

## **TOGAF® Certification for People**

# **TOGAF® Enterprise Architecture Part 2 Practice Test – Answer Book**

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This Practice Test is representative of the content covered in the TOGAF Enterprise Architecture Part 2 Examination. It includes question formats found in the actual examination. It also includes questions of varying difficulty. A candidate's performance on this Practice Test does not guarantee similar performance on the actual examination.

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## Contents

1.	Introduction .....	4
2.	Answers .....	5

# **1. Introduction**

This document is the Answer Book for the TOGAF Enterprise Architecture Part 2 Practice Test.

## 2. Answers

### Question 1

Topic	Risk and Security Considerations for Architecture Implementation	
Scenario	1	
Subject(s)	G152 §5.6, §5.7, §5.8, LU 5, LO 5.1	
Rationale	It is important that the candidate can explain the risk and security considerations when identifying opportunities and solutions, migration planning, and implementation governance. How the risks associated with an architecture activity can be identified, categorized, and mitigated.	
Most Correct	B	This is the best answer. The development is in ADM Phase E. It summarizes the approach recommended in §5.6 of the <i>TOGAF Series Guide: Integrating Risk and Security within a TOGAF Enterprise Architecture</i> . It recognizes that risk has to be evaluated in drawing up the Architecture Roadmap, ensuring that the stakeholders' security and risk concerns are addressed, and that the work package deliverables include measures related to risk and security. The Risk Mitigation Plan is an appropriate specific deliverable.
Second Best	D	This choice is less correct since it omits evaluation of the security and risk impacts in drawing up the Architecture Roadmap. It also omits explicit reference to the stakeholders' concerns relating to risk and security.
Third Best	C	The TOGAF Standard does recommend conducting risk classification in Phase A; however, the classifications being proposed do not address the concerns being put forward. This answer does not address security, the mitigation of risks, or residual risk assessment for the proposed architecture, instead focusing on Implementation Governance which is likely too late.
Distracter	A	This answer is incorrect. Providing training to the implementation team does not address inherent issues in the architecture development. Training, if applicable, should also apply to users of the systems and not just the implementers. Risk mitigation does not measure an organization's risk appetite (willingness to accept risk, etc.). The TOGAF Standard also does not recommend such an activity as part of Phase D. Putting in place a parallel solution would seem excessive and have its own risks.

### Question 2

Topic	Stakeholder Management	
Scenario	2	
Subject(s)	G186 §3.3.1, §5.2.1, LU 2, LO 2.1	
Rationale	Explain how to identify stakeholders, their concerns, views, and the communication involved.	

Most Correct	D	This is the best answer. Stakeholder analysis and the development of a Stakeholder Map is the technique that the TOGAF Standard recommends for identifying and engaging the key stakeholders in Phase A. The Stakeholder Map is a major product output and used to support other outputs in this phase.
Second Best	B	This answer is less correct since it omits the Stakeholder Map approach recommended by the TOGAF Standard to explicitly identify stakeholders. Business Scenarios are an appropriate technique to develop the Architecture Vision and can accomplish some of the engagement. This answer also lacks the identification of key players and the active engagement policy of Stakeholder Analysis.
Third Best	A	This answer is less correct since it focuses on stakeholders at the new acquisition only, thus omitting key stakeholders that should be involved. The Communications Plan is produced from the work done by the Stakeholder Management approach suggested in answer A.
Distracter	C	This answer is incorrect. The TOGAF Standard does not recommend implementing pilot projects in Phase A to assess solution feasibility. This also does not follow the recommended approach for creation and approval of a Statement of Architecture Work.

### Question 3

Topic	Context for Enterprise Architecture/Governance Competing initiatives	
Scenario	3	
Subject(s)	Explain the role of Architecture Governance and the Enterprise Architect (LU 5)	
Rationale	G186 §15.1 This is a governance issue as the architect must resolve the competing initiatives with the stakeholders. G152 §1, §4 Security cross-cutting, managing uncertainty.	
Most Correct	A	This is the best answer. You perform the work of assessing the Information Architects' options in terms of other domains and multiple concerns so that the stakeholders can make a well-informed decision. Stakeholders need to select the target based on their assessment of the value and costs across multiple domains. Concerns provide a mechanism for you to assess the Target Architecture, and the changes required. Security Architecture carries two aspects – one is the effect of uncertainty in meeting objectives (risk) and the second is the ability to defend against threats. Both uncertainty and threats play out in every Enterprise Architecture domain. Each of the two options is from the perspective of one domain. The problem of identity may have a very different answer when optimized for different concerns. Consider optimizing for the initiative's time-to-market, or optimizing for multi-year, multi-agency sustainability. The stakeholders need to decide the relative merit of different concerns when they are in conflict.

Second Best	D	This answer is less correct. You have narrowed your scope from the initiative to the digital service's stakeholders. The digital service stakeholders may be tightly aligned with the initiative. They are not the only stakeholders. Also, the answer limits assessment to the four agencies' IT systems. You cannot assume there is no impact to the Business Architect. The answer only looks at part of the Security Architecture. It misses the effect of uncertainty on meeting objectives. This concept is critical to best practice Security Architecture which is equally concerned with enabling positive outcomes as avoiding downsides.
Third Best	B	<p>This answer is less correct. The center of Architecture Governance and good Enterprise Architecture is the stakeholder making informed decisions, especially where there are competing interests.</p> <p>Good steps are damaged when the architect will select a best option on unstated criteria, sell the option, then work to push it through.</p> <p>The answer only looks at part of the Security Architecture; it misses the effect of uncertainty on meeting objectives. This concept is critical to best practice Security Architecture which is equally concerned with enabling positive outcomes as avoiding downsides.</p> <p>Only stakeholders can approve the Target Architecture, and they must approve it based on understanding the implications.</p>
Distracter	C	This answer is incorrect. You are not advising stakeholders of the best option across all their concerns. Instead, you are selling an idea based on the narrow interests of an implementation.

#### Question 4

Topic	ADM Phases: Architecture Definition; Phase E: Opportunities and Solutions	
Scenario	4	
Subject(s)	Implementing the Architecture (LU 5, LO 5.4, LO 5.5)	
Rationale	This question determines whether the candidate understands how to identify and group work packages, also how to create and document Transition Architectures.	
Most Correct	C	This is the best answer. It considers dependencies between the set of changes, how to organize them into work packages, as well as considering stakeholder priorities and preferences. It recommends the use of Transition Architectures as an incremental approach to deliver business value which addresses the concern that the implementation has the ability to accommodate changes to the technology and business landscape. It describes the migration planning techniques to deliver Transition Architectures and organizes them to deliver an Architecture Roadmap.
Second Best	A	This is a less correct approach that addresses the deliverables of the architectures but in an uncoordinated way. It looks at rolling up the work in each domain rather than consolidating the gaps and creating projects as a function of capability management. It also does not directly describe the use of Transition Architectures. It does describe the role of the Implementation and Migration Plan and the Architecture Roadmap accurately.

Third Best	D	This is less correct. Although it does consider stakeholder priorities and preferences, the end result focuses on detailed technology choices negating the impact of using Transition Architectures to deliver incremental business value that could absorb technology and business environment change.
Distracter	B	This answer is incorrect. This approach does not address the concerns, nor follow the TOGAF Standard guidance for this stage of a project. It jumps to a specific direction without considering stakeholder input. It does not consider how to transition, instead focusing on a technical solution to improve interoperability.

### Question 5

Topic	ADM Phases: Architecture Definition; Phase F: Migration Planning	
Scenario	5	
Subject(s)	How to prioritize migration projects, and complete migration planning (LU 5)	
Rationale	This question determines whether the candidate understands the implications of Architecture Transformation especially in an existing environment in Phase F: Migration Planning.	
Most Correct	B	This is the best answer. The answer is concise and complete as per Phase F, with an emphasis on building corporate consensus and ensuring that the Transition Architectures are solidly based upon business value and stakeholder views taken into consideration.
Second Best	D	This is a less correct approach, as it is incomplete, missing key steps of Phase F. This also lacks the collaborative planning in close cooperation with the stakeholders within and outside of the organization.
Third Best	A	The approach is also incomplete. Phase F emphasizes collaborative planning in close cooperation with the stakeholders within and outside of the organization, and this lacks that approach.
Distracter	C	This is a wrong answer. The intent of Enterprise Architecture using the TOGAF Standard is to provide detailed guidance to the projects so that they can focus on operational design issues rather than strategic ones.

### Question 6

Topic	ADM Phases: Governance (Phase G)	
Scenario	6	
Subject(s)	Implementation Governance (LU 5, LO 5.12, LO 5.14)	
Rationale	Explain how Implementation Governance is executed.	



Most Correct	B	This is the best answer. All of the criteria fall within Phase G. The architect accepts the direction of the CIO who has discussed the issue with key stakeholders, and adds the platform as another organizational standard, noting the need for training and skills to support it. The architect then works with the implementation team to draw up an Architecture Contract. The architect emphasizes use of compliance reviews, the testing of the performance as the solution is developed (a critical user requirement), and gets buy-in and visibility of Service-Level Agreements (SLAs) and schedule with the business unit. Finally, after implementation, re-useable artifacts and objects are collected and are available for future projects.
Second Best	A	This answer is less correct as the response (to recommend the vendor change the product) may take time and also incur costs and, as noted in the scenario, the project must be implemented as soon as possible and remain within budget. Performing a prototype would reduce the risk, but again at the expense of time and budget.  The project plan should be drawn up by the project manager not the architect. Finally, performance is paramount, yet the architect is suggesting monitoring the performance after implementation, rather than testing the product's performance during implementation.
Third Best	D	This approach follows the CIO direction but focuses on risk rather than co-existence. There is no negotiation with the implementation team – just a handover of schedules – or with the business unit regarding service levels. The suggestion to test the solution just prior to implementation is too late since the solution has already been constructed and any surprises will likely impact schedule and budget. The attention to project artifacts is superfluous.
Distracter	C	This answer is incorrect. The scenario states that the decision has already been made by the CIO and based on stakeholder input. This approach does not address the CIO direction which stated that this should be implemented as soon as possible and approval had been given to move ahead. The claims of a cost saving are not substantiated. The consultation with the finance committee is irrelevant. Holding frequent project management meetings is not the job of the Enterprise Architect, but the job of the project manager.

### Question 7

Topic	ADM Phases: Phase B: Business Architecture	
Scenario	7	
Subject(s)	Architecture Development: Phase B (LU 4)	
Rationale	Explain how to apply Phase B and how it can contribute to architecture development.	
Most Correct	B	This is the best answer. This answer is focused on the business and engaging with the stakeholders. It identifies what needs to change, what the cost of change will be, and then works with the stakeholders to take the decisions that include trade-offs.

Second Best	A	This answer is less correct. This focuses on model kinds rather than changes in the business itself. Re-using the existing architecture descriptions, checking they are current, then drawing up descriptions to reflect the Target Architecture is a technique to identify what needs to change. The architecture at this stage does not need to decide whether a packaged solution is appropriate.
Third Best	C	This answer is less correct. This is focused again only on modeling; it has no engagement with stakeholders. It incorrectly assumes that a focus be placed on business capabilities and value streams since baseline descriptions exist.
Distracter	D	This answer is incorrect. It is not an application of Business Architecture, nor architecting. It is an example of implicit architecture where the architect is acting as the stakeholder agent, subject matter expert, and implementer and producing an end result.

### Question 8

Topic	Architecture Development; Phase C: Information Systems Architecture	
Scenario	8	
Subject(s)	Architecture Development: what do we need to know to drive down sustained costs using Phase C: Information Systems Architecture?	
Rationale	Applying the Information Systems Architecture concepts.	
Most Correct	C	<p>This is the best answer. All changes carry a benefit/value and cost. Stakeholders accept a Target Architecture not on a theoretic concept of a data model, or a functionality decomposition diagram, but on cost of change and expected outcome. You perform architecture analysis to get to these answers. This knowledge is used in Phase E to develop a roadmap of work packages and dependencies, and in Phase F to develop an implementation plan.</p> <p>It is known that the problems in the value stream and information flow create a shortfall in expectations. In this case, the shortfall is a poor customer experience. To apply Phase C, you need to discover where in the current Application Architecture and Data Architecture information systems contribute to the deficiency. Correcting the deficiency will require change in the applications or platforms. To determine whether the change is acceptable, the stakeholders will need to assess the direct and sustainment cost of the change.</p>
Second Best	A	This is the second best answer. You have determined stakeholder priorities for business capability, value stream, and information flow, but not for customer experience. In this answer you stopped at developing the architecture components and did not proceed to analyze actual change. Without this information you do not have the information necessary for Phase E to develop a roadmap of work packages and dependencies, and in Phase F to develop an implementation plan.

Third Best	D	This is the third best answer. There is no analysis of information flows which are known to have caused the deficiencies in customer experience. This answer focuses on logical components and has not considered an actual Target Architecture for change. Without this information you do not have the information necessary for Phase E to develop a roadmap of work packages and dependencies, and in Phase F to develop an implementation plan. Further, you have also asked stakeholders for priorities related to Application Architecture implementation details.
Distracter	B	This answer is incorrect. The Business Architecture identified value chain and information flow deficiencies that created a poor customer experience, which in turn led to high sustained costs. This answer jumps to modeling and then optimizing the Application Architecture and Data Architecture for time-to-market as well as cost. There is no linkage to the value stream and information flow deficiencies from the Business Architecture.