

TOGAF® Certification for People

TOGAF Enterprise Architecture Practitioner Learning Studies Answer Book

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1. ANSWERS

1.1 Unit 1 Question 1

Topic	Context for Enterprise Architecture/ Architecture Capability	
Scenario	EA team engagement in Digital Transformation	
Question	U1Q1	
Bloom's Taxonomy Level	Analysis	
Subjects	EA team engagement in Digital Transformation	
Rationale	G184 §3.3	
Most Correct	C	This is the best answer. It extends the EA team to work on the transformation utilizing the strengths of EA to guide effective change. The team is well versed in architecture to portfolio and so this is a fit — <i>identify projects, and set their terms of reference, align their approaches, identify synergies, and govern their execution of projects.</i>
Second Best	A	This is the second-best answer. This extends to EA team to work on the transformation, however there is a focus on project, which may not give the best results, that is less synergy than a portfolio approach. Also, portfolio management is the current strength for the EA team.
Third Best	B	This is the third best answer. It does extend the EA team to work on the transformation, however realigning the team to architecture to support project and solution delivery does not maintain the support needed for the core of the company that won't be changing.
Distracter	D	This is the wrong answer. It only addresses part of the Digital Transformation, and in a way that is not supporting the change by treating it as part of the current IT portfolio.

1.2 Unit 1 Question 2

Topic		Context for Enterprise Architecture/ Target compliance
Scenario		Review target against compliance checklist
Question		U1Q2
Bloom's Taxonomy Level		Analysis
Subjects		Target compliance, Target checklist, EA team capability
Rationale		G184 §3.1, 15.2.1
Most Correct	B	This is the best answer. It draws on the target architecture checklist asking questions about the stakeholders, and also taking a broader view of the entire portfolio (constraints from the superior architecture). A list of gaps will make clear what must change and the implications of change.
Second Best	C	This is the second-best answer. This looks at the issues and identifies gaps both in the EA capability and the proposed target. It does not however look to stakeholders nor consider explicitly the superior architecture.
Third Best	D	This is the third best answer. This has an architected approach but goes straight to a change of engagement with no analysis of the current problems.
Distracter	A	This is the wrong answer. It assumes the issue can be addressed by an extension of a current application platform.

1.3 Unit 1 Question 3

Topic		Context for Enterprise Architecture/ multiple states, risk reduction
Scenario		Multiple states, candidate architectures, risk reduction
Question		U1Q3
Bloom's Taxonomy Level		Analysis
Subjects		Multiple states, candidate architectures, risk reduction
Rationale		G184 §5.4, 13
Most Correct	D	This is the best answer. Portfolio architecture is focused on identifying the work (projects), their synergies, and dependency to achieve outcomes. In a period of transformation stakeholders will be looking to reduce risk (uncertainty) of achieving an objective. Exploring multiple potential paths allows the stakeholders to understand how to minimize uncertainty.
Second Best	C	This is the second-best answer. The firm is adding direct-to-customer, digital product, digital service, and hybrid products to a business designed to support physical goods sold through retail. It is explicitly experimenting to gain experience in different business models. Yet, this change focused on a short-term answer when a long-term answer was requested. It also does not reduced uncertainty of reaching all the stakeholders' objectives.
Third Best	B	This is the third best answer. Customer engagement efficiency will partially address the concern. During a period of transformation there is a significant possibility that prior motivations will not be appropriate to guide the future. By focusing on what will change to fit the current roadmap this under-serves the stakeholders. It also does not reduced uncertainty of reaching all the stakeholders' objectives.
Distracter	A	This is the wrong answer. It has ignored the request from the stakeholder, and the role as an architect working to support Portfolio. While it has protected the ongoing roadmap, it has not helped a stakeholder understand the most effective change, nor reduced uncertainty of reaching all the stakeholders' objectives.

1.4 Unit 1 Question 4

Topic		Context for Enterprise Architecture/ Digital Enterprise
Scenario		
Question		U1Q4
Bloom's Taxonomy Level		Analysis
Subjects		Digital Enterprise
Rationale		G217
Most Correct	C	This is the best answer. The EA Team to date has been focused on addressing IT-centric portfolio change. This is an enduring enterprise view, and the stakeholders they work with will have a broad planning view. The experiments in digital products do not follow that approach. The briefing material drawn from the DPBoK standard is used to explain this to your team and those they interact with. An enterprise architecture will be comprised of models, views, and other useful things. You have ensured there are views representing stakeholder concerns across the organizational spectrum, to ensure architecture work addresses the set of stakeholder concerns.
Second Best	A	This is the second-best answer. Researching the TOGAF Library for relevant material is a positive step. An architecture is developed to help stakeholders effectively change their organization. By focusing on one model (business capability) and building a briefing that is independent of concerns your stakeholders have a limited ability to select and implement the most effective change. Ensuring your briefing addresses stakeholder concerns, such as protecting existing customer relationships, would help the stakeholders understand how to capture available upside and minimize downside from the transformation. You self-selected 'digital-first' as an objective. Good architecture ensures stakeholders select objectives.
Third Best	B	This is the third best answer. Searching the TOGAF Library and circulating a reading list is not addressing the question that was asked in a specific enough manner. You failed to answer the question that was asked. Exploring the differences between the existing capability model and a future capability model might help answer the question. You have gone too far!
Distracter	D	This is the wrong answer. Your team is designed to support change across a multi-division multinational firm. They are adding the role of supporting the digital transformation. Your explanation of agile development may be needed but will not help people understand how to put the multinational, multi-divisional IT-portfolio, and the experiments together.

1.5 Unit 2 Question 1

Topic		Stakeholder Management
Scenario		How to identify stakeholders, their concerns, views, and the communication involved.
Question		U2Q1
Bloom's Taxonomy Level		Analysis
Subjects		Identify stakeholders and ensure they are involved.
Rationale		G186 3.1.1, appendix B
Most Correct	B	This is the best answer. This answer uses subject matter experts to expand the skillset beyond that of just the architect, it looks to the superior architecture as a constraint including its stakeholders, uses standard techniques that guide you to important stakeholder decisions, re-using prior work, and recognizes there is a need to change how you communicate.
Second Best	D	This is the second-best answer. This answer includes subject matter experts, but not for specific areas as identified in the prior research in the TOGAF library. While the DBRM is referenced, you aligned stakeholders based on those you know and the potentially narrow view of the SMEs. You did not include stakeholders from the new digital strategy.
Third Best	A	This is the third best answer. This recognized additional guidance was needed, and correctly sought out domain subject matter experts. However, adding them as stakeholders is likely to fail, There was no consideration for the Digital Transformation strategy.
Distracter	C	This is the wrong answer. This has simply added new concerns to the existing stakeholders. The engagement of an SME to analyze roles is unlikely to help. The viewpoint library update appears more focused on communicating in digital terms than updating concerns, identifying, and engaging stakeholders.

1.6 Unit 2 Question 2

Topic		Stakeholder Management
Scenario		Managing conflicting stakeholder preferences
Question		U2Q2
Bloom's Taxonomy Level		Analysis
Subjects		Understanding and managing conflicting stakeholder preferences. Trade-off, facilitating Trade-off decisions
Rationale		{S2} §10.2 G186 §6.1.2, 6.2, 15.2
Most Correct	C	This is the best answer. One of the most valuable activities architects perform is facilitating trade-off amongst the different stakeholders. Whenever there is conflict the work to consistently resolve the conflict strengthens the architecture. Stakeholders who engage in trade-off understand the reasons for the decision and support the architecture in governance.
Second Best	A	This is the second-best answer. This answer omits the emphasis on facilitation amongst different stakeholders. It omits handling conflicts within a single stakeholder's preferences. Using the product owners to act as Stakeholder agents for the customer and business partner is unlikely to provide the best results.
Third Best	B	This is the third best answer. This has the architect taking decisions rather than facilitating amongst the stakeholders. It omits the analysis of the situation and facilitation required to achieve trade-off. The reference to the white paper may help. The method for selecting priorities for resolving conflict is incorrect.
Distracter	D	This is the wrong answer. Pushing for an answer is unlikely to obtain a full understanding of the stakeholder preferences and the situation. Also constraining the approach to use the existing CRM architecture and existing stakeholders is incorrect, as its resolving based on importance of the Stakeholder Map.

1.7 Unit 3 Question 1

Topic		Phase A, the Starting Point
Scenario		Applying Phase A
Question		U3Q1
Bloom's Taxonomy Level		Analysis
Subjects		Set-up for an architecture project in Phase A
Rationale		{S1} §3.3 G186 §5.2.1
Most Correct	D	This is the best answer. This answer follows the set-up essentials of Phase A which are to define the scope of the architecture project, being clear where it fits in the EA landscape and the business cycle; identify stakeholders, concerns, and requirements, and assess the capability of the EA team.
Second Best	B	This is the second-best answer. The set-up essentials for Phase A are basically correct, except here you have assumed a scope, and a business planning event without reference to your stakeholders' question and concerns.
Third Best	C	This is the third best answer. you have picked a narrow scope for the project with a focus on the consumer product managers. While it is likely the consumer product owners are stakeholders it is not clear they are key stakeholders for the decision about the future of customer engagement. It is possible that the key stakeholders will provide constraints about the company's customer engagement to the consumer product owner.
Distracter	A	This is the wrong answer. This does not answer the question. It misses key setup essentials for Phase A and focuses on a extending the current platform with the only the current stakeholders involved.

1.8 Unit 3 Question 2

Topic		Phase A, the Starting Point
Scenario		Applying Phase A
Question		U3Q2
Bloom's Taxonomy Level		Analysis
Subjects		Set-up for an architecture project in Phase A
Rationale		{S1} §3.2 G186 §5.2.1
Most Correct	B	This is the best answer. This answer follows the set-up essentials of Phase A. Firstly, close on a problem, who in your organization can decide on an answer and what they want. Then look for potential answers that are worth exploring in detail. Ensure you have agreement to proceed.
Second Best	C	This is the second-best answer. This is an approach that will work to develop an action plan. One of the valued outcomes of Phase A is understanding there is a path forward that is acceptable to the stakeholders. In this case there was no request for permission to proceed.
Third Best	D	This is the third best answer. you have picked a narrow scope with a focus on the consumer product managers. There is an assumption that the question is dependent upon the CRM system. Two valued outcomes of Phase A are to understand the real problem and understanding when there is not a good path forward, which this would not be.
Distracter	A	This is the wrong answer. It ignores an architected approach based on the rigor of understanding the question stakeholders need answered, the motivations, concerns, requirements, the superior architecture and how well options fit.

1.9 Unit 4 Question 1

Topic	Architecture Development. Phase B	
Scenario	Digital Transformation determining the Target Business Architecture	
Question	U4Q1	
Bloom's Taxonomy Level	Analysis	
Subjects	Architecture Development, what do we need to know for developing a target Business Architecture?	
Rationale	A business architecture explicitly looks at deficiency in organization, process, capability to meet expectations. In this case we are failing to meet time-to-market. The business architecture can use different techniques (capability, value stream, etc. ...) to model current and target. However, that is simply remembering the method not applying.	
Most Correct	D	<p>This is the best answer. A business architecture is comprised of one or more model kinds for the purpose of simplifying and understanding the real world. Application of these models requires changes to the organizational design, processes, business location, etc. To improve time-to-market, cost, and customer experience the stakeholders need to understand exactly what changes are required.</p> <p>The answer given is grounded in the real elements of the business, which are the things that must be changed to improve, rather than the model kinds. Changes to organization, design, location all require changes to Information Systems Architecture and Technology Architecture. When the architect can move from abstract models to changes in the business, an architect is enabling effective change.</p>
Second Best	B	<p>This is the second-best answer. All the right information is being gathered and analysed. However, applying gaps from different model kinds require change translation to things in the physical world. That change will drive change requirements into every other enterprise architecture domain. For example, a value stream helps you understand how value is produced. Every change will be to an organization, the people, the process. These changes may be dependent upon or require changes to information systems and technology.</p>
Third Best	A	<p>This is the third best answer. You have modeled the current state, but do not analyze the state so as to understand where it is failing. This makes the improvements in the target theoretical.</p> <p>While stakeholders can explain what they are dissatisfied with, it is the job of the architect to use their understanding of the architecture to determine what set of things in the</p>

		enterprise create the dissatisfaction, and how to change the enterprise to eliminate or reduce the dissatisfaction. The models should be used as a method to find the root cause and explore different approaches to remediate the deficiency.
Distracter	C	This is the wrong answer. No application of the business architecture is possible from this answer. All that has been provided is the mechanics of documenting a business architecture. There is no explanation of how the stakeholders will develop an understanding that will lead to effective change.

1.10 Unit 4 Question 2

Topic		Architecture Development. Phase C Information Systems Architecture
Scenario		Digital Transformation determining the Target Information Systems Architecture
Question		U4Q2
Bloom's Taxonomy Level		Analysis
Subjects		Architecture Development, what do we need to know to drive down sustained costs using Phase C Information Systems
Rationale		Applying the Information Systems Architecture concepts
Most Correct	C	<p>This is the best answer. All changes carry a benefit/value, and cost. Stakeholders accept a target architecture not on a theoretic concept of a data model, or a functionality decomposition diagram, but on cost of change and expected outcome. You perform architecture analysis to get to these answers. This knowledge is used in Phase E to develop a roadmap of work package and dependency, and in Phase F to develop an implementation plan.</p> <p>It is known that the problems in the value stream and information flow create a shortfall in expectations. In this case the short fall is a poor customer experience. To Apply Phase C, you need to discover where in the current application architecture and data architecture information systems contribute to the deficiency. Correcting the deficiency will require change in the applications, or platforms. To determine whether the change is acceptable the stakeholders will need to assess the direct and sustainment cost of the change.</p>
Second Best	A	<p>This is the second-best answer. You have determined stakeholder priorities for business capability, value stream, and information flow, but not for customer experience. In this answer you stopped at developing the architecture components and did not proceed to analyze actual change. Without this information you do not have the information necessary for Phase E to develop a roadmap of work package and dependency, and in Phase F to develop an implementation plan.</p>
Third Best	D	<p>This is the third best answer. There is no analysis of information flows which are known to have caused the deficiencies in customer experience. This answer focuses on logical components and has not considered an actual target architecture for change. Without this information you do not have the information necessary for Phase E to develop a roadmap of work package and dependency, and in Phase F to develop an implementation plan. Further, the assumption has been made that the work will be focused on changes to the in-</p>

		house platform and enhancements to the third-party platform. You have also asked stakeholders for priorities related to application architecture implementation details.
Distracter	B	This is the wrong answer. The business architecture identified value chain and information flow deficiencies that created a poor customer experience, which in turn led to high sustained costs. This answer jumps to modeling and then optimizing the application and data architecture for time-to-market as well as cost. There is no linkage to the value stream and information flows deficiencies from the business architecture.

1.11 Unit 4 Question 3

Topic	Architecture Development. Phase D Technology Architecture	
Scenario	Digital Transformation determining the Target Technology Architecture	
Question	U4Q3	
Bloom's Taxonomy Level	Analysis	
Subjects	Architecture Development, what do we need to know to drive down sustained costs in Phase D	
Rationale	Applying the Information Systems Architecture concepts	
Most Correct	A	<p>This is the best answer. The primary question is sustained cost to the infrastructure (technology architecture), and you are facing changes to the application and data architecture.</p> <p>The technology architecture must support the application and data architecture. Changes to the application and data architecture are only relevant if they drive change into the technology architecture.</p> <p>To answer the questions about sustained cost you need to be able to separate the reasons for changes that create change in the technology architecture. You also need to know what drives sustained cost in your technology architecture,</p> <p>With that information you can answer the question about sustained cost of the infrastructure (technology architecture) to help your stakeholders assess the entire change.</p>
Second Best	C	<p>This is the second-best answer. The primary question is about sustained cost to the infrastructure (technology architecture), while you are facing changes to the application and data architecture.</p> <p>The technology architecture must support the application and data architecture. Changes to the application and data architecture are only relevant if they drive change into the technology architecture.</p> <p>After gathering the right information about which changes require change in the technology architecture the answer switches to assessing stakeholder priority. While that is important you have been asked a narrower question about sustained cost.</p>
Third Best	D	<p>This is the third best answer. The question is about sustained cost to the infrastructure (technology architecture). While you gathered the changed in application and data, they were not translated into necessary changes in the technology architecture.</p> <p>As well, after gathering information about changes to the application and data architecture you switched from addressing the primary question of cost to assessing</p>

		stakeholder priority. While that is important you have been asked a narrower question about sustained cost.
Distracter	B	This is the wrong answer. The question is about sustained cost to the infrastructure (technology architecture). Instead of working on the technology architecture changes required by changes to the application and data architecture this answer looks at the complete platform as if no prior work had been prepared. Instead of building the complete target architecture from business, application, data, and technology it is an effort to build a separate architecture. The final deliverable, as roadmap, might be useful, but doesn't support the question you were asked.

1.12 Unit 5 Question 1

Topic		Implementing the Architecture
Scenario		Digital Transformation laying out the roadmap
Question		U5Q1
Bloom's Taxonomy Level		Analysis
Subjects		Roadmap development
Rationale		Roadmap planning, Phase E
Most Correct	B	<p>This is the best answer. Deciding on a path to change always involves complex trade-off between competing concerns, effort, risk, and objectives. All architecture trade-off is done in the context of an existing superior architecture. Approaches to change (evolutionary, revolutionary, and greenfield) are one of the most important constraints put on more detailed architecture development and implementation. Selecting the approach with stakeholders ensures the stakeholders understand the trade-off they are making.</p> <p>Almost all architecture development uses transition states that allow incremental value capture. Developing an Architecture Roadmap requires balancing potential value, potential work, uncertainty, and superior architecture.</p>
Second Best	D	<p>This is the second-best answer. You are doing everything except addressing the stakeholders' concerns. The views created are not stakeholder concerns, but EA Team concerns. While they may be aligned to stakeholder concerns you have a risk of not helping your stakeholders perform trade-off.</p> <p>Whether a change is evolutionary, revolutionary, or greenfield has significant implications, and should be decided in conjunction with the stakeholders. It is one of the most important constraints a Portfolio-level architecture can place on future change.</p>
Third Best	C	<p>This is the third best answer. While it aligns with the current digital strategy, it provides no future path beyond the initial experiments.</p> <p>Architecture to support Portfolio should be helping your stakeholders select a forward path. By continuing the path of experiments the stakeholders do not have guidance on whether there is a better path. This answer avoids any consideration of changing the experimental approach and presupposed a priority of continuing digital product experimentation.</p>
Distracter	A	<p>This is the wrong answer. This approach proposes one potential solution, that does not seem to align with the digital strategy. It also does not engage fully with the stakeholders.</p>

1.13 Unit 5 Question 2

Topic		Implementing the Architecture
Scenario		Digital Transformation / Implementation Governance
Question		U5Q2
Bloom's Taxonomy Level		Analysis
Subjects		Implementation Governance
Rationale		Implementation Governance, Phase G
Most Correct	D	This is the best answer. You have a standard architecture description that is re-usable by other architects and developed an architecture contract – describing what will be delivered by an implementation team and when. You have built flexibility into the implementation by focusing on conformance to the outcome rather than the how. You ensured that these architecture requirements will be reviewed through your governance process.
Second Best	B	This is the second-best answer. You <u>have</u> not maintained the level of contact with the implementation team that is needed to support interpretation of the architecture, nor built flexibility into the how the architecture is realized. While governance reporting will happen, it is probable that many of the dates will not line-up and supportable issues will be reactively addressed.
Third Best	A	This is the third best answer. Your architecture contract is weakened by not working with the implementation teams to re-draft the architecture and failing to define how conformance will be assessed in each implementation team's terms. The scheduling is driven by an Architecture Roadmap timeline. While the stakeholders agreed to the Architecture Roadmap, the TOGAF Standard brings the implementation plan in Phase F to address implementation project specific timing. You have avoided supporting the implementation team and focused on reporting success or failure.
Distracter	C	This is the wrong answer. The reason for the architecture contract, and Phase G is to provide effective support to ensure the architecture is implemented. You are requiring the implementation teams to notice the new architecture, interpret it, and prioritize it. In step three you have shifted the architecture governance function from supporting to policing.

1.14 Unit 5 Question 3

Topic		Implementing the Architecture
Scenario		Digital Transformation / Migration Planning
Question		U5Q3
Bloom's Taxonomy Level		Analysis
Subjects		Migration Planning, impact on the organization and coordination, balancing opportunity, and viability
Rationale		
Most Correct	C	This is the best answer. This answer includes reference to the relevant superior architecture that is designed to provide enterprise agility (the ability to react to the unexpected). It includes a simple change model (greenfield, revolutionary, evolutionary) that classifies the type of change different components will face. It considers the organizational impact. It also recognizes that you need to consider how this is presented and that providing a visualization to help decision-makers is the best approach to help them see the multiple variables and options.
Second Best	B	This is the second-best answer. You do note that given the situation, an evolutionary approach is not appropriate which is good advice. You skipped referring to the relevant superior architecture that was intended to provide enterprise agility (the ability to react to the unexpected). You also did not consider about visually documenting the situation.
Third Best	A	This is the third best answer. You skipped referring to the superior architecture which anticipates some of these issues. You have given your views on the risk/ opportunity and eliminated presenting one of the options to the stakeholders. Outside of the CRM aspects, you are likely under-informed about how the platform supported the product.
Distracter	D	This is the wrong answer. You have leapt to a conclusion on the way forward. You skipped referring to the superior architecture that anticipated some of the issues. You focused the conversation on possible upsides, with no consideration of impact or capacity in the organization.

1.15 Unit 6 Question 1

Topic		Architecture Change Management
Scenario		Digital Transformation / Architecture Change Management
Question		U6Q1
Bloom's Taxonomy Level		Analysis
Subjects		Architecture Change Management, triggers for change management
Rationale		
Most Correct	B	This is the best answer. Your role is architecture to support Portfolio. It is reasonable to assume the executives are your key stakeholders. They are facing transformative change in products and go-to-market. You are looking for guidance on changes in priority, preference, and value measures.
Second Best	D	This is the second-best answer. There are large changes in your core area. Your role is architecture to support Portfolio and yet this would spend a lot of time working inside Solution Delivery (support for digital products). You are framing one path for change by only asking your stakeholders when they want to make the change.
Third Best	A	This is the third best answer. This has no consultation with the stakeholders, so is taking decisions on their behalf. Also for a person with responsibility to support Portfolio this is too much time working inside Solution Delivery.
Distracter	C	This is the wrong answer. Your role is to provide architecture to support for Portfolio which includes physical products as well as digital products, and implementation governance of one project is working on Solution Delivery.

1.16 Unit 6 Question 2

Topic		Architecture Change Management
Scenario		Digital Transformation / Architecture Change Management
Question		U6Q2
Bloom's Taxonomy Level		Analysis
Subjects		Architecture Change Management, activities for managing effective change
Rationale		
Most Correct	A	This is the best answer. Your role is architecture to support Portfolio, so it is correct to hand off work related to the implementation. It is reasonable to assume the executives are your key stakeholders. They are facing transformative change in products and go-to-market. Guiding effective change means developing a target architecture with your stakeholders so that they can select the best path forward and bring together the resources to create that change.
Second Best	D	This is the second-best answer. There are large changes in your core area. Your role is architecture to support Portfolio. Your key stakeholders are the firm's executives, and your core deliverable is used to manage change across the global enterprise. Despite this you intend to focus your time on Phase G Implementation Governance at the level of Solution Delivery. While you have recognized the artifacts that implementation of the CRM roadmap requires, you have dropped the information that best supports a roadmap (Gap, Work Package, & Dependency)
Third Best	C	This is the third best answer. Your stakeholders are the firm's executives making company-wide change plans. Despite this you are going to focus on engaging directly within an implementation project. Worse, when you guide chat & email into the existing CRM, you are taking your stakeholders decision making rights in the target architecture.
Distracter	B	This is the wrong answer. Your role is to provide architecture to support for Portfolio. You are focusing entirely on Phase G (Implementation Governance) at the level of Solution Delivery.

1.17 Unit 7 Question 1

Topic	Architecture Requirements Management	
Scenario	Digital Transformation / Architecture Requirements Management	
Question	U7Q1	
Bloom's Taxonomy Level	Analysis	
Subjects	Architecture Requirements Management, handling a change in requirements?	
Rationale		
Most Correct	D	This is the best answer. The architecture is owned by your stakeholders. They own the decision over what questions you address, the concerns, priorities, and preferences.
Second Best	B	This is the second-best answer. The architecture is owned by your stakeholders. They own the decision over what questions you address, the concerns, priorities, and preferences. A good Architecture Board would send you to your stakeholders.
Third Best	A	This is the third best answer. You assess the impact of extending the enterprise CRM to include a sustained global CRM capability for the former experimental product. You report the impact assessment to your Architecture Board.
Distracter	C	This is the wrong answer. You have had a change event in the middle of your architecture work and did not attempt to determine whether your stakeholders would prefer your work to address a changed scope or changed direction for customer engagement.

1.18 Unit 8 Question 1

Topic		Supporting the ADM
Scenario		Digital Transformation / Supporting the ADM
Question		U8Q1
Bloom's Taxonomy Level		Analysis
Subjects		Supporting the ADM, determining an approach for a change
Rationale		
Most Correct	B	This is the best answer. The EA Team works to support Portfolio-level and is valued for its contribution. Supporting Portfolio means you routinely help determine which ideas will be worked on (identifying projects) and clarifying success criteria (terms of reference). By continuing at a portfolio-level you will be able to re-use existing and current work in the EA Repository, and most of your current approach. Nothing in the case or question suggested a change in level of analysis. Rather the stakeholders are asking for a broader scope. You note applicable industry resources from the TOGAF Library that could provide guidance.
Second Best	D	This is the second-best answer. You only implicitly answered the question of how you will change your approach, by explaining you will develop a target. You identified an information-centric example that was very IT-centric in the issues. This implies no change to approach, because the question you are answering is an IT-centric portfolio question: what is the foundational design of the IT-systems? The answer is silent on level of detail and role of the EA Repository. The answer is silent on the question of where you would look for guidance to improve your knowledge about Digital Transformation.
Third Best	C	This is the third best answer. The stakeholders are asking for a broader scope, and your EA Team leader is asking how you will address a broader scope. Instead of addressing this question you outlined a more detailed architecture development project. To address more detail, you are looking to change what is inside the EA repository. Also, you have selected a focus of information interoperability and information security. This selection ignores customer experience.
Distracter	A	This is the wrong answer. Your Team works with senior leaders to support Portfolio decisions. The answer is a change of level to Solution Delivery. Your approach assumes that the stakeholders have selected one potential information systems architecture. While re-working the EA Repository would be required, neither your stakeholders nor your boss has asked for a change in level of

		<p>detail.</p> <p>The change in scope was breadth not depth. The answer does not address how development process or customer engagement would be addressed.</p>
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