The Open Group OGEA-102 Practice Questions

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Question 1

Question Type: MultipleChoice

Scenario:

You are working as an Enterprise Architect within a company providing legal services. The company operates in many countries and has a complicated structure. Every office must follow the local regulations in their country.

The company's Enterprise Architecture (EA) department has been operating for several years and has mature, well-developed architecture governance and development processes based on the TOGAF standard. In addition to the EA program, the company has several management frameworks, including business planning, project/portfolio management, and operations management. The Architecture Board includes representatives from all parts of the company.

The Chief Information Officer (CIO) is the sponsor of the Enterprise Architecture program. The CIO has actively encouraged architecting with agility within the EA department as the preferred approach for projects. The CIO has given approval for a Request for Architecture Work to explore the adoption of an AI-powered system for managing legal cases and financial processes.

Senior management has become more concerned about business performance, especially with the advancements in Artificial Intelligence (AI). Many of the company's competitors have started using AI to assist with legal strategies, streamline processes, and boost productivity. One of the most important benefits AI has for the business is its ability to increase accuracy and minimize mistakes.

Some of the top managers are worried about a change in the way of working, and if it will achieve the business goals. Their staff also fear that management will use the AI system to measure their performance. The CIO wants to know how to address these concerns and reduce risks.

The new system is expected to guide legal professionals and analysts on which tasks to focus on. The main goals are to improve productivity and make better use of staff. In addition, the CIO hopes these changes will lead to higher customer satisfaction.

Refer to the scenario:

You have been asked to respond to the Chief Information Officer (CIO) recommending an approach that would enable the development of an architecture that addresses the concerns of the top managers and the multiple branches in different parts of the company.

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

Options:

A- You recommend that models be created for each of the Business, Application, and Technology architectures. These can be used to ensure that the system will be compliant with the local regulations for each operating entity. This ensures that all 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.
B- 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 reduce risk, you include a requirement that there be progressive development of the target architecture to get regular feedback.
C- You recommend creation of a set of business models that can be applied uniformly across all AI-related architecture projects. These should be developed in a 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 stakeholders can then examine the models to ensure that their needs have been addressed.
D- You recommend that a Communications Plan be created to address the key stakeholders, particularly influential partners. This plan should include a report summarizing the key features of the architecture with respect to each location and reflect the stakeholders' requirements. You will check with each key stakeholder that their concerns have been addressed. Risk mitigation should be explicitly addressed as a component of the architecture being developed.

Answer:

B

Explanation:

The correct answer is B, as it aligns with TOGAF's stakeholder management approach, ensuring that stakeholder concerns are captured and addressed iteratively throughout the architecture development process.

Analysis of the Correct Answer (Option B):

Stakeholder Analysis and Mapping

The scenario highlights that top managers and staff are worried about the changes AI will bring.

TOGAF recommends stakeholder analysis early in the ADM process to ensure that concerns, expectations, and risks are documented.

Creating a Stakeholder Map groups stakeholders by common concerns, allowing architects to develop tailored viewpoints.

Recording Concerns in the Architecture Vision Document

The Architecture Vision (ADM Phase A) serves as a high-level guiding document.

Capturing stakeholder concerns in the Vision document ensures alignment between business goals and technology implementation.

Iterative Development and Regular Feedback

The scenario describes an AI-powered system with major business impacts, so incremental validation is necessary.

TOGAF emphasizes progressive development to manage risk and validate requirements continuously.

Regular feedback loops help mitigate resistance from top managers and staff.

Why Other Options Are Incorrect?

Option A: Creating Models for Business, Application, and Technology Architectures

Incorrect because while compliance is important, it does not address stakeholder concerns directly.

The scenario is about ensuring buy-in from top managers and employees, not just regulatory compliance.

Option C: Using Uniform Business Models Across AI Projects

Incorrect because a one-size-fits-all model does not allow for regional and functional differences within the company.

The scenario emphasizes the need to address specific concerns of top managers and different locations, which requires stakeholder-specific customization.

Option D: Creating a Communications Plan

Incorrect because communication alone does not resolve stakeholder concerns.

While communication is useful, the architecture development process should include stakeholder engagement and progressive validation, not just reporting.

TOGAF Standard, ADM Phase A -- Architecture Vision

TOGAF Standard, Stakeholder Management (ADM Guidelines and Techniques)

TOGAF Enterprise Architecture Principles -- The Open Group

Question 2

Question Type: MultipleChoice

Scenario

Your role is that of an Enterprise Architect, reporting to the Chief Enterprise Architect, at a technology company.

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

The nature of the business is such that the data and the information stored on the company systems is the company's major asset and is highly confidential. The company employees travel a lot for work and need to communicate over public infrastructure. They use message encryption, secure internet connections using Virtual Private Networks (VPNs), and other standard security measures. The company has provided computer security awareness training for all its staff. However, despite good education and system security, there is still a need to rely on third-party suppliers for infrastructure and software.

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, the company could be a victim of a significant attack that could completely lock them out of their important data.

A risk assessment has been completed, and the company has looked for cyber insurance that covers ransomware. The price for this insurance is very high. The CTO recently saw a survey that said 1 out of 4 businesses that paid ransoms could not get their data back, and almost thesame number were able to recover the data without paying. The CTO has decided not to get cyber insurance to cover ransom payment.

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

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

Options:

A- You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture. Based on the scope of the concerns raised, you recommend that this be managed at the infrastructure level. Changes should be made to the baseline description of the Technology Architecture. The changes should be approved by the Architecture Board and implemented by change management techniques.
B- You would request an Architecture Compliance Review with the scope to examine the company's ability to respond 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.
C- You would monitor for technology updates from your existing suppliers that could enhance the company's capabilities to detect, react, and recover from an IT security incident. You would prepare and run a disaster recovery planning exercise for a ransomware attack and analyze the performance of the current Enterprise Architecture. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture. You would prepare change requests to address identified gaps. You would add the changes implemented to the Architecture Repository.
D- You would assess business continuity requirements and analyze the current Enterprise

Architecture for gaps. You would recommend changes to address the situation and create a change request. You would engage the Architecture Board to assess and approve the change request. Once approved, you would create a new Request for Architecture Work to begin an ADM cycle to implement the changes.

Answer:

B

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

Context of the Scenario

The scenario highlights significant risks due to ransomware attacks and the need to strengthen the company's Enterprise Architecture to improve data protection and resilience. TOGAF emphasizes the Architecture Compliance Review as a mechanism for ensuring the architecturemeets its objectives and addresses specific concerns such as security, resilience, and compliance with organizational goals.

The organization has already conducted a risk assessment but requires actionable steps to:

Address ransomware attack risks.

Increase the resilience of the Technology Architecture.

Ensure proper alignment with governance and compliance frameworks.

Option Analysis

Option A:

Strengths:

Highlights the need for up-to-date processes for managing changes in the Enterprise Architecture.

Recognizes the importance of governance through the Architecture Board and change management techniques.

Weaknesses:

The approach focuses solely on the Technology Architecture baseline but does not address the need for specific steps such as compliance review, gap analysis, or tailored resilience measures for ransomware risks.

It provides a broad and generic approach rather than a targeted plan for ransomware and data protection issues.

Conclusion: Incorrect. While it adheres to governance processes, it lacks specific actions to

improve resilience and address the immediate security concerns.

Option B:

Strengths:

Proposes an Architecture Compliance Review, which is a core TOGAF process used to evaluate architecture implementation against defined objectives, ensuring it is fit for purpose.

Involves identifying stakeholders (departments) and tailoring checklists specific to ransomware resilience.

Emphasizes issue identification and resolution through structured review processes.

Weaknesses:

Does not explicitly address longer-term updates to the Enterprise Architecture, but this can be inferred as a next step following compliance recommendations.

Conclusion: Correct. This is the most suitable approach based on TOGAF principles, as it uses an established process to evaluate and improve the architecture's resilience.

Option C:

Strengths:

Includes monitoring for updates from suppliers to enhance detection and recovery capabilities, which is relevant to addressing ransomware risks.

Proposes a gap analysis to identify shortcomings in the current Enterprise Architecture and recommends addressing gaps through change requests.

Incorporates disaster recovery planning exercises, which are useful for testing resilience.

Weaknesses:

While thorough, the approach lacks the Architecture Compliance Review process, which is a more structured way to ensure the architecture meets resilience requirements.

Monitoring suppliers and running disaster recovery exercises are operational steps rather than strategic architectural improvements.

Conclusion: Incorrect. While it includes valid activities, it does not adhere to TOGAF's structured approach for architecture assessment and compliance.

Option D:

Strengths:

Proposes analyzing business continuity requirements and assessing the architecture for gaps, which is relevant to the scenario.

Suggests initiating an ADM cycle to address gaps, which aligns with TOGAF principles.

Weaknesses:

Focusing on initiating a new ADM cycle may be premature, as the immediate priority is to evaluate the existing architecture and address specific resilience concerns.

Does not mention compliance review or tailored resilience measures for ransomware attacks, which are central to the scenario.

Conclusion: Incorrect. It proposes a broader approach that may not adequately address the immediate concerns highlighted by the CSO.

TOGAF Reference

Architecture Compliance Review: A structured process used to evaluate whether an architecture meets the stated goals, objectives, and requirements (TOGAF 9.2, Chapter 19). It is particularly useful for identifying and addressing resilience requirements in scenarios involving security risks.

Stakeholder Engagement: Identifying and involving stakeholders (e.g., departments) is a critical part of architecture governance and compliance review (TOGAF 9.2, Section 24.2).

Change Management: The Architecture Compliance Review supports identifying necessary changes, which are then managed through governance and change management processes (TOGAF 9.2, Section 21.6).

By choosing Option B, you align with TOGAF's structured approach to compliance, resilience, and addressing security concerns.

Question 3

Question Type: MultipleChoice

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect at a technology company, reporting directly to the Chief Enterprise Architect. The company supplies personnel and delivers cloud-based solutions to numerous government agencies.

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

measures. The company provides computer security awareness training for all its staff.

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

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

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

Please read this scenario prior to answering the question

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

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

Options:

A- You would request technology updates from existing suppliers that improve thecompany's capabilities to detect, react, and recover from an incident. Youwould run a simulated ransomware attack to evaluate the current EnterpriseArchitecture's resilience and recovery capabilities. Using the findings, youwould perform a gap analysis of the current Enterprise Architecture, andprepare change requests to address identified gaps. You would document thechanges implemented and add to the Architecture Repository.

B- You would run a planning exercise to assess the business continuityrequirements and analyze the current Enterprise Architecture for gaps. Youcreate a formal change request related to business resilience and maintainingcritical business functions. You would arrange a meeting of the ArchitectureBoard to assess and approve the change request. Once approved you wouldcreate a new Request for Architecture Work to begin an ADM cycle toimplement the changes.

C- You would ensure that business value and cost of continuity measures areunderstood by key stakeholders, and that the company has in place up-to-dateprocesses for managing change to

the current Enterprise Architecture. Yourecommend that DDoS mitigation be addressed at the infrastructure level toensure effective, scalable protection. Changes should be made to the baselinedescription of the Technology Architecture. The changes should be approvedby the Architecture Board and implemented by change managementtechniques.
D- You would hold an Architecture Compliance Review with the scope to examinethe company's ability to respond to such attacks. You would identify thedepartments involved and have them nominate representatives. You wouldthen tailor checklists to address the requirement for increased businesscontinuity and resilience. You would circulate the checklists to the nominatedrepresentatives for them to complete. You would review the completedchecklists, identifying and resolving issues. You would then determine andpresent your recommendations to the Architecture Board.

Answer:

B

Explanation:

In this scenario, the CTO has not purchased cyber-insurance, the CSO is concerned about increased DDoS risk, and YOU (the EA) are asked ''to describe the steps you would take to strengthen the current architecture to improve data protection.''

Because the company follows the TOGAF standard and uses an iterative ADM cycle, the correct response must:

Start with the risk/continuity concern

Use the formal TOGAF change management process

Lead to a Request for Architecture Work

Initiate a new ADM cycle to update the architecture properly

Ensure Architecture Board governance

Option B is the only answer that matches TOGAF's required process.

Why Option B is correct (TOGAF-aligned)

Option B follows TOGAF's Architecture Change Management (Phase H) process:

Assess the business continuity requirements-- Correct: Phase H requires evaluating change triggers such as new risks, threats, or incidents.-- DDoS risk business continuity concern legitimate architecture change trigger.

Analyze the current architecture for gaps-- Correct: TOGAF Phase H requires assessing whether the current baseline architecture can support required resilience.

Create a formal Change Request-- Exactly correct: Phase H outputs Architecture Change Requests (ACRs) for significant changes.-- ACR includes description, rationale, and impact (in this case: resilience, continuity, and data protection).

Architecture Board reviews/approves the change request-- Correct: All major architecture changes must go through Architecture Governance.

Create a new Request for Architecture Work (RFAW)-- Required when the change is significant and needs a new ADM cycle.-- Strengthening data protection and business continuity DEFINITELY qualifies as a major change.

Begin a new ADM cycle to implement the changes-- Perfectly aligned with TOGAF's iterative approach:Business continuity update Technology Architecture updated security patterns updated Target Architecture.

This is exactly the TOGAF-prescribed method to strengthen an architecture when significant new risks appear.

Therefore, Option B is the correct and TOGAF-compliant answer.

Why the other options are incorrect

A -- Not TOGAF-aligned

Starts with vendors and simulations (not TOGAF-first steps).

No mention of Architecture Board or Change Management.

No Request for Architecture Work.

Gap analysis alone is not the first step for significant architectural risk.

C -- Too narrow and skips TOGAF governance

Jumps straight to modifying the Technology Architecture baseline.

No Change Request, no RFAW, no ADM cycle initiation.

Recommends a solution (''DDoS mitigation at infrastructure level'') before architectural assessment.

D -- Misuses Architecture Compliance Review

Architecture Compliance Reviews check conformity to an existing architecture---not evaluate new risks or design resilience enhancements.

A compliance review is not the correct first step for addressing new threats.

Question 4

Question Type: MultipleChoice

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 {Al).

The CIO has approved a Request for Architecture Work to examine the use of Machine Learning in defining a new Al-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 Al 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 Al 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?

Options:

A- 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.
B- You recommend that an analysis of the stakeholders is undertaken resulting in documenting the stakeholders and their concerns in a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document. The requirements will include risk mitigation through regular assessments. This will also allow a supervised agile implementation of the continuous Machine Learning.
C- You recommend that all possible models be created for each candidate architecture that will enable the Al 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.
D- You recommend creation of a set of business models that can be applied uniformly across all architecture projects. The stakeholders will be trained to understand the business models to ensure they can see that their concerns are being addressed. Risk will be addressed once the Security Architecture is developed, which will happen later to avoid slowing down the agility required by the CIO.

Answer:

B

Explanation:

A Stakeholder Map is a technique that can be used to identify and classify the stakeholders of the architecture work, and to document their key interests, requirements, and concerns. A stakeholder is any person, group, or organization that has a stake in the outcome of the architecture work, such as the sponsor, the client, the users, the suppliers, the regulators, or the competitors.A Stakeholder Map can help to understand the needs and expectations of the stakeholders, and to communicate and engage with them effectively1

The steps for creating a Stakeholder Map are:

Identify the stakeholders of the architecture work, using various sources and methods, such as interviews, surveys, workshops, or existing documents.

Classify the stakeholders according to their roles, responsibilities, and relationships, using various criteria and dimensions, such as power, influence, interest, attitude, or impact.

Define the concerns and relevant views for each stakeholder group, using various techniques, such as business scenarios, use cases, or value propositions. A concern is a key interest or issue that is relevant to the stakeholder, such as a goal, a problem, a need, or a risk. A view is a representation of the system of interest from the perspective of one or more stakeholders and their concerns.

Record the stakeholders and their concerns in a Stakeholder Map, which shows the mapping between the stakeholder groups, the concerns, and the views. The Stakeholder Map also shows the dependencies, assumptions, and issues related to each stakeholder and concern.

Therefore, the best answer is B, because it recommends the approach that would enable the development of an architecture that addresses the concerns of the CIO and the partners, using the Stakeholder Map technique. The answer covers the following aspects:

An analysis of the stakeholders is undertaken, which involves identifying, classifying, and defining the stakeholders and their concerns.

The stakeholders and their concerns are documented in a Stakeholder Map, which provides a clear and comprehensive picture of the stakeholder landscape and their interests.

The concerns and relevant views are recorded in the Architecture Vision document, which is the output of Phase A: Architecture Vision of the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Architecture Vision defines the scope and approach of the architecture work, and establishes the business goals and drivers that motivate the architecture work.The Architecture Vision also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process2

The requirements include risk mitigation through regular assessments, which involves identifying, analyzing, and evaluating the risks that may affect the architecture, and

determining the appropriate measures or actions to prevent, reduce, or mitigate the risks.Risk mitigation can also involve monitoring and reviewing the risk situation, and communicating and reporting the risk status and actions3

This approach also allows a supervised agile implementation of the continuous Machine Learning, which involves applying agile principles and practices to the architecture development and implementation, such as iterative and incremental delivery, frequent feedback, collaboration, and adaptation. A supervised agile implementation can help to ensure the quality, value, and alignment of the architecture, and to respond to the changing needs and expectations of the stakeholders.

:1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24: Stakeholder Management2: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 29: Applying Iteration to the ADM

Question 5

Question Type: MultipleChoice

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect in a team at a large company. The company sells luxury food and drinks in more than 10,000 stores worldwide. The company is a leader in using technology to connect with its customers. This includes online ordering, mobile apps, and rewards programs. The company is also famous for bringing new ideas to the market, like ordering through apps, using Al to suggest personalized options, self-service pickup stations, and changing prices based on demand.

The stores are open every day. They send timely sales data to a central system that manages inventory. This system can predict what products are needed, adjust how much stock there is, and order more stock automatically. The stores and the main inventory system work directly with the mobile apps, allowing orders to be made online. The central inventory system is located at the company's main data center.

The company will merge with a major competitor. This competitor has a synergistic

business. Leaders from both companies have told shareholders that the merger will happen fast. There will be minimal impact for customers. All stores will keep the current brand names. They will combine their systems, choosing the best ones to use. This means their store management and back-office systems will become one. They will stop using duplicate systems and use one main system to manage the stores. They will also cut down on the number of back-office applications they use.

The Request for Architecture Work to oversee the merger has been approved. Stakeholders, concerns, and business requirements have been identified. The stakeholders have made it clear that they expect to continue to be able to innovate quickly, and that changes should not restrict that capability. The scope of what is inside and what is outside the architecture efforts has been confirmed. The next step is to revisit and review the Architecture Principles, as they form part of the constraints on architecture work.

Business Continuity is essential given that the business depends on real-time ordering and automated inventory management. During the systems integration, maintaining service for customers and inventory operations must be prioritized

Refer to the scenario

You have been asked to identify the most relevant Architecture Principles for the merger besides Business Continuity.

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

[Note: You should assume that the company follows the example set of Architecture Principles provided in the TOGAF standard, ADM Techniques, Architecture Principles chapter.]

Options:

A- Control Technical Diversity will help by standardizing technology platforms aspart of the integration process. This will be vital for standardizing the appintegration for digital orders with the back-office systems, and will reducecomplexity and costs during integration. Data Trustee will establish owners tomanage the shared data across the company, thereby assuring data quality.Ease-of-Use is needed to make sure that new user interfaces for the appscontinue to be

easy to use.
B- Primacy of Principles will make sure that the same principles apply to bothorganizations of the newly merged operation, creating consistency acrosslocations. Data as an Asset is critical. Since you're maintaining separate mobileapps but consolidating back-end systems, treating data as an asset becomesessential. This principle helps ensure that customer data, and inventoryinformation from both brands are properly integrated and managed.Technology Independence is important when consolidating the back-officeapplications and order processing systems.
C- Compliance with the Law makes sure that all company activities comply withrelevant laws and regulations. This principle provides the foundation forensuring the merger meets all legal requirements. Requirements-BasedChange will make sure that when combining systems, changes to applicationsand technology are only made if required by business needs. ResponsiveChange Management focuses on the speed needed to achieve the goals setby the leaders for a quick merger. We are committed to quickly blending thecompanies as planned.
D- Service orientation will speed up the merger and make it easier to integratesystems while maintaining business operations. Maximize Benefit to theEnterprise will make sure that merger decisions prioritize the overall benefit tothe combined company. Common Use Applications across the mergedcompany is preferred over the use of similar or duplicative applications forcertain parts of the company. This help supports the goal of merging back-office systems to reduce duplication.

Answer:

D

Explanation:

You are asked to identify the most relevant Architecture Principles, besides Business Continuity, that apply to a rapid merger, where:

Back-office and store management systems will be consolidated

Duplicate applications will be eliminated

Innovation must remain fast

Customer experience must remain uninterrupted

Combined enterprise value is the priority

TOGAF's example Architecture Principles include four main categories:

Business Principles

Data Principles

Application Principles

Technology Principles

Option D contains the principles that best support the specific needs of the merger as described.

Why Option D is correct

1. Service Orientation (Business Principle)

This principle states that architecture should be organized around services, enabling flexibility, loose coupling, and ease of integration.

For the merger:

Integrating two companies' store systems, mobile apps, and inventory platforms requires modular, interoperable services.

Service orientation directly supports the requirement that innovation must not slow down.

It allows systems to be merged with minimal disruption.

This principle supports fast integration + ongoing innovation --- exactly what stakeholders demand.

2. Maximize Benefit to the Enterprise (Business Principle)

This principle ensures decisions are made from an enterprise-wide (not departmental or local) perspective.

In the scenario:

Two companies are merging.

Decisions must prioritize combined enterprise value, not local optimizations by either company.

System consolidation and elimination of duplicates requires an enterprise-first mindset.

This principle aligns perfectly with a merger that aims to unify operations and reduce redundancy.

3. Common Use Applications (Application Principle)

This is one of the MOST relevant principles in any merger.

TOGAF defines this principle as:

''Applications should be shared across the enterprise and not duplicated.''

In the scenario:

Back-office systems and store management tools must be consolidated.

Duplicate applications are explicitly to be reduced.

One main system will be used across stores.

This principle directly matches the merger's objectives.

Summary

Option D contains the three principles that best support:

A major merger

System consolidation

Reduction of duplication

Enterprise-wide benefit

Flexible, service-oriented integration

Continued innovation

Therefore, Option D is the most appropriate selection according to TOGAF's example Architecture Principles.

Question 6

Question Type: MultipleChoice

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-

Refer to the scenario

You have been asked what approach should be taken to determine and organize the work to deliver the requested architectures?

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

Options:

A- 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.
B- You would refer to the end-to-end Target Architecture for guidance and direction. The first objective should be to identify projects, dependencies and synergies, then prioritize before initiating the projects. You will develop high-level architecture descriptions. For each project you would estimate effort size, identify reference architectures, and candidate building blocks. You will identify the resource needs considering cost and value. You will document options, risks, and controls to enable viability analysis and trade-off with the stakeholders.
C- You will 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.
D- 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.

Answer:

B

Explanation:

The Target Architecture is a description of the future state of the architecture that addresses the business goals and drivers, and satisfies the stakeholder requirements and concerns. The Target Architecture is developed through the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Target Architecture is typically divided into four domains: Business, Data, Application, and Technology.The Target Architecture also includes a roadmap for change, which defines the Transition Architectures, the Capability Increments, and the work

packages that enable the transition from the Baseline Architecture to the Target Architecture12

The best answer is B, because it describes the approach that should be taken to determine and organize the work to deliver the requested architectures, which are the Information Systems and Technology Architectures. The answer covers the following steps:

Refer to the end-to-end Target Architecture for guidance and direction. The end-to-end Target Architecture provides the overall vision, scope, and objectives of the architecture work, and the alignment with the business strategy and goals. The end-to-end Target Architecture also provides the high-level definitions and principles for the four architecture domains, and the roadmap for change that outlines the major milestones and deliverables.

Identify projects, dependencies and synergies, then prioritize before initiating the projects. Projects are the units of work that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. Dependencies are the relationships and constraints that affect the order or priority of the projects, such as logical, temporal, or resource dependencies. Synergies are the benefits or advantages that result from the combination or coordination of the projects, such as cost savings, efficiency gains, or innovation opportunities. Prioritization is the process of ranking the projects according to their importance, urgency, or value, and assigning resources and schedules accordingly.

Develop high-level architecture descriptions. High-level architecture descriptions are the outputs of the architecture development phases (B, C, and D) of the ADM cycle, which describe the Business, Data, Application, and Technology Architectures in terms of the Architecture Building Blocks (ABBs) and the Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. High-level architecture descriptions also include the Architecture Views, which are representations of the system of interest from the perspective of one or more stakeholders and their concerns.

For each project, estimate effort size, identify reference architectures, and candidate building blocks. Effort size is the measure of the amount of work, time, or resources required to complete a project. Effort size can be estimated using various techniques, such as analogy, expert judgment, parametric, or bottom-up. Reference architectures are standardized architectures that provide a common framework and vocabulary for a specific domain or industry. Reference architectures can be used as a source of best practices, patterns, and models for the architecture development. Candidate building blocks are the potential ABBs or SBBs that can be used to implement the architecture. Candidate building blocks can be identified from the Architecture Repository, which is a collection of architecture assets, such as models, patterns, principles, standards, and guidelines.

Identify the resource needs considering cost and value. Resource needs are the specifications and criteria that define the acceptable level and quality of the resources required to complete the project, such as human, financial, physical, or technological resources. Resource needs can be identified by analyzing the scope, complexity, and dependencies of the project, and the availability, capability, and suitability of the resources. Cost and value are the factors that influence the allocation and utilization of the resources, such as the budget, the return on investment, the benefits, or the risks.

Document options, risks, and controls to enable viability analysis and trade-off with the stakeholders. Options are the alternative ways of achieving the project objectives, such as different solutions, technologies, vendors, or approaches. Risks are the effects of uncertainty on

the project objectives, such as threats or opportunities. Controls are the measures or actions that are taken to prevent, reduce, or mitigate the risks, such as policies, procedures, or standards. Viability analysis is the process of evaluating and comparing the options, risks, and controls, and determining the feasibility, suitability, and desirability of each option. Trade-off is the decision outcome that balances and reconciles the multiple, often conflicting, requirements and concerns of the stakeholders, and ensures alignment with the Architecture Vision and the Architecture Principles.

:1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 5: Introduction to the ADM2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 19: Phase B: Business Architecture : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 20: Phase C: Information Systems Architectures : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Trade-Off Analysis : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 46: Tools for Architecture Development : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47: Architecture Board : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 48: Architecture Compliance : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 49: Architecture Contract : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 51: Architecture Maturity Models : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 52: Architecture Skills Framework

Question 7

Question Type: MultipleChoice

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?

Options:

A- You propose that the team focus on architecture definition, with emphasis on definingthe change parameters to support this new business strategy that the CEO hasidentified. Once understood, the team will be in the best position to identify therequirements, drivers, issues, and constraints for the change. You would ensure that thearchitecture development addresses non-functional requirements to assure that thetarget architecture is robust and secure.

B- You propose that this engagement define the baseline Technology Architecture first inorder to assess the current infrastructure capacity and capability for the company. Thenthe focus should be on transition planning and incremental architecture deployment.This will identify requirements to ensure that the projects are sequenced in an optimalfashion so as to realize the change.

C- You propose that the priority is to understand and bring structure to the definition of thechange. The team should focus iteration cycles on a baseline first approach toarchitecture development, and then transition planning. This will identify what needs tochange in order to transition from the baseline to the target, and can be used to work outin detail what the shared vision is for the change.

D- You propose that the team focus its iteration cycles on architecture development bygoing 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 thechange can be defined in a structured manner and address the requirements needed torealize the change.

Answer:

C

Explanation:

Based on the TOGAF standard, this answer is the best approach for architecture development to realize the CEO's change in direction for the company. The reason is as follows:

The scenario describes a major business transformation that requires a clear understanding of the current and future states of the enterprise, as well as the gaps and opportunities for change. Therefore, the priority is to understand and bring structure to the definition of the change, rather than focusing on the implementation details or the technology aspects.

The team should use the TOGAF ADM as the method and guiding framework for architecture development, and adapt it to suit the specific needs and context of the enterprise. The team should also leverage the existing Architecture Capability and the Architecture Repository to reuse and integrate relevant architecture assets and resources.

The team should focus iteration cycles on a baseline first approach to architecture development, which means starting with the definition of the Baseline Architecture in each domain (Business, Data, Application, and Technology), and then defining the Target Architecture in each domain. This will help to identify the current and desired states of the enterprise, and to perform a gap analysis to determine what needs to change in order to achieve the business goals and objectives.

The team should then focus on transition planning, which involves identifying and prioritizing the work packages, projects, and activities that will deliver the change. The team should also create an Architecture Roadmap and an Implementation and Migration Plan that will guide the execution and governance of the change.

The team should use the Architecture Vision phase and the Requirements Management phase to work out in detail what the shared vision is for the change, and to capture and validate the stakeholder requirements and expectations. The team should also use the Architecture Governance framework to ensure the quality, consistency, and compliance of the architecture work.

: :The TOGAF Standard, Version 9.2 - Architecture Development Method:The TOGAF Standard, Version 9.2 - Architecture Vision:The TOGAF Standard, Version 9.2 - Requirements Management: [The TOGAF Standard, Version 9.2 - Architecture Governance]

Question 8

Question Type: MultipleChoice

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?

Options:

A- You would research vendor literature and conduct a series of briefings with vendorsthat are

on the current approved supplier list. Based on the findings from theresearch, you would define a preliminary Architecture Vision including summaryviews, high-level requirements, and high-level definitions of the baseline and targetenvironments from a business, information systems, and technology perspective. Youwould then use that to build consensus among the key stakeholders.
B- You would conduct a pilot project that will enable vendors to demonstrate potentialoff-the-shelf solutions that address the concerns of the stakeholders. Running a pilotproject will save time and money later in the process. Based on the findings of thatpilot project, a complete set of requirements can then be developed that will drive theevolution of the architecture. Once the requirements are completed, a formalstakeholder review should be held, and permission sought to proceed to develop thetarget architecture.
C- You would hold a series of interviews at each of the manufacturing plants using thebusiness scenarios technique. This will allow you to understand the systems andintegrations with local partners. You would use stakeholder analysis to identify keyplayers in the engagement, and to understand their concerns. You will then identifyand document the key high-level stakeholder requirements for the architecture. Youwill then generate high level definitions of the baseline and target architectures.
D- You would develop baseline and target Architectures for each of the manufacturingplants, ensuring that the views corresponding to selected viewpoints address keyconcerns of the stakeholders. A business case, together with performance metricsand measures should be defined to ensure the architecture meets the businessneeds. A consolidated gap analysis between the architectures will then validate theapproach and determine the capability increments needed to achieve the target state.

Answer:

C

Explanation:

The best answer is C. 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.

This answer is based on the TOGAF standard, which recommends the following steps to initiate the architecture project1:

Establish the architecture project

Identify stakeholders, concerns, and business requirements

Confirm and elaborate business goals, business drivers, and constraints

Evaluate business capabilities

Assess readiness for business transformation

Define scope

Confirm and elaborate Architecture Principles, including business principles

Develop Architecture Vision

Define the Target Architecture value propositions and KPIs

Identify the business transformation risks and mitigation activities

Secure stakeholder and sponsor approval

The answer C covers most of these steps, by using the business scenarios technique to elicit and validate the business requirements, goals, drivers, and constraints, as well as the current and future states of the architecture2. The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations3. The answer C also generates high level definitions of the baseline and target architectures, which can be used to develop the Architecture Vision and the value propositions4.

The other answers are not the best approach for architecture development, because:

Answer A focuses on researching vendor literature and conducting briefings with vendors, which is not the best way to understand the business needs and the current situation of the enterprise. Answer A also defines a preliminary Architecture Vision without involving the stakeholders or validating the requirements, which may lead to misalignment and lack of consensus.

Answer B conducts a pilot project that will enable vendors to demonstrate potential solutions, which is premature and costly at this stage of the architecture project. Answer B also does not address the stakeholder concerns or the current systems and integrations, which may result in gaps and risks. Answer B also develops the requirements after the pilot project, which may not reflect the actual business needs and goals.

Answer D develops baseline and target architectures for each of the manufacturing plants, which may not consider the enterprise-wide perspective and the potential benefits of a common ERP system. Answer D also does not involve the stakeholders or address their concerns, which may result in resistance and conflict. Answer D also does not define the business case or the performance metrics, which are essential for demonstrating the value and feasibility of the architecture.

: 1: The TOGAF Standard, Version 9.2 - Architecture Vision 2: The TOGAF Standard, Version 9.2 - Business Scenarios 3: [The TOGAF Standard, Version 9.2 - Stakeholder Management] 4: [The TOGAF Standard, Version 9.2 - Architecture Definition Document]

Question 9

Question Type: MultipleChoice

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect working within the Enterprise Architecture (EA) team at an electric vehicle manufacturer. The company focuses on designing, manufacturing, and advancing battery technology for sustainable transportation, while also investing in charging infrastructure, autonomous driving systems, and renewable energy integration.

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

The EA team has taken over the architecture for the hardware and software automotive platform used by current vehicles, some of which will be used again in the new vehicle design. The EA team has started to pick which parts of the architecture to use again.

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

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

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

Approach to Developing Enterprise Architecture Following the TOGAF ADM.

Refer to the scenario

How would you plan, organize, and manage the architecture development at this

stage?

Based on the TOGAF standard Which option best is the best answer?

Options:

A- The superior architecture should be used to guide the approach. Review theidentified projects, dependencies, and potential overlaps, then decide the orderfor starting the projects. Develop high-level architecture descriptions. For eachproject determine how much work is needed, identify reference architectures,and candidate building blocks. Identify the resource needs, considering costand value. Document the different options, risks, and ways to control them toenable feasibility analysis and trade-off with the stakeholders.
B- Start an iteration of ADM Phase A, perform a Stakeholder Analysis, identifyingthe key stakeholders and revising the Architecture Vision. Update theStakeholder map created for the strategic architecture, so it reflects thestakeholders who are now the most important for the projects that are to bedeveloped. Hold a formal review with the CTO, who should decide whichprojects to include in the Architecture Roadmap and update the Implementationand Migration Plan to reflect the decisions.
C- Follow a standard pattern for cloud solutions that manage complex data, andwhich fits with the architecture to support strategy. Develop high-level TargetData, Application and Technology Architectures. Review the Architecture Visionto determine the level of detail, time, and scope of the ADM cycle phasesrequired for architecture development for the project. Identify and estimate thecost of the main work packages. Create an Architecture Roadmap and requestthe Architecture Board to approve the roadmap. Start the project.
D- Architecture descriptions for the Application, Data, and TechnologyArchitectures should be developed at a suitable level to address the problems,and to identify the different options. For each project this includes identificationof candidate architecture and solution building blocks. Solution providersshould be identified, a readiness assessment performed, and an assessmentof the viability and fitness of the solution options. The results should be addedto the draft Implementation and Migration plan.

Answer:

A

Explanation:

The scenario states that:

A strategic architecture and roadmap already exist.

Business Architecture is complete, so the work now shifts to Information Systems and

Technology Architectures (ADM Phases B--D).

The CTO requires use of the purpose-based EA Capability model (from the TOGAF Series Guide: A Practitioner's Approach to Developing Enterprise Architecture Following the TOGAF ADM).

The EA team has to plan, organize, and manage the next stage of architecture development, including re-use of existing hardware/software platform components, candidate solutions, feasibility, risks, and prioritization.

Under the purpose-based EA approach, when moving from strategy into defining the next layers of architecture, TOGAF emphasizes:

Using the superior (already-approved) architecture to guide the next ADM cycles-- This corresponds to the strategic architecture that is already completed.

Analyzing project dependencies, overlaps, and sequencing

Defining high-level architecture descriptions for the next iteration

Identifying reference architectures and candidate building blocks (especially when reusing existing platform components)

Assessing feasibility, value, cost, and risk for each project

Preparing for stakeholder trade-offs before formalizing the roadmap

These tasks map directly to Option A.

Why Option A is correct

Option A includes exactly what the purpose-based EA approach prescribes at this stage:

''The superior architecture should be used to guide the approach.'' Correct --- strategic architecture guides the work.

''Review the identified projects, dependencies, and potential overlaps, then decide the order...'' Correct --- sequencing and dependency assessment are core early tasks in Phases B--D planning.

''Develop high-level architecture descriptions.'' Correct --- Business Architecture is done; now high-level IS/Tech Architecture descriptions are needed.

''Identify reference architectures and candidate building blocks.'' Correct --- aligns with TOGAF building-block approach, and specifically fits the scenario where existing platform components will be reused.

''Identify resource needs, considering cost and value.'' Correct --- mandatory for feasibility and planning.

''Document options, risks, and ways to control them to enable feasibility analysis and trade-off with stakeholders.'' Correct --- this matches ADM guidelines for preparing options and addressing complexity before deeper development.

This is precisely how TOGAF expects the architecture team to plan, organize, and manage an ADM cycle after strategy is set.

Question 10

Question Type: MultipleChoice

Scenario:

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

The company has decided to introduce a major change to its vehicle design over a five-year period. This will be a cross-functional effort between hardware and software teams, delivering significant new features in the vehicles they manufacture. It is planned to be developed in phases.

An architecture to support strategy has been completed with a roadmap for a set of projects.

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

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

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

The company uses the TOGAF Standard as the basis for its Enterprise Architecture framework.

The EA team reports to the Chief Technical Officer (CTO), who is the sponsor of the EA program.

The CTO requires that the EA team follow the purpose-based EA Capability model as described in:

The TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF ADM.

Refer to the scenario:

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

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

Options:

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

Answer:

C

Explanation:

The correct answer is C, as it aligns with the TOGAF ADM approach and best practices for organizing architecture work in a phased and structured manner.

Analysis of the Correct Answer (Option C):

Identifying Projects, Dependencies, and Synergies

The scenario describes a phased approach to vehicle development over five years.

Identifying dependencies ensures a logical and structured rollout of technology and business capabilities.

Developing High-Level Architecture Descriptions

Since Business Architecture is already defined, it is now time to develop high-level descriptions of Information Systems and Technology Architectures.

TOGAF emphasizes incremental and iterative refinement, meaning that starting with high-level

descriptions is a logical first step.

Determining Workload and Resource Allocation

TOGAF ADM Phase B, C, and D involve creating architecture descriptions.

Understanding how much work is required ensures efficient resource planning and allocation.

Identifying Reference Architectures and Building Blocks

Using reference architectures and reusable architecture building blocks (ABBs) is a key best practice in TOGAF.

This enables efficiency and consistency in architecture development.

Evaluating Costs, Risks, and Feasibility

TOGAF emphasizes a risk-aware approach to enterprise architecture.

Documenting options, risks, and control measures ensures feasibility before execution.

Why Other Options Are Incorrect?

Option A: Initiating ADM Phase A Again

Incorrect because the scenario states that the Architecture Vision has already been completed.

Phase A is used for initial vision-setting, but at this point, the focus is on executing defined architectures.

Option B: Researching Data Companies for Target Architecture Development

Incorrect because the focus should be on defining internal architectures rather than external research.

While benchmarking best practices can be useful, it is not the primary activity at this stage.

Option D: Studying Other Companies and Performing Readiness Assessment

Incorrect because the focus should be on leveraging the organization's existing architecture and resources.

Solution provider readiness assessments are typically part of procurement, not enterprise architecture development.

TOGAF Standard, ADM Guidelines and Techniques

TOGAF Standard, ADM Phase B, C, and D -- Developing the Architecture

The TOGAF Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF ADM

Question 11

Question Type: MultipleChoice

Scenario:

You are working as an Enterprise Architect within a company providing legal services. The company operates in many countries and has a complicated structure. Every office must follow the local regulations in their country.

The company's Enterprise Architecture (EA) department has been operating for several years and has mature, well-developed architecture governance and development processes based on the TOGAF standard. In addition to the EA program, the company has several management frameworks, including business planning, project/portfolio management, and operations management. The Architecture Board includes representatives from all parts of the company.

The Chief Information Officer (CIO) is the sponsor of the Enterprise Architecture program. The CIO has actively encouraged architecting with agility within the EA department as the preferred approach for projects. The CIO has given approval for a Request for Architecture Work to explore the adoption of an AI-powered system for managing legal cases and financial processes.

Senior management has become more concerned about business performance, especially with the advancements in Artificial Intelligence (AI). Many of the company's competitors have started using AI to assist with legal strategies, streamline processes, and boost productivity. One of the most important benefits AI has for the business is its ability to increase accuracy and minimize mistakes.

Some of the top managers are worried about a change in the way of working, and if it will achieve the business goals. Their staff also fear that management will use the AI system to measure their performance. The CIO wants to know how to address these concerns and reduce risks.

The new system is expected to guide legal professionals and analysts on which tasks to focus on. The main goals are to improve productivity and make better use of staff. In addition, the CIO hopes these changes will lead to higher customer satisfaction.

Refer to the scenario:

You have been asked to respond to the Chief Information Officer (CIO) recommending an approach that would enable the development of an architecture that addresses the concerns of the top managers and the multiple branches in different parts of the company.

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

Options:

A- You recommend that models be created for each of the Business, Application, and Technology architectures. These can be used to ensure that the system will be compliant with the local regulations for each operating entity. This ensures that all 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.
B- 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 reduce risk, you include a requirement that there be progressive development of the target architecture to get regular feedback.
C- You recommend creation of a set of business models that can be applied uniformly across all AI-related architecture projects. These should be developed in a 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 stakeholders can then examine the models to ensure that their needs have been addressed.
D- You recommend that a Communications Plan be created to address the key stakeholders, particularly influential partners. This plan should include a report summarizing the key features of the architecture with respect to each location and reflect the stakeholders' requirements. You will check with each key stakeholder that their concerns have been addressed. Risk mitigation should be explicitly addressed as a component of the architecture being developed.

Answer:

B

Explanation:

The correct answer is B, as it aligns with TOGAF's stakeholder management approach, ensuring that stakeholder concerns are captured and addressed iteratively throughout the architecture development process.

Analysis of the Correct Answer (Option B):

Stakeholder Analysis and Mapping

The scenario highlights that top managers and staff are worried about the changes AI will bring.

TOGAF recommends stakeholder analysis early in the ADM process to ensure that concerns, expectations, and risks are documented.

Creating a Stakeholder Map groups stakeholders by common concerns, allowing architects to develop tailored viewpoints.

Recording Concerns in the Architecture Vision Document

The Architecture Vision (ADM Phase A) serves as a high-level guiding document.

Capturing stakeholder concerns in the Vision document ensures alignment between business goals and technology implementation.

Iterative Development and Regular Feedback

The scenario describes an AI-powered system with major business impacts, so incremental validation is necessary.

TOGAF emphasizes progressive development to manage risk and validate requirements continuously.

Regular feedback loops help mitigate resistance from top managers and staff.

Why Other Options Are Incorrect?

Option A: Creating Models for Business, Application, and Technology Architectures

Incorrect because while compliance is important, it does not address stakeholder concerns directly.

The scenario is about ensuring buy-in from top managers and employees, not just regulatory compliance.

Option C: Using Uniform Business Models Across AI Projects

Incorrect because a one-size-fits-all model does not allow for regional and functional differences within the company.

The scenario emphasizes the need to address specific concerns of top managers and different locations, which requires stakeholder-specific customization.

Option D: Creating a Communications Plan

Incorrect because communication alone does not resolve stakeholder concerns.

While communication is useful, the architecture development process should include stakeholder engagement and progressive validation, not just reporting.

TOGAF Standard, ADM Phase A -- Architecture Vision

TOGAF Standard, Stakeholder Management (ADM Guidelines and Techniques)

TOGAF Enterprise Architecture Principles -- The Open Group

Question 12

Question Type: MultipleChoice

Scenario

You are working as an Enterprise Architect within an Enterprise Architecture (EA) team at a global company that sells consumer products. The company produces many products that buyers use and enjoy.

The company has announced a major change to its products that will occur over a four-year period. This change includes the introduction of digital products and services. An architecture to support this strategy has been finished, along with a roadmap for a set of projects to implement this significant change. This will be a cross-functional effort between the product design and software teams. It is planned to be developed in phases.

The company faces a challenge in presenting and providing access to different services through its products and digital platforms while ensuring compliance with data privacy laws. In some countries and regions, the data residency requirements mean that the company has to store certain data within the region where it is collected. As a result, the company's application portfolio and infrastructure must connect with various cloud services and data repositories in different countries.

The EA team has inherited the architecture used by the current products, some of which can be carried over to the new products. The EA team has started to define 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 architectures need to be defined to support the key digital services that the company plans to provide.

The company uses the TOGAF Standard as the foundation for its Enterprise Architecture framework, and architecture development follows the purpose-based EA Capability model outlined in the TOGAF Series Guide: A Practitioner's Approach to Developing Enterprise Architecture Following the TOGAF ADM. The EA team reports to the Chief Information Officer (CIO), who oversees the program.

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

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

Options:

A- You refer to the superior architecture for guidance. You review the projects identified, their dependencies, and synergies, then decide the sequence for starting the projects. You develop high-level architecture descriptions. For each project, you determine how much work is needed, identify reference architectures, and candidate building blocks. You identify the resource needs taking into account cost and value. You document the different options, risks, and ways to control them to enable feasibility analysis and trade-off with the stakeholders.
B- You look outside the company to study how other companies organize their data models and application portfolios. You create just enough architecture description for the Application, Data, and Technology Architectures to identify the different options. For each project, this includes identification of candidate architecture and solution building blocks. You then identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options. You then write the draft Implementation and Migration plan.
C- You research leading data companies, using your findings to help in developing high-level Target Data, Application, and Technology Architectures. You review the Architecture Vision to determine the level of detail, time, and scope of the ADM cycle phases required for each project. You identify and estimate the cost of the main resources. You then prepare an Architecture Roadmap and request the Architecture Board to review the roadmap. You then start the project.

D- You commence an iteration of ADM Phase A, identifying the stakeholders and revising the Architecture Vision. You perform a Stakeholder Analysis and update the Stakeholder Map. You conduct workshops and interviews to reflect the stakeholders who are now the key drivers for the digital products and services. You coordinate with the CIO to ensure alignment with the overall roadmap and update the Implementation and Migration Plan accordingly.

Answer:

A

Explanation:

Comprehensive and Detailed Step-by-Step Explanation

Context of the Scenario

The company is in the process of delivering requested architectures to support the introduction of digital products and services. The Business Architecture is sufficiently defined, and the focus is on developing the Information Systems and Technology Architectures.

TOGAF emphasizes breaking down large, complex transformation programs into manageable projects, focusing on dependencies, risks, trade-offs, and sequencing of efforts. Based on the scenario, the company must deal with:

Data privacy and residency compliance across different regions.

Re-use of existing architecture for efficiency.

Alignment of digital services with a global roadmap.

The activity described aligns with ADM Phases B (Business Architecture), C (Information Systems Architecture), and D (Technology Architecture), with a focus on delivering architectures for implementation.

Option Analysis

Option A:

Strengths:

Refers to developing high-level architecture descriptions and identifying reference architectures and candidate building blocks, which align with ADM Phases B, C, and D.

Addresses feasibility analysis, trade-offs, and stakeholder engagement, which are part of architecture development and decision-making in TOGAF.

Ensures that the architecture descriptions are resource-conscious, including cost and value analysis, dependencies, risks, and synergies between projects.

Conclusion: Correct, as it provides a complete approach to organizing the work to deliver architectures while adhering to TOGAF principles.

Option B:

Strengths:

Suggests creating architecture descriptions for the Application, Data, and Technology Architectures, which are necessary for delivering requested architectures.

Addresses readiness assessments and the fitness of solutions.

Weaknesses:

Emphasizes looking outside the company and studying other companies' models, which is not necessarily aligned with TOGAF unless justified by specific gaps.

Skips essential TOGAF steps like feasibility analysis and detailed stakeholder engagement.

Conclusion: Incorrect, as it places undue emphasis on external research instead of leveraging TOGAF's structured ADM.

Option C:

Strengths:

Suggests reviewing the Architecture Vision and determining scope, which aligns with TOGAF principles.

Proposes preparing an Architecture Roadmap and involving the Architecture Board for review.

Weaknesses:

Does not cover important elements such as candidate building blocks, feasibility analysis, or stakeholder engagement.

Suggests starting the project prematurely without proper sequencing or risk trade-offs.

Conclusion: Incorrect, as it skips key steps and lacks a structured approach to dependencies and resource management.

Option D:

Strengths:

Suggests revising the Architecture Vision and conducting a Stakeholder Analysis, which aligns with Phase A of the ADM.

Weaknesses:

Returning to Phase A is not required here, as the Architecture Vision has already been defined. Revising the vision at this stage indicates a step backward.

Lacks focus on feasibility analysis, dependencies, and sequencing, which are the immediate needs in this phase.

Conclusion: Incorrect, as it unnecessarily revisits earlier ADM phases instead of progressing.

TOGAF Reference

ADM Phases B, C, D: Emphasizes developing detailed architectures, identifying candidate building blocks, and addressing dependencies, risks, and resource needs (TOGAF 9.2, Chapters 8-10).

Architecture Roadmap and Feasibility Analysis: Guides sequencing and trade-offs for implementation (TOGAF 9.2, Section 12.4).

Stakeholder Engagement: Critical for ensuring alignment and feasibility (TOGAF 9.2, Section 24.2).

Decision-Making and Trade-offs: TOGAF emphasizes documenting risks and trade-offs as part of feasibility analysis (TOGAF 9.2, Section 6.4.1).

Question 13

Question Type: MultipleChoice

Please read this scenario prior to answering the question

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

The business is highly mechanized, and this mechanization has brought about a decrease in the number of workers needed, together with a focus on agricultural engineering to improve the efficiency of its farms, its processing facilities, and the overall enterprise. As part of this, the company has established an Enterprise Architecture (EA) practice based on the TOGAF standard, using it as the method and guiding framework. The Chief Information Officer (CIO) is the sponsor of EA practice.

The practice has adopted an iterative approach for its architecture development. This has enabled the decision makers to have valuable insights into the different aspects of the business.

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

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

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

Refer to the scenario

You have been asked to recommend the best approach for architecture development to realize the CEO's change in direction for the company.

Based on the TOGAF standard Which option best is the best answer?

Options:

A- The team should start on architecture definition and operate multiple ADMphases concurrently to support this change in direction. Once understood, theteam will identify the requirements, drivers, issues, and constraints for thechange. You would include non-functional requirements in the architecturedevelopment to make sure that the target architecture meets it compliance andregulatory requirements.

B- The team first needs to understand the problem and define the structure of thechange. It should start iteration cycles on a baseline first approach toarchitecture development, and then transition planning. This will identify thechange needed to transition from the baseline to the target and can be used towork out in detail what the agreed vision is for the change.

C- The team should start its iteration cycles of architecture development by goingthrough 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 ensurethat the change can be defined in a structured

manner and address therequirements needed to realize the change.
D- The team should start by defining the baseline Technology Architecture in orderto assess the current infrastructure capacity and capability for the company.Then the focus should be on transition planning and incremental architecturedeployment. This will identify requirements to ensure that the projects aresequenced in an optimal way to realize the change.

Answer:

B

Explanation:

The scenario clearly states that:

The overall objective is known,

BUT the EA team is expected to define the scope, shared vision, and requirements,

The company uses an iterative approach,

The CEO wants repurpose and reuse rather than replace,

This is a major strategic shift (new markets, new products, new crop mix).

According to the TOGAF standard, when the problem must be understood, and scope, vision, and requirements are not yet defined, the correct starting point is Phase A: Architecture Vision, using an iteration cycle.

This is also consistent with the ''baseline-first'' approach recommended in the TOGAF Series Guides for situations where:

the business direction is known but high-level,

detailed impacts must be discovered,

and the organization wants to reuse existing capabilities rather than replace them.

Option B is the only answer that:

Begins by understanding the problem,

Defines the structure of the change,

Uses iteration cycles starting with a baseline-first approach,

Leads into transition planning,

Supports clarification of the shared vision and requirements,

Fits the CIO's instruction to ''define the scope, shared vision, and requirements.''

This matches exactly what TOGAF prescribes in early-cycle Architecture Vision and initial

iterations.

P2P exams