industry Architectures, Organization-Specific Architectures
    B. Standards Information Base, Architecture Landscape, Governance Log
    C. Reference Data, Process Status, Audit Information
    D. Application Architecture, Business Architecture, Data Architecture

Q8: Which of these is _not_ considered a dimension to consider when setting the scope of the architecture activity?

    A. Architecture Domains
    B. Breadth
    C. Depth
    D. Data Architecture
    E. Time Period

Chapter 5   The Enterprise Continuum and Tools

Q1:   Which of the following statements does *not* apply to the Enterprise Continuum?

A.   It is a repository of all known architecture assets and artifacts in the IT industry.
B.   It is a view of the Architecture Repository.
C.   It provides methods for classifying architecture and solution assets.
D.   It is an important aid to communication for architects on both the buy and supply-side.
E.   It is an aid to organization of re-usable and solution assets.

Q2:   Which of the following in the Enterprise Continuum is an example of an internal architecture or solution artifact that is available for re-use?

A.   Deliverables from previous architecture work
B.   Industry reference models and patterns
C.   The TOGAF TRM
D.   The ARTS data model

Q3:   Which of the following in the Enterprise Continuum is *not* an example of an external architecture or solution artifact?

A.   The TOGAF TRM
B.   IT-specific models, such as web services
C.   The ARTS data model
D.   Deliverables from previous architecture work

Q4:   Which of the following best completes the next sentence: The Enterprise Continuum aids communication _____

A.   Within enterprises
B.   Between enterprises
C.   With vendor organizations
D.   By providing a consistent language to communicate the differences between architectures
E.   All of these

Q5: Which of the following are considered to be constituent parts of the Enterprise Continuum?

    A.   Standards Information Base, Governance Log
    B.   TOGAF TRM, III-RM
    C.   Architecture Continuum, Solutions Continuum
    D.   Business Architecture, Application Architecture

Q6: Complete the sentence: The TOGAF Integrated Information Infrastructure Reference Model (III-RM) is classified in the Architecture Continuum as an example of a(n) _____

    A.   Common Systems Architecture
    B.   Industry Architecture
    C.   Enterprise Architecture
    D.   Foundation Architecture

Q7: Which of the following responses does *not* complete the next sentence? The Solutions Continuum _____

    A.   Provides a way to understand the implementation of assets defined in the Architecture Continuum
    B.   Addresses the commonalities and differences among the products, systems, and services of an implemented system
    C.   Can be considered to have at each level a set of building blocks that represent a solution to the business requirements at that level
    D.   Contains a number of re-usable Architecture Building Blocks
    E.   Has a relationship to the Architecture Continuum that includes guidance, direction, and support

Q8: Which one of the following reference building blocks is <u>not</u> part of the Solutions Continuum?

    A.   Systems libraries
    B.   Organization-specific solutions
    C.   Foundation solutions
    D.   Common systems solutions
    E.   Industry solutions

Q9: Which of the following is considered a model for a physical instance of the Enterprise Continuum?

    A.   The Architecture Repository
    B.   The III-RM
    C.   The Standards Information Base
    D.   The TOGAF TRM

Q10: Which class of architectural information held within the Architecture Repository would contain adopted reference models?

    A. Architecture Metamodel
    B. Architecture Capability
    C. Standards Information Base
    D. Reference Library

Q11: Which level of the Architecture Landscape contains the most detail?

    A. Capability Architectures
    B. Segment Architectures
    C. Strategic Architectures

Q12: Which of the following describes a purpose of a Standards Information Base?

    A. To provide a method for architecture development
    B. To provide a basis for architectural governance
    C. To provide a record of governance activity
    D. To show an architectural view of building blocks

Chapter 6   The ADM Phases

Q1:   Which of the ADM phases includes the development of Application and Data Architectures?

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

Q2:   Which of the ADM phases includes the objective of establishing the organizational model for enterprise architecture?

    A.   Preliminary
    B.   Phase A
    C.   Phase B
    D.   Phase D
    E.   Phase E

Q3:   Which one of the following is an objective of Phase A?

    A.   To review the stakeholders, their requirements, and priorities
    B.   To develop a high-level vision of the business value to be delivered
    C.   To generate and gain consensus on an outline Implementation and Migration Strategy
    D.   To formulate recommendations for each implementation project
    E.   To provide a process to manage architecture requirements

Q4:   Complete the sentence: According to TOGAF, all of the following are part of the approach to the Preliminary Phase, *except* _____

    A.   Creating the Architecture Vision
    B.   Defining the enterprise
    C.   Defining the framework to be used
    D.   Defining the relationships between management frameworks
    E.   Evaluating the enterprise architecture maturity

Q5: Which one of the following is a recommended way to evaluate the enterprise architecture maturity?

    A.   Architecture Principles
    B.   Business Scenarios
    C.   Capability Maturity Models
    D.   Risk Management

Q6: Which of the ADM phases commences with receipt of a Request for Architecture Work from the sponsor?

    A.   Preliminary
    B.   Phase A
    C.   Phase E
    D.   Phase G
    E.   Phase H

Q7: Which of the following is a technique that can be used to discover and document business requirements in Phase A?

    A.   Business Scenarios
    B.   Business Transformation Readiness Assessment
    C.   Gap Analysis
    D.   Stakeholder Management

Q8: Which architecture domain is the first architecture activity undertaken in the ADM cycle?

    A.   Application
    B.   Business
    C.   Data
    D.   Technology

Q9: Which one of the following is considered a relevant resource for Phase B available from the Architecture Repository?

    A.   The ARTS data model
    B.   Business rules, job descriptions
    C.   The III-RM
    D.   The TOGAF Technical Reference Model

Q10: Which one of the following is a potential resource in Phase C and is a reference model focusing on application-level components and services?

    A.   The ARTS data model
    B.   Business rules, job descriptions
    C.   The III-RM
    D.   The TOGAF Technical Reference Model

Q11: In which ADM phase is an outline Implementation and Migration Plan generated?

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

Q12: In which ADM phase are the Transition Architectures defined in Phase E confirmed with the stakeholders?

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

Q13: In which ADM phase are appropriate Architecture Governance functions performed to provide oversight of the overall implementation and deployment process?

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

Q14: Which one of the following is an objective of Phase H: Architecture Change Management?

    A.   Finalize the Architecture Roadmap
    B.   Manage architecture requirements identified during execution of the ADM cycle
    C.   Perform Architecture Governance functions for the solution
    D.   Operate the Architecture Governance Framework

Q15: Which one of the following is a change that can always be handled by change management techniques?

    A.   Incremental change
    B.   Re-architecting change
    C.   Simplification change

Q16: Complete the sentence: The process of managing architecture requirements applies to_____?

    A.   All ADM phases
    B.   The Preliminary Phase
    C.   Phase A: Architecture Vision
    D.   The Requirements Management phase

Chapter 7 ADM Guidelines and Techniques

Q1:   Which one of the following statements about architecture principles is <u>not</u> true?

    A.   They are a set of general rules for the architecture being developed.
    B.   They are intended to be enduring and seldom amended.
    C.   They are an initial output from the Preliminary Phase.
    D.   They are used in the Requirements Management phase to dispose of, address, and prioritize requirements.

Q2:   Which part of the TOGAF template for defining architecture principles should highlight the business benefits of adhering to the principle?

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

Q3:   According to TOGAF, a good business scenario should be "SMART". What does the letter "S" stand for?

    A.   Solution-oriented
    B.   Specific
    C.   Strategic
    D.   Stakeholder-oriented
    E.   Segmented

Q4:   Where is the business scenario technique most prominently used in the ADM cycle?

    A.   Preliminary Phase
    B.   Phase A: Architecture Vision
    C.   Phase F: Migration Planning
    D.   Phase H: Architecture Change Management

Q5. When performing gap analysis, which of the following is _not_ a valid response to the case of an Architecture Building Block that was present in the Baseline Architecture found to be missing in the Target Architecture?

  A. A review should occur.
  B. If the building block was correctly eliminated, it should be added to the Target Architecture in the next iteration.
  C. If the building block was correctly eliminated, it should marked as such in the "Eliminated" cell.
  D. If the building block was incorrectly eliminated, it should be reinstated to the architecture design in the next iteration.
  E. If the building block was incorrectly eliminated, it should be recorded as an accidental omission.

Q6. TOGAF defines interoperability as "the ability to share information and services". Which of the following categories utilizes a common look-and-feel approach through a common portal-like solution to interact with the users?

  A. Application interoperability
  B. Information interoperability
  C. Presentation interoperability
  D. Technical interoperability

Q7. Which of the following best describes the Business Transformation Readiness Assessment technique?

  A. A technique to define the degree to which information and services are to be shared
  B. A technique used to validate an architecture
  C. A technique used to identify and understand the business requirements an architecture must address
  D. A technique used to develop general rules and guidelines for the architecture being developed
  E. A technique used to understand the readiness of an organization to accept change

Q8. Which of the following best describes the meaning of "Residual Level of Risk" in risk management?

  A. The categorization prior to determining risks
  B. The categorization after implementing mitigating actions
  C. The categorization after the initial risk assessment
  D. The categorization after risk identification

Q9. Which of the following best describes the Capability-Based Planning technique?

    A. A technique used to plan the degree to which information and services are to be shared

    B. A technique used to validate an architecture

    C. A technique used for business planning that focuses on business outcomes

    D. A technique used to develop general rules and guidelines for the architecture being developed

Chapter 8   Architecture Governance

Q1:   Which of the following statements about Architecture Governance is *not* correct?

    A.   It is the practice and orientation by which enterprise architectures and other architectures are managed and controlled.

    B.   The Chief Architect manages the Architecture Governance activity.

    C.   An Architecture Governance Framework supports it.

    D.   It is a set of owned responsibilities that ensure the integrity and effectiveness of the organization's architecture.

Q2:   The following are included in Architecture Governance, except:

    A.   Implementing a system of controls over expenditure within the enterprise

    B.   Implementing a system of controls over the creation and monitoring of all architecture components and activities

    C.   Implementing a system to ensure compliance with internal and external standards and regulatory obligations

    D.   Establishing processes that support effective management of the Architecture Governance process

    E.   Developing practices that ensure accountability to stakeholders

Q3:   Which of the following maps to the characteristic "transparency"?

    A.   All decisions taken, processes used, and their implementation will not be allowed to create unfair advantage to any one particular party.

    B.   Each contractual party is required to act responsibly to the organization and its shareholders.

    C.   All actions implemented and their decision support will be available for inspection by authorized organization and provider parties.

    D.   All involved parties will have a commitment to adhere to procedures, processes, and authority structures established by the organization.

    E.   All processes, decision-making, and mechanisms used will be established so as to minimize or avoid potential conflicts of interest.

Q4:   Conceptually, the structure of an Architecture Governance Framework consists of process, content, and context (stored in the repository). The following are included in content, *except*:

    A.   Compliance

    B.   SLAs and OLAs

    C.   Organizational standards

    D.   Regulatory requirements

    E.   Architectures

Q5: The following are key Architecture Governance processes, *except*:

    A. Compliance
    B. Dispensation
    C. Monitoring and reporting
    D. Budgetary control
    E. Business control

Q6: Why is Architecture Governance beneficial?

    A. It links IT processes, resources, and information to organizational strategies and objectives.
    B. It integrates and institutionalizes IT best practices.
    C. It enables the organization to take full advantage of its information, infrastructure, and hardware/software assets.
    D. It protects the underlying digital assets of the organization.
    E. All of these.

Q7: Which one of the following is *not* the responsibility of an Architecture Board?

    A. Resourcing of architecture projects
    B. Decision-making with regards to changes to the architectures
    C. Enforcement of Architecture Compliance
    D. Monitoring of Architecture Contracts

Q8: Which one of the following best describes an Architecture Contract?

    A. An agreement between the development partners and stakeholders on the acceptable risks and mitigating actions for an architecture
    B. An agreement between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture
    C. An agreement between the lead architect and the development partners on the enforcement of Architecture Compliance for an architecture
    D. An agreement between development partners and sponsors on how best to monitor implementation of the architecture

Q9: TOGAF defines a set of terms to describe Architecture Compliance. Which one of the following applies to the case where an implementation has no features in common with the architecture specification?

    A. Compliant
    B. Conformant
    C. Irrelevant
    D. Non-conformant

Q10: In an Architecture Compliance Review, which of the following is responsible for accepting and signing off on the review?

    A. Architecture Board
    B. Architecture Review Co-ordinator
    C. Lead Enterprise Architect
    D. Project Leader

Q11: When using the ADM to establish an Architecture Capability, which phase would define the infrastructure requirements to support the practice?

    A. Application Architecture
    B. Business Architecture
    C. Data Architecture
    D. Technology Architecture

Chapter 9 Views, Viewpoints, and Stakeholders

Q1:   Which of the following terms does TOGAF use to describe people who have key roles in, or concerns about, a system?

    A.   Architect
    B.   Consumer
    C.   Customer
    D.   Sponsor
    E.   Stakeholder

Q2:   Which of the following statements is _not_ correct?

    A.   A view can be thought of as a template for a viewpoint.
    B.   A viewpoint defines the perspective from which a view is taken.
    C.   A viewpoint defines how to construct and use a view.
    D.   A view is what a stakeholder sees.
    E.   A view might describe business process for an IT system.

Q3:   Which of the following statements is _not_ correct?

    A.   A concern might include performance and reliability.
    B.   A concern is an area of interest.
    C.   Concerns are key interests of the stakeholders.
    D.   Concern and requirement are synonymous.

Q4:   Which of the following statements describing relationships between stakeholders, concerns, views, and viewpoints is correct?

    A.   A concern is important to only one stakeholder.
    B.   A stakeholder identifies one or more concerns.
    C.   A viewpoint covers one concern.
    D.   A viewpoint consists of one or more views.

Chapter 10 Building Blocks

Q1: Which of the following statements does *not* apply to a building block?

    A. It is a package of functionality that meets business needs.
    B. It has published interfaces to access functionality.
    C. It may interoperate with other building blocks.
    D. It has a specification that is tightly coupled to its implementation.

Q2: Which of the following applies to an Architecture Building Block?

    A. It defines the functionality to be implemented.
    B. It defines the implementation.
    C. It defines what products and components will implement the functionality.
    D. It is product or vendor-aware.

Q3: Which of the following ADM phases is where SBBs first appear in the ADM cycle?

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

Chapter 11 ADM Deliverables

Q1: Which of the following best describes the role of architecture deliverables?

 A. They are defined so as to avoid tailoring TOGAF.
 B. They are defined as a starting point for tailoring TOGAF.

Q2: Which of the following acts as a holding area for all architecture-related projects within the enterprise?

 A. Architecture Building Block
 B. Architecture Repository
 C. Architecture Roadmap
 D. Architecture Vision

Q3: Which of the following documents acts as the deliverable container for the Business, Data, Application, and Technology architectural artifacts?

 A. Architecture Contract
 B. Architecture Definition Document
 C. Architecture Requirements Specification
 D. Architecture Roadmap
 E. Architecture Vision

Q4: Which of the following documents is produced early in the project lifecycle and contains a summary view of the end architecture project?

 A. Architecture Contract
 B. Architecture Definition Document
 C. Architecture Requirements Specification
 D. Architecture Roadmap
 E. Architecture Vision

Q5: Which of the following documents is produced in Phase A as a response to the Request for Architecture Work?

 A. Architecture Contract
 B. Architecture Definition Document
 C. Requirements Impact Statement
 D. Statement of Architecture Work

Chapter 12 TOGAF Reference Models

Q1:   Which of the following is *not* a characteristic of the TOGAF Foundation Architecture?

    A.   It reflects general building blocks.
    B.   It defines open standards for building blocks implementation.
    C.   It provides open systems standards.
    D.   It provides guidelines for testing collections of systems.
    E.   It reflects general computing requirements.

Q2:   Which of the following best describes the purpose of the TRM?

    A.   To provide a framework for IT governance
    B.   To provide a visual model, terminology, and coherent description of components and structure of an information system
    C.   To provide a method for architecture development
    D.   To provide a system engineering viewpoint on a possible solution

Q3:   Where is the TOGAF Technical Reference Model positioned in terms of the Enterprise Continuum?

    A.   The left-hand side of the Architecture Continuum
    B.   The right-hand side of the Architecture Continuum
    C.   The left-hand side of the Solutions Continuum
    D.   The right-hand side of the Solutions Continuum

Q4:   Which of the following architecture domains does the III-RM describe?

    A.   Business
    B.   Data
    C.   Application
    D.   Technology

Q5:   How is the III-RM classified in terms of the Enterprise Continuum?

    A.   Industry Solution
    B.   Foundation Architecture
    C.   Common Systems Architecture
    D.   Common Systems Solution

Q6:   Which of the following was a key driver for the development of the III-RM?

    A.   Boundaryless Information Flow
    B.   Clinger-Cohen
    C.   PRINCE2
    D.   Sarbanes-Oxley

Appendix A Answers to Test Yourself Questions

This appendix contains a table of the answers to the Test Yourself Questions organized by chapter.

Reference	Answer	Notes
Chapter 1	Q1. B	TOGAF is both an architecture framework and a method for architecture development. TOGAF is a tool for assisting in the acceptance, production, use, and maintenance of enterprise architectures. It is based on an iterative process model supported by best practices and a re-usable set of existing architectural assets.
	Q2. E	All of the reasons given are reasons for needing an architecture framework. The purpose of enterprise architecture is to optimize across the enterprise the often fragmented legacy of processes (both manual and automated) into an integrated environment that is responsive to change and supportive of the delivery of the business strategy. Effective management and exploitation of information through IT is a key factor to business success, and an indispensable means to achieving competitive advantage. An enterprise architecture addresses this need, by providing a strategic context for the evolution of the IT system in response to the constantly changing needs of the business environment.
	Q3. A	TOGAF defines an "enterprise" as any collection of organizations that has a common set of goals. For example, an enterprise could be a government agency, a whole corporation, a division of a corporation, a single department, or a chain of geographically distant organizations linked together by common ownership.
	Q4. E	Pattern Architecture is not one of the four domain architectures, which are BDAT: Business, Data, Application, and Technology Architecture.
	Q5. B	Part II: the ADM. This part is the core of TOGAF. It describes the TOGAF Architecture Development Method (ADM) – a step-by-step approach to developing an enterprise architecture.
Chapter 2	Q1. B	Phase A: Architecture Vision is the initial phase of a cycle. Note that the Preliminary Phase is a preparatory phase. Phase A: Architecture Vision describes the initial phase of an Architecture Development Cycle. It includes information about defining the scope, identifying the stakeholders, creating the Architecture Vision, and obtaining approvals.
	Q2. D	Phase G: Implementation Governance provides an architectural oversight of the implementation.
	Q3. B	Phase A: Architecture Vision. An objective of this phase is to develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed enterprise architecture

Reference	Answer	Notes
	Q4. D	Phase E: Opportunities and Solutions describes the process of identifying major implementation projects and grouping them into work packages that deliver the Target Architecture defined in the previous phases.
	Q5. A	Artifact. An artifact is an architectural work product that describes an aspect of the architecture. Artifacts are generally classified as catalogs (lists of things), matrices (showing relationships between things), and diagrams (pictures of things). Examples include a requirements catalog, business interaction matrix, and a use-case diagram.. An architectural deliverable may contain many artifacts and artifacts will form the content of the Architecture Repository.
	Q6. D	A model for classifying artifacts. The Enterprise Continuum is a view of the Architecture Repository that provides methods for classifying architecture and solution artifacts as they evolve from generic Foundation Architectures to Organization-Specific Architectures.
	Q7. D	The Reference Library. The Reference Library provides guidelines, templates, patterns, and other forms of reference material that can be leveraged in order to accelerate the creation of new architectures for the enterprise.
	Q8. C	The Architecture Landscape shows an architectural view of the building blocks that are in use within the organization today (e.g., a list of the live applications). The landscape is likely to exist at multiple levels of abstraction to suit different architecture objectives.
Chapter 3	Q1. B	Foundation Architecture: Generic building blocks, their inter-relationships with other building blocks, combined with the principles and guidelines that provide a foundation on which more specific architectures can be built.
	Q2. D	Gap is used in the context of gap analysis, where it is used to identify differences between Baseline and Target Architectures.
	Q3. C	The Enterprise Continuum. A categorization mechanism useful for classifying architecture and solution artifacts, both internal and external to the Architecture Repository, as they evolve from generic Foundation Architectures to Organization-Specific Architectures.
	Q4. C	Stakeholder. An individual, team, or organization (or classes thereof) with interests in, or concerns relative to, the outcome of the architecture. Different stakeholders with different roles will have different concerns.
	Q5: E	Strategic Architecture. A summary formal description of the enterprise, providing an organizing framework for operational and change activity, and an executive-level, long-term view for direction setting.
	Q6: E	Transition Architecture. A formal description of one state of the architecture at an architecturally significant point in time. One or more Transition Architectures may be used to describe the progression in time from the Baseline to the Target Architecture.
Chapter 4	Q1. D	Phase H: Architecture Change Management: Provide continual monitoring and a change management process to ensure that the architecture responds to the needs of the enterprise and maximizes the value of the architecture to the business.

Reference	Answer	Notes
	Q2. B	Step 9 is Create Architecture Definition Document.
	Q3. B	Version 0.1 indicates that a high-level outline of the architecture is in place. Typically this version is produced in the Architecture Vision phase. Throughout the process of applying the ADM, outputs are generated. An output in an early phase may be modified in a later phase. The versioning of output is managed through version numbers.
	Q4. D	Phase F: Migration Planning: Develop detailed Implementation and Migration Plan that addresses how to move from the Baseline to the Target Architecture.
	Q5. D	Phases are not mandatory. Where necessary, use of the ADM should be tailored to meet the needs of the organization. This means that some phases may be omitted, modified, or even additional procedures added.
	Q6. D	Large and complex enterprises usually cannot be successfully treated as a single entity and a federated approach is recommended.
	Q7. C	Reference Data, Process Status, Audit Information are the recommended information areas managed by a governance repository.
	Q8. D	Data Architecture is not a dimension in itself.
Chapter 5	Q1. A	It is a virtual repository of the assets produced during application of the ADM. The Enterprise Continuum provides methods for classifying architecture and solution artifacts, both internal and external to the Architecture Repository, as they evolve from generic Foundation Architectures to Organization-Specific Architectures.
	Q2. A	Deliverables from previous architecture work
	Q3. D	Deliverables from previous architecture work
	Q4. E	All of the answers apply. The Enterprise Continuum enables the architect to articulate the broad perspective of what, why, and how the enterprise architecture has been designed with the factors and drivers considered. The Enterprise Continuum is an important aid to communication and understanding, both within individual enterprises, and between customer enterprises and vendor organizations. Without an understanding of "where in the continuum you are", people discussing architecture can often talk at cross-purposes because they are referencing different points in the continuum at the same time, without realizing it.
	Q5. C	The two continua Architecture Continuum and Solutions Continuum are the constituent parts of the Enterprise Continuum.
	Q6. A	The III-RM is a Common Systems Architecture. The TOGAF Integrated Information Infrastructure Reference Model (III-RM) is a reference model that supports describing Common Systems Architecture in the Application domain that focuses on the requirements, building blocks, and standards relating to the vision of Boundaryless Information Flow.

Reference	Answer	Notes
	Q7. D	ABBs are part of the Architecture Continuum. The Solutions Continuum, represents the implementations of the architectures at the corresponding levels of the Architecture Continuum. At each level in the Solutions Continuum there is a set of reference solution building blocks that represent a solution to the business requirements at that level. A populated Solutions Continuum can be regarded as a re- use library.
	Q8. A	Systems libraries. The Solutions Continuum consists of Foundation Solutions, Common Systems Solutions, Industry Solutions and Organization-Specific Solutions.
	Q9. A	The Architecture Repository. The Architecture Repository is a model for a physical instance of the Enterprise Continuum.
	Q10. D	Reference Library. The Reference Library provides guidelines, templates, patterns, and other forms of reference material that can be leveraged in order to accelerate the creation of new architectures for the enterprise.
	Q11. A	Capability Architectures. Capability Architectures show in a more detailed fashion how the enterprise can support a particular unit of capability. Capability Architectures are used to provide an overview of current capability, target capability, and capability increments and allow for individual work packages and projects to be grouped within managed portfolios and programs.
	Q12. B	Standards compliance is used as part of Architecture Governance. The Standards Information Base captures the standards with which new architectures must comply, which may include industry standards, selected products and services from suppliers, or shared services already deployed within the organization.
Chapter 6	Q1. C	Phase C: Information Systems Architectures. Phase C is about documenting the Information Systems Architectures for an architecture project, including the development of Data and Application Architectures.
	Q2. A	The Preliminary Phase. As part of the objective to establish the Architecture Capability, it includes defining and establishing the Organizational Model for Enterprise Architecture.
	Q3. B	Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed enterprise architecture.
	Q4. A	Creation of the Architecture Vision occurs in Phase A.
	Q5. C	Capability Maturity models are recommended. Capability Maturity Models (CMMs) are a good way of assessing the ability of an enterprise to exercise different capabilities. Capability Maturity Models typically identify selected factors that are required to exercise a capability. An organization's ability to execute specific factors provides a measure of maturity and can be used to recommend a series of sequential steps to improve a capability. It is an assessment that gives executives an insight into pragmatically improving a capability.

Reference	Answer	Notes
	Q6. B	Phase A starts with receipt of a Request for Architecture Work from the sponsoring organization to the architecture organization. A key objective is to ensure proper recognition and endorsement from corporate management, and the support and commitment of line management for this evolution of the ADM cycle.
	Q7. A	Business Scenarios. Business scenarios are an appropriate and useful technique to discover and document business requirements, and to articulate an Architecture Vision that responds to those requirements.
	Q8. B	Business Architecture is undertaken first so as to demonstrate the business value of subsequent architecture work to key stakeholders. A knowledge of the Business Architecture is a prerequisite for architecture work in any other domain (Data, Application, Technology), and is therefore the first architecture activity that needs to be undertaken.
	Q9. B	The architecture team will need to consider what relevant Business Architecture resources are available from the Architecture Repository, in particular: Business rules, job descriptions are considered relevant in Phase B.
	Q10. C	The III-RM. The Open Group has a Reference Model for Integrated Information Infrastructure (III-RM) that focuses on the application-level components and services necessary to provide an integrated information infrastructure.
	Q11. A	Phase E is the initial step on the creation of a well considered Implementation and Migration Plan that is integrated into the enterprise's portfolio in Phase F.
	Q12. B	Phase F. An objective is to ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
	Q13. C	Phase G ensures conformance with the Target Architecture by implementation projects, and performs appropriate Architecture Governance functions for the solution and any implementation-driven architecture Change Requests
	Q14. D	Phase H has an objective to ensure that the Architecture Governance Framework is executed
	Q15. C	Simplification change. A simplification change can normally be handled via change management techniques.
	Q16. A	Architecture Requirements are managed across all phases of the ADM.
Chapter 7	Q1. D	Requirements Management handles the flow of requirements and does not relate to Architecture Principles.
	Q2. C	Rationale. Should highlight the business benefits of adhering to the principle, using business terminology. Point to the similarity of information and technology principles to the principles governing business operations. Also describe the relationship to other principles, and the intentions regarding a balanced interpretation. Describe situations where one principle would be given precedence or carry more weight than another for making a decision.

Reference	Answer	Notes
	Q3. B	Specific.
		SMART is defined as follows:
		Specific, by defining what needs to be done. Measurable, through clear metrics for success.
		Actionable, by clearly segmenting the problem and providing the basis for a solution
		Realistic, in that the problem can be solved within the bounds of physical reality, time, and cost constraints
		Time-bound, in that there is a clear statement of when the opportunity expires
	Q4. B	Phase A when creating the Architecture Vision. Business scenarios figure most prominently in the initial phase of an ADM cycle, Architecture Vision, when they are used to define relevant business requirements, and to build consensus with business management and other stakeholders.
		They may also be used in other phases, particularly during Business Architecture, to derive the characteristics of the architecture directly from the high-level requirements of the business.
	Q5. B	If correctly eliminated you would not add it back to the target. The basic premise is to highlight a shortfall between the Baseline Architecture and the Target Architecture; that is, items that have been deliberately omitted, accidentally left out, or not yet defined.
	Q6. C	Presentation Interoperability. Presentation Integration/Interoperability is where a common look-and-feel approach through a common portal-like solution guides the user to the underlying functionality of the set of systems.
	Q7. E	It is for determining the readiness of an organization to accept change. Enterprise architecture often involves considerable change. Business Transformation Readiness Assessment provides a technique for understanding the readiness of an organization to accept change, identifying the issues, and dealing with them in the Implementation and Migration Plan. It is based on the Canadian Government Business Transformation Enablement Program (BTEP).
	Q8. B	It is the risk categorization after mitigating actions have been taken.
	Q9. C	Capability-Based Planning is a business planning technique that focuses on business outcomes. It is business-driven and business-led and combines the requisite efforts of all lines of business to achieve the desired capability. It accommodates most, if not all, of the corporate business models and is especially useful in organizations where a latent capability to respond (e.g., an emergency preparedness unit) is required and the same resources are involved in multiple capabilities. Often the need for these capabilities is discovered and refined using business scenarios.
Chapter 8	Q1. B	It is the Architecture Board that manages the activity.

Reference	Answer	Notes
	Q2. A	Expenditure control is not included. Architecture Governance includes the following: • Implementing a system of controls over the creation and monitoring of all architectural components and activities, to ensure the effective introduction, implementation, and evolution of architectures within the organization • Implementing a system to ensure compliance with internal and external standards and regulatory obligations • Establishing processes that support effective management of the above processes within agreed parameters • Developing practices that ensure accountability to a clearly identified stakeholder community, both inside and outside the organization
	Q3. C	Transparency: All actions implemented and their decision support will be available for inspection by authorized organization and provider parties.
	Q4. A	Compliance is part of process. Architecture Governance is an approach, a series of processes, a cultural orientation, and set of owned responsibilities that ensure the integrity and effectiveness of the organization's architectures. The split of process, content, and context is key to supporting an Architecture Governance initiative. It allows the introduction of new governance material (for example, due to new regulations) without unduly impacting the processes. The content-agnostic approach ensures the framework is flexible.
	Q5. D	Budgetary control is outside. The following are the key processes: 1. Policy Management and Take-On 2. Compliance 3. Dispensation 4. Monitoring and Reporting 5. Business Control 6. Environment Management
	Q6. E	These are all benefits. Architecture Governance is beneficial because it: • Links IT processes, resources, and information to organizational strategies and objectives • Integrates and institutionalizes IT best practices • Aligns with industry frameworks such as COBIT (planning and organizing, acquiring and implementing, delivering and supporting, and monitoring IT performance) • Enables the organization to take full advantage of its information, infrastructure, and hardware/software assets • Protects the underlying digital assets of the organization • Supports regulatory and best practice requirements such as auditability, security, responsibility, and accountability • Promotes visible risk management

Reference	Answer	Notes
	Q7. A	Resourcing. The Architecture Board is typically made responsible, and accountable, for achieving some or all of the following goals:
		Providing the basis for all decision-making with regard to changes to the architectures
		Consistency between sub-architectures
		Establishing targets for re-use of components
		Flexibility of enterprise architecture; to meet business needs and utilize new technologies
		Enforcement of Architecture Compliance
		Improving the maturity level of architecture discipline within the organization
		Ensuring that the discipline of architecture-based development is adopted
		Supporting a visible escalation capability for out-of-bounds decisions
		The Architecture Board is also responsible for operational items such as the monitoring and control of Architecture Contracts, and for governance items such as producing usable governance materials.
	Q8. B	The agreement is between development partners and sponsors. Architecture Contracts are joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture. Successful implementation of these agreements will be delivered through effective Architecture Governance. Taking a governed approach to contract management ensures a system that continuously monitors integrity, changes, decision-making, and audit, as well as adherence to the principles, standards, and requirements of the enterprise. The architecture team may also be included in product procurement, to help minimize the opportunity for misinterpretation of the enterprise architecture.
	Q9. C	Where no features are in common then it is termed Irrelevant.
	Q10. A	The Architecture Board is responsible for accepting and signing off a review.
	Q11. D	Phase D: Technology Architecture. The Technology Architecture that depicts the architecture practice's infrastructure requirements and deployment in support of the architecture applications and Enterprise Continuum
Chapter 9	Q1. E	Stakeholder. Stakeholders are people who have key roles in, or concerns about, the system; for example, users, developers, etc. Stakeholders can be individuals, teams, organizations, etc.
		A system has one or more stakeholders. Each stakeholder typically has interests in, or concerns relative to, that system.
	Q2. A	It is the other way round; a viewpoint is considered a template for a view.
		A view is a representation of a system from the perspective of a related set of concerns. A view is what you see (or what a stakeholder sees).
		A viewpoint defines the perspective from which a view is taken.

Reference	Answer	Notes
	Q3. D	They are not synonymous as concerns are used to derive requirements. Concerns are key interests that are crucially important to stakeholders, and determine the acceptability of the system. Concerns are the root of the process of decomposition into requirements. Concerns are represented in the architecture by these requirements. Requirements should be SMART (i.e., should include specific metrics).
	Q4. B	A and B should be one *or more* stakeholders/concerns; D is incorrect.
Chapter 10	Q1. D	Building blocks should have a loose coupling to implementation to allow for multiple implementations and re-implementation. A building block is a package of functionality defined to meet business needs across an organization. A building block has published interfaces to access functionality. A building block may interoperate with other, possibly inter-dependent building blocks.
	Q2. A	ABBs define functionality – not implementation. Architecture Building Blocks (ABBs) are architecture documentation and models from the enterprise's Architecture Repository classified according to the Architecture Continuum. They are defined or selected during application of the ADM – mainly in Phases A, B, C, and D.
	Q3. D	Phase E. Solution Building Blocks (SBBs) relate to the Solutions Continuum. They are implementations of the architectures identified in the enterprise's Architecture Continuum and may be either procured or developed. SBBs appear in Phase E of the ADM where product-specific building blocks are considered for the first time. SBBs define what products and components will implement the functionality, thereby defining the implementation.
Chapter 11	Q1. B	TOGAF should be tailored for use. TOGAF defines a set of suggested deliverables that will be consumed and produced across the TOGAF ADM cycle The deliverable set provided is intended to provide a typical baseline of architecture deliverables in order to better define the activities required in the ADM and act as a starting point for tailoring within a specific organization. TOGAF identifies deliverables that are produced as outputs from executing the ADM cycle and potentially consumed as inputs at other points in the ADM. Other deliverables may be produced elsewhere and consumed by the ADM.
	Q2. B	The Architecture Repository. The Architecture Repository acts as a holding area for all architecture-related projects within the enterprise. The repository allows projects to manage their deliverables, locate re-usable assets, and publish outputs to stakeholders and other interested parties.

Reference	Answer	Notes
	Q3. B	The Architecture Definition Document
		The Architecture Definition Document is the deliverable container for the core architectural artifacts created during a project and for important related information. The Architecture Definition Document spans all architecture domains (Business, Data, Application, and Technology) and also examines all relevant states of the architecture (baseline, transition, and target).
	Q4. E	Architecture Vision.
		The Architecture Vision is created in Phase A and provides a high-level summary of the changes to the enterprise that will follow from successful deployment of the Target Architecture. The purpose of the vision is to agree at the outset what the desired outcome should be for the architecture, so that architects can then focus on the detail necessary to validate feasibility. Providing an Architecture Vision also supports stakeholder communication by providing a summary version of the full Architecture Definition.
	Q5. D	The Statement of Architecture Work
		The Statement of Architecture Work is created as a deliverable from Phase A and defines the scope and approach that will be used to complete an architecture development cycle. The Statement of Architecture Work is typically the document against which successful execution of the architecture project will be measured and may form the basis for a contractual agreement between the supplier and consumer of architecture services.
Chapter 12	Q1. D	Testing guidelines are not included.
		A Foundation Architecture is an architecture of building blocks and corresponding standards that supports all the Common Systems Architectures, and, therefore, the complete computing environment. A Foundation Architecture is positioned at the left-hand side of the Enterprise Continuum.
		Major characteristics of a Foundation Architecture include the following:
		It reflects general computing requirements.
		It reflects general building blocks.
		It defines technology standards for implementing these building blocks.
		It provides direction for products and services.
		It reflects the function of a complete, robust computing environment that can be used as a foundation.
		It provides open system standards, directions, and recommendations.
		It reflects directions and strategies.
	Q2. B	It is a visual model and taxonomy.
		The TRM has two main components:
		1. A taxonomy that defines terminology, and provides a coherent description of the components and conceptual structure of an information system
		2. A model, with an associated TRM graphic, that provides a visual representation of the taxonomy, as an aid to understanding

Reference	Answer	Notes
	Q3. A	It is at the left-hand side, the most generic, of the Architecture Continuum.
	Q4. C	It is an Application Architecture reference model. The III-RM is a reference model that focuses on the Application Software space.
	Q5. C	It is a Common Systems Architecture. The III-RM is a "Common Systems Architecture" in Enterprise Continuum terms.
	Q6. A	The Boundaryless Information Flow problem space led to development of the III-RM. The III-RM is a subset of the TOGAF TRM in terms of its overall scope, but it also expands certain parts of the TRM – in particular, the business applications and infrastructure applications parts – in order to provide help in addressing one of the key challenges facing the enterprise architect today: the need to design an integrated information infrastructure to enable Boundaryless Information Flow.

Appendix B. Exam Plan

This appendix lists a number of chapters and questions that can be used to create a 40 question examination from this set.

Basic Concepts: Chapter 1: Q1, Q3, Q4

Core Concepts: Chapter 2: Q4, Q6, Q7

Introduction to the ADM: Chapter 4; Q2, Q3, Q8

The Enterprise Continuum and Tools: Chapter 5: Q2, Q6, 10, Q11

ADM Phases: Chapter 6: Q2, Q3, Q6, Q8, Q11, Q13, Q14, Q15, Q16

ADM Guidelines and Techniques: Chapter 7: Q2, Q4, Q5, Q7, Q8, Q9

Architecture Governance: Chapter 8: Q4, Q8, Q9, Q10

Architecture Views, Viewpoints and Stakeholders: Chapter 9: Q1, Q4

Building Blocks: Chapter 10: Q2, Q3

ADM Deliverables: Chapter 11: Q2, Q5

TOGAF Reference Models: Chapter 12: Q3, Q6