

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

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

Activate Windows

What information does the Architecture Requirements Repository within the Architecture Repository hold?

- A log of the governance activity related to architecture requirements
- A set of guidelines, templates, and patterns to support the development of architecture requirements
- The parameters and structures to support governance of architecture requirements
- The architecture requirements which have been agreed with the Architecture Board

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

- Statement
- Name
- Implications
- Rationale

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

- Information gaps
- Risk
- Budgetary constraints
- Schedule constraints

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

- Application, Data, Information, Knowledge
- Baseline, Candidate, Transition, Target
- Capability, Segment, Enterprise, Federated
- Business, Data, Application, Technology

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

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

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 and has a broad range of services including an online marketplace, live-streaming, eBooks, and cloud services.

A consequence of this rapid expansion has been the proliferation of multiple IT solutions, with architecture giving way to growth. Several systems have proved unreliable with some embarrassing outages, including the online marketplace being offline for a few hours at the start of the holiday sales period, as well as the cloud services outage, which took down several popular websites. The service management organization within the company has blamed the outages on misalignment of the IT solutions.

The Governing Board has raised concerns with the Chief Executive Officer (CEO) about the outages. As a consequence, the CEO has asked the Chief Information Officer (CIO) for better reporting and management of the IT portfolio. The CIO has decided that this is a task for the EA team. She has stated that a constraint is to maintain business as usual.

The company has an established Enterprise Architecture (EA) program based on the TOGAF standard, including the TOGAF ADM. The practice has an established Architecture Capability and uses iteration for architecture development. The EA program is sponsored jointly by the CEO and CIO.

Refer to the scenario

You have been asked to recommend the approach for evaluating the IT solutions to determine where misalignment is occurring and where change is needed.

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

- You propose that this engagement start an iteration cycle by defining the baseline Technology Architecture first to assess the current infrastructure capacity and capability for the company. Then the focus should be on assessment of the operational performance data. The results of the assessment can then be used to identify required changes that would ensure that the misalignments between solutions are removed.
- You propose to evaluate the IT resources across the company against operational performance data and business needs. This will include a review of availability and responsiveness. You would focus on assessment of the current applications and technology infrastructure by commencing an iteration cycle following a baseline first architecture development approach. This would allow you to identify improvement opportunities and allow you to determine where misalignment is occurring.
- You propose that the team commence on architecture development with an iteration cycle of baseline first going through the architecture definition phases (B-D). This will allow the concerns of the Governing Board to be addressed. This will also ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.
- You propose that the team focus on an iteration cycle of target architecture definition, with emphasis on defining a set of IT solutions that will remove the

TOGAF Enterprise Architecture Combined Part

Scratch Pad

V Recording

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Access Code: 471-767-166

Time Remaining 80:46
1 of 8

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?

- 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.
- 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.
- 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.
- 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.

REFERENCE

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?

- 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.
- 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.
- 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.
- 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.

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.

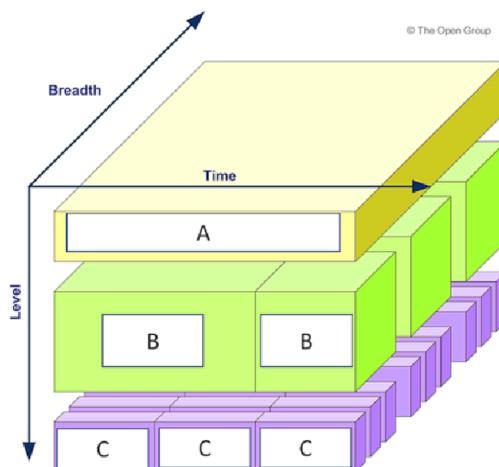
You have been asked to recommend an approach to satisfy these concerns.

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

- 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.
- 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.
- 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.
- 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.

Complete the sentence. According to the TOGAF standard, an _____ is a representation of a system from the perspective of a related set of _____.

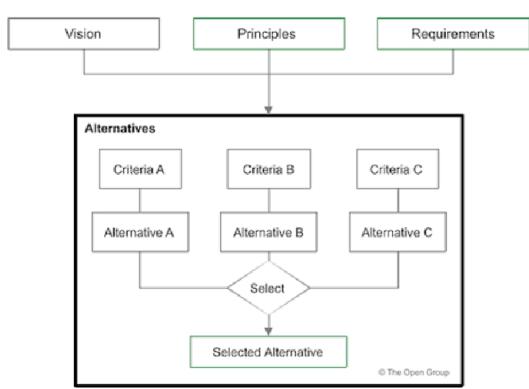
- architecture view, requirements
- architecture view, stakeholders
- architecture viewpoint, stakeholders
- architecture view, concerns



Consider the diagram showing a classification model for Architecture Landscapes.

What are the items labelled A, B and C?

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



Consider the graphic from the TOGAF Standard.

What does this illustrate?

- The Architecture Trade-off method
- The Business Scenario method
- Architecture Partitioning
- Iteration

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

- A deliverable
- An application
- A building block
- A solution architecture

[Activate Windows](#)

Complete the sentence. The four dimensions used to scope an architecture are: _____.

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

The screenshot shows a web browser window with the following details:

- Title Bar:** www.pearsonvue.com/business/scorereports/snx/72/880678801102398072402/7040302/scorereport.htm
- Toolbar:** Back, Forward, Stop, Refresh, Home, Address bar, Favorites, Help, Other.
- Search Bar:** Google, Norton Safe Search, Gmail, YouTube, Google Maps, Amazon.com Online, Rajeev, Cloud, Tech, NewsPapers, Kindle Cloud Reader, Sangheetha, Firefox
- Content Area:**
 - Logo:** THE Open GROUP
 - Section:** TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam
 - Text:** End of Examination Report
 - Candidate Information:**

CANDIDATE:	Rajeev Ramachandrappa
CANDIDATE ID:	456302
EXAMINATION:	TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam
EXAM CODE:	OGEA-103
DATE:	17th June 2023, 7:47:23am
TEST CENTRE ID:	AP
 - Section Results:**
 - Section 1: 60% (Grade: Pass)
 - Section 2: 90% (Grade: Pass)
 - 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?

 - 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.
 - 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.
 - 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.
 - 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.

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 occur 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?

- 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.
- 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.
- 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.
- 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.

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The Governing Board has raised concerns with the Chief Executive Officer (CEO) about the outages. As a consequence, the CEO has asked the Chief Information Officer (CIO) for better reporting and management of the IT portfolio. The CIO has decided that this is a task for the EA team. She has stated that a constraint is to maintain business as usual.

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- You propose to evaluate the IT resources across the company against operational performance data and business needs. This will include a review of availability and responsiveness. You would focus on assessment of the current applications and technology infrastructure by commencing an iteration cycle following a baseline first architecture development approach. This would allow you to identify improvement opportunities and allow you to determine where misalignment is occurring.
- You propose that the team commence on architecture development with an iteration cycle of baseline first going through the architecture definition phases (B-D). This will allow the concerns of the Governing Board to be addressed. This will also ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.
- You propose that the team focus on an iteration cycle of target architecture definition, with emphasis on defining a set of IT solutions that will remove the misalignment. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints to support the change. You would ensure that non-functional requirements are defined to assure that the target architecture is robust and reliable.



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 incrementally.

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?

- 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.
- 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.
- 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.
- 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.

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 driver's 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?

- 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.
- 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.
- 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.
- 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.

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?

- 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.
- 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.
- 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 to meet the local needs. In such cases they should issue a new Request for Architecture Work to implement a modification to the Architecture Definition.
- 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.

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.

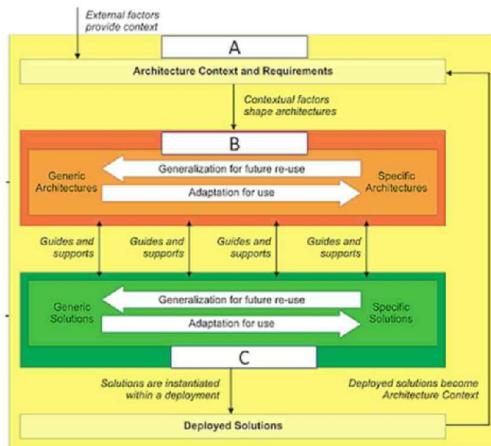
Some of the partners have expressed concerns about letting the AI make the decisions, others about the risks associated with use of it for the type of service they deliver. The CIO wants to know if these concerns can be addressed, and how risks will be covered by a new architecture enabling AI and Machine 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?

- 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.
- You recommend that all possible models are 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.
- 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.
- 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.



Consider the illustration.

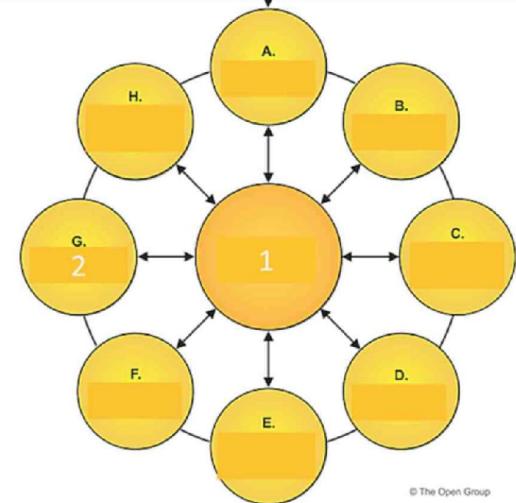
What are the items labelled A, B and C?

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



Which important concept for Enterprise Architecture Practitioners does it illustrate?

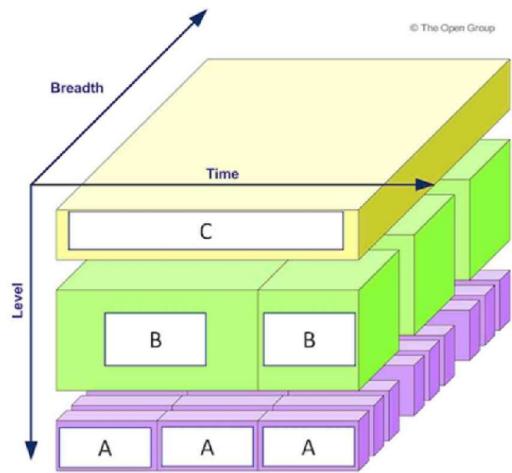
- Enterprise Architects must use Gantt charts to communicate with Stakeholders.
- ADM phases must be run in a sequenced approach to produce the Architecture.
- ADM phases must be run simultaneously until the relevant information has been produced.
- An Enterprise Architecture must be developed in phases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



Consider the illustration of an architecture development cycle.

Select the correct phase names corresponding to the labels 1, 2 and 3?

- 1 Continuous Improvement – 2 Migration Planning – 3 Architecture Vision
- 1 Requirements Management – 2 Change Management – 3 Strategy
- 1 Requirements Management – 2 Implementation Governance – 3 Preliminary
- 1 Architecture Governance - 2 Implementation Governance – 3 Preliminary



Consider the diagram showing a classification model for Architecture Landscapes.

What are the items labelled A, B and C?

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

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

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



Consider the following statement.

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

What does it illustrate?

- Enterprise Architecture
- Iteration
- Requirements management
- Implementation governance

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 _____.

- workflow management
- lifecycle economics
- backlog
- operations

What is an objective of the ADM Preliminary Phase?

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

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?

- Organizations
- Business Units
- Enterprises
- Architectures Scopes

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

- known as "Version 0.1"
- called "draft"
- invalid
- in between phases

Which statement about Requirements Management is most correct?

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

In which ADM Phase do building block definitions start as abstract entities?

- Data Architecture
- Applications Architecture
- Opportunities and Solutions
- Architecture Vision

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?

- 1 Architecture Contracts – 2 Architecture Requirements Specification – 3 Architecture Vision - 4 Architecture Principles
- 1 Architecture Principles – 2 Architecture Contracts – 3 Request for Architecture Work – 4 Architecture Requirements Specification
- 1 Architecture Principles – 2 Architecture Contracts - 3 Architecture Requirements Specification– 4 Request for Architecture Work
- 1 Architecture Requirements Specification – 2 Architecture Principles – 3 Architecture Vision – 4 Architecture Contracts

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

- A Stakeholder Map
- An EA Library
- A Content Metamodel
- An Architecture Framework

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

- Agile development
- Transition Management
- Architecture Security
- Risk Management

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, _____

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

What is the purpose of the Preliminary Phase?

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

Complete the sentence. The purpose of Enterprise Architecture is to_____.

- control the bigger changes.
- guide effective change.
- take major improvement decisions.
- govern the stakeholders.

Which of the following best describes the Standards Library?

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

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?

- 1G-2E-3F-4E
- 1F-2F-3E-4G
- 1F-2G-3F-4F
- 1E-2F-3E-4G

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

- lead architect
- sponsor
- stakeholder
- consumer

Which of the following statements about architecture partitioning is correct?

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

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

- To establish quality metrics for the architecture
- To determine service levels for the architecture
- To validate non-functional requirements
- To identify missing functions

What are the following activities part of?

- Risk classification
- Risk identification
- Initial risk assessment

- Phase G
- Security Architecture
- Phase A
- Risk Management

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

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

What ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance?

- Transition Plan
- Migration Plan
- Implementation Governance Model
- Implementation Strategy

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?

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

Scratch Pad

Flag for Review

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

- Implementation and Migration Plan
- Implementation Governance Model
- Architecture Roadmap
- Architecture Requirements Specification

Scratch Pad

Flag for Review

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

- An EA framework
- An EA repository
- An EA Capability
- An Enterprise Architecture

Scratch Pad**Flag for Review**

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

- Application
- Capability
- Segment
- Transition

Scratch Pad**Flag for Review**

Complete the sentence. A set of architecture principles that cover every situation perceived meets the recommended criteria of _____.

- completeness
- stability
- robustness
- consistency

Complete the following sentence.

_____ provide context for architecture work, by describing the needs and ways of working employed by the enterprise.

- Stakeholder needs
- Business principles, business goals, and business drivers
- Strategy and vision
- Architecture Contracts



Consider the following statement:

According to the TOGAF Standard, a governed approach of a particular deliverable will ensure a system of continuous monitoring to check integrity, changes, decision-making, and audit of all architecture-related activities.

Which deliverable is being referred to?

- An Architecture Contract
- The Architecture Vision
- The Statement of Architecture Work
- The Architecture Definition Document



Scratch Pad



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?

- 3 & 4
- 2 & 3
- 1 & 4
- 1 & 2

Scratch Pad



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

- Name
- Rationale
- Implications
- Statement

Refer to the table below:

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)

Which ADM Phase does this describe?

- Phase G
- Phase F
- Phase A
- Phase E

Complete the sentence. A business scenario describes _____.

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

What can architects present to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture?

- Business Scenarios and Business Models
- Alternatives and Trade-offs
- Architecture Views and Architecture Viewpoints
- Solutions and Applications

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?

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

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.

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?

- 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.
- 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.
- 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.
- 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~~

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?

- 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.
- 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.
- 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.
- 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 communication plan.

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?

- 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.
- 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.
- 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.
- 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.

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.

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?

- 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.
- 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.
- 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.
- 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 then propose a plan for remediation.

Ex-Scratch Pad

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

- Transition
- Capability
- Technology
- Segment

Scratch Pad

Flag for Review

What component of the Architecture Repository represents architecture requirements agreed with the Architecture Board?

- Architecture Requirements Repository
- Architecture Capability
- Governance Log
- Reference Library

Scratch Pad

Flag for Review

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

- Foundation Architectures to re-usable architecture assets
- generic architectures to reusable Solution Building Blocks
- generic architectures to Organization-Specific Architectures
- Solutions Architectures to Solution Building Blocks

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

Architecture Principles

Requirements Management

Gap Analysis

Business Scenarios

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

The Stakeholders preferences may go beyond the architecture project scope and needs control.

Best practice governance enables the organization to control value realization.

The TOGAF standard cannot be used without executive governance.

The Architecture Project mandates the governance of the target architecture.

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

- An EA repository
- An EA Capability
- An EA framework
- An Enterprise Architecture

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

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

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

- Breadth
- Architecture Domains
- Depth
- Project

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

- Statement
- Rationale
- Name
- Implications

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?

- 1G-2H-3H-4F
- 1F-2G-3G-4H
- 1H-2F-3F-4G
- 1F-2G-3H-4H

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

- Phase A
- Phase B
- Phase G
- Preliminary Phase

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?

- 1E-2F-3E-4F
- 1F-2E-3F-4G
- 1E-2E-3F-4F
- 1G-2E-3F-4F

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?

- 1 Request for Architecture Work – 2 Statement of Architecture Work – 3 Architecture Principles – 4 Architecture Requirements Specification
- 1 Architecture Requirements Specification – 2 Request for Architecture Work – 3 Statement of Architecture Work – 4 Architecture Principles
- 1 Architecture Principles – 2 Architecture Requirements Specification – 3 Request for Architecture Work – 4 Statement of Architecture Work
- 1 Statement of Architecture Work – 2 Architecture Principles – 3 Architecture Requirements Specification – 4 Request for Architecture Work

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

- Baseline, Transition, and To Be Architectures
- Segment, Strategic, and Capability Architectures
- Gaps, Plateaus, and Target Architectures
- Transitional, Complete, and Incremental Architectures

What are the following activities part of?

- Initial risk assessment
 - Risk mitigation and residual risk assessment
 - Risk monitoring
- Risk Management
 - Phase C
 - Phase A
 - Security Architecture

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 _____.

"concept" – "deliverable"

"Version 0.1" – "Version 1.0"

"draft" - "finalized"

"draft" – "approved"

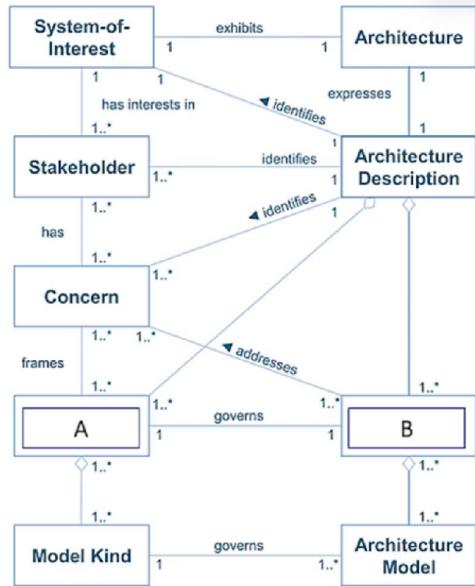
Which of the following best summarizes the purpose of Enterprise Architecture?

Controlling the bigger changes.

Governing the Stakeholders.

Taking major improvement decisions.

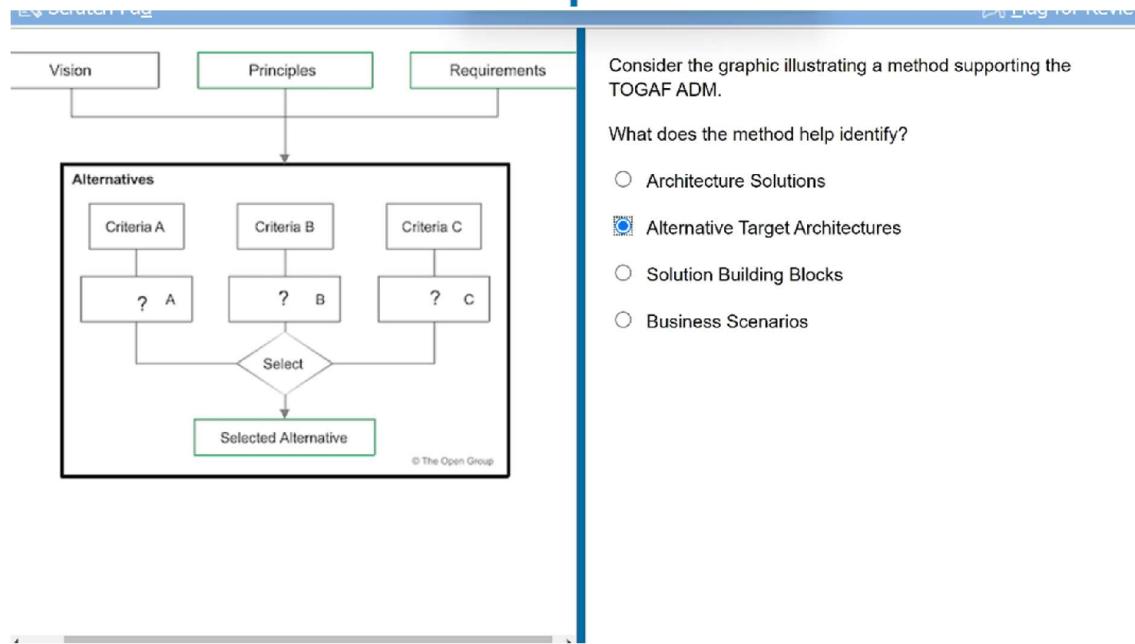
Guiding effective change.



Consider the image showing basic architectural concepts.

What are items A and B?

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



Consider the graphic illustrating a method supporting the TOGAF ADM.

What does the method help identify?

- Architecture Solutions
- Alternative Target Architectures
- Solution Building Blocks
- Business Scenarios

Which of the following describes a purpose of Architecture Principles?

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

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?

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

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?

- 1 & 4
- 1 & 3
- 2 & 3
- 2 & 4

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?

- Phase B
- Phase A
- Preliminary Phase
- Phase C



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

- Phase D
- Phase C
- Phase B
- Phase E



What is defined as the effect of uncertainty on objectives?

- Continuity
- Risk
- Threat
- Vulnerability

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

- Phase F
- Phase G
- Phase E and F
- Phase A

Consider the following statement:

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

What does it illustrate?

- Implementation governance
- Iteration
- Requirements management
- Enterprise Architecture

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

Scratch Pad

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Flag for Review

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

- Corporate governance
- Technology governance
- Architecture governance
- IT governance

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

Scratch Pad

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1 of 40
Flag for Review

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

- To Identify and understand requirements
- To guide decision making throughout the enterprise
- To identify risk when implementing an architecture project
- To catch errors in a project architecture early

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

Scratch Pad

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Flag for Review

Consider the illustration showing an architecture development cycle.

Which description matches the phase of the ADM labeled as item 1?

Provides architectural oversight for the implementation.

- Conducts implementation planning for the architecture defined in previous phases
- Operates the process of managing architecture requirements
- Establishes procedures for managing change to the new architecture

```

graph TD
    1((1)) --> 2((2))
    2 --> 3((3))
    3 --> A((A))
    A --> B((B))
    B --> C((C))
    C --> D((D))
    D --> E((E))
    E --> F((F))
    F --> G((G))
    G --> H((H))
    H --> A
    A -.-> 1
    B -.-> 1
    C -.-> 1
    D -.-> 1
    E -.-> 1
    F -.-> 1
    G -.-> 1
    H -.-> 1
  
```

The diagram illustrates the Architecture Development Method (ADM) cycle. It features a central circle labeled '1' with arrows pointing clockwise to eight surrounding circles labeled '2' through 'H'. Each circle contains a letter (A-H). Arrows also point from each of the outer circles back towards the center circle '1', indicating a feedback loop. The entire diagram is set against a dark background.

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

Scratch Pad

V Recording Chat Access Code: 308-177-299

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Flag for Review

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?

- Architectures Scopes
- Enterprises
- Organizations
- Business Units

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

Scratch Pad

V Recording Chat Access Code: 308-177-299

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What is an objective of the ADM Implementation Governance Phase?

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

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

Scratch Pad

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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"?

- Name
- Rationale
- Statement
- Implications

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

Scratch Pad

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Consider the diagram showing a classification model for Architecture Landscapes.

What are the items labelled A, B and C?

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

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

Scratch Pad

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Flag for Review

Consider the image showing basic architectural concepts.

What are items A and B?

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

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

Scratch Pad

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Flag for Review

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

- Application and Data
- Capability and Segment
- Logical and Physical
- Information and Data

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

Scratch Pad

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33 of 40

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308-177-299

Which statement best describes iteration and the ADM?

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

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

Scratch Pad

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

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

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

Scratch Pad

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

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

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

Scratch Pad

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Complete the sentence. Business Transformation Readiness Assessment is _____.

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

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?

- 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.
- 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.
- 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.
- 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.

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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 incrementally.

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?

- 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.
- 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.
- 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.
- 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.

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?

- 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.
- 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.
- 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.
- 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.

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam



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Flag for Review

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?

- 1H-2F-3G-4H
- 1H-2F-3F-4G
- 1F-2G-3G-4H
- 1G-2G-3H-4F

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?

- 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.
- 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.
- 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.
- 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.

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

- Principles
- Requirements
- Architecture views
- Concerns

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

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

Which of the following describes a purpose of Architecture Principles?

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

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

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

What are the four dimensions used to scope an architecture?

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

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

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

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

- Rationale
- Name
- Implications
- Statement

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

- Architecture Contracts
- Stakeholder needs
- Business principles, business goals, and business drivers
- Strategy and vision

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?

- The Architecture Definition Document
- The Statement of Architecture Work
- An Architecture Contract
- The Architecture Vision

What is the purpose of the Standards Library within the Architecture Repository?

- It provides a record of the governance activity across the enterprise
- It provides standard templates and patterns that must be used to create new architectures
- It defines the parameters, structures, and processes to support governance
- It lists the set of specifications to which architectures must conform

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.

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.

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?

- 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.
- 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.
- 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.
- 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.

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?

- 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.
- 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.
- 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.
- 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.

Which of the following is the representation of a related set of concerns?

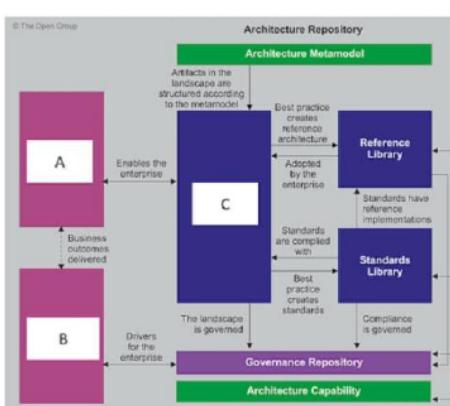
- Matrix
- Catalog
- Architecture view
- Diagram

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.	<p>How does the current Enterprise fail to meet the preferences of the stakeholders?</p> <p>What must change to enable the Enterprise to meet the preferences of the stakeholders? (Gaps)</p> <p>What work is necessary to realize the changes, that is consistent with the additional value being created? (Work Package)</p> <p>How stakeholder priority and preference adjust in response to value, effort, and risk of change. (Stakeholder Requirements)</p>

Which ADM Phase(s) does this describe?

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



Consider the illustration.

What are the items labelled A, B and C?

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

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

- describe the target architecture
- architect an Enterprise Architecture Capability
- define the enterprise strategy
- identify the stakeholders and their requirements

Complete the following sentence:

Presenting different _____ and _____ to stakeholders helps architects to extract hidden agendas, principles, and requirements that could impact the final Target Architecture.

- Solutions, Applications
- Business Scenarios, Business Models
- Alternatives, Trade-offs
- Architecture Views, Architecture Viewpoints

Activate Windows
Go to Settings to activate W

Complete the sentence. Business Transformation Readiness Assessment is _____.

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

Complete the sentence. According to the TOGAF standard, an _____ is a representation of a system from the perspective of a related set of _____.

- architecture viewpoint, stakeholders
- architecture view, concerns
- architecture view, stakeholders
- architecture view, requirements

Activate Windows

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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.

- 2 & 4
- 2 & 3
- 1 & 3
- 1 & 4

Within the Architecture Repository, what does the class of information known as the Architecture Capability include?

- Patterns, templates, and guidelines used to create new architectures
- A record of the governance activity across the enterprise
- The organization specific architecture framework, including a method for architecture development and a metamodel for architecture content
- Parameters, structures, and processes to support governance of the repository

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?

- Governance Log
- Architecture Landscape
- Architecture Metamodel
- Reference Library

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

- identify the stakeholders and their requirements
- define the enterprise strategy
- architect an Enterprise Architecture Capability
- describe the target architecture

Refer to the table below:

Phase	Output & Outcome	Essential Knowledge
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Which ADM Phase(s) does this describe?

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

Which of the following is included as part of Architecture Governance?

- Ensuring compliance with internal and external standards and regulatory obligations.
- Creating and maintaining the Statement of Architecture Work though out the ADM cycle.
- Managing Stakeholders and their requirements.
- Interacting with the CxO level on Enterprise Architecture.

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?

- 1, 2 & 3
- 1, 3 & 4
- 2, 3 & 4
- 1, 2 & 4

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

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

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 Scratch Pad

 Flag

Which of the following statements about architecture partitioning are correct?

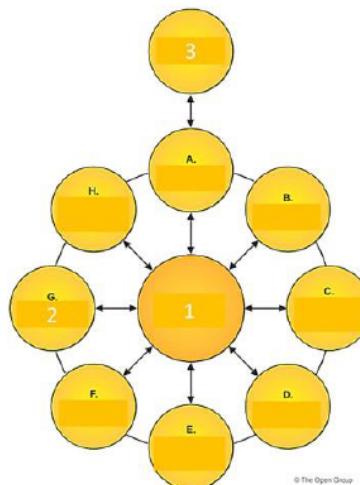
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4. Partitions reflect the organization's structure.

- 2 & 4
- 2 & 3
- 1 & 3
- 1 & 4



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 _____.

- backlog
- operating model
- risk tolerance
- business continuity



Consider the illustration showing an architecture development cycle.

Which description matches the phase of the ADM labeled as item 2?

- Provides architectural oversight for the implementation
- Conducts implementation planning for the architecture defined in previous phases
- Establishes procedures for managing change to the new architecture
- Operates the process of managing architecture requirements

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