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Question 1

Question Type: MultipleChoice

Which of the following is a derived relationship in an organization map?

Options:

- A- Value flow
- B- Location
- C- Capability
- D- Scope of enterprise

Answer:

A

Explanation:

According to the TOGAF Series Guide: Organization Mapping, one of the derived relationships in an organization map is value flow¹. A value flow is a relationship that shows how value is exchanged between business units or other entities in an organization map¹. A value flow can be expressed as a verb phrase that indicates what type of value is transferred or shared between entities¹. For example, in an

organization map for an online retailer, a possible value flow could be "Delivers products" between the Warehouse business unit and the Customer entity.

Question 2

Question Type: MultipleChoice

Which statement best describes iteration and the ADM?

Options:

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

Answer:

C

Explanation:

The statement that best describes iteration and the ADM is that the ADM is iterative, over the whole process, between phases, and within phases⁴. Iteration is a key concept in managing the complexity of developing an Enterprise Architecture and managing its lifecycle⁴. The ADM supports several forms of iteration as follows:

Iteration over the whole process: Projects will iterate through the entire ADM cycle, commencing with Phase A (Architecture Vision) and ending with Phase H (Architecture Change Management)⁴. Each cycle of the ADM will be bound by a Request for Architecture Work that defines the scope and objectives of the project⁴. The architecture output will populate or update the Architecture Landscape that describes the current and target states of the enterprise⁴.

Iteration between phases: Projects may cycle between ADM phases in planned cycles covering multiple phases⁴. Typically, this is used to converge on a detailed Target Architecture when higher-level architecture does not exist to provide context and constraint⁴. For example, a project may iterate between Phase B (Business Architecture), Phase C (Information Systems Architectures), and Phase D (Technology Architecture) until a satisfactory solution is achieved⁴.

Iteration within phases: Projects may return to previous activities within an ADM phase in order to circle back and update work products with new information⁴. Typically, this is used to manage the inter-relationship between different aspects of an architecture domain or viewpoint⁴. For example, a project may revisit Business Architecture models after developing Information Systems Architecture models to ensure alignment and consistency⁴.

Question 3

Question Type: MultipleChoice

Exhibit.

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Consider the diagram of an architecture development cycle.

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

Options:

- A- 1 Architecture Governance - 2 Implementation Governance - 3 Preliminary
- B- 1 Requirements Management - 2 Change Management - 3 Strategy
- C- 1 Requirements Management - 2 Implementation Governance - 3 Preliminary
- D- 1 Continuous Improvement - 2 Migration Planning - 3 Architecture Vision

Answer:

C

Explanation:

The diagram of an architecture development cycle shows three phases of the TOGAF ADM. The correct phase names corresponding to the labels 1, 2 and 3 are Requirements Management, Implementation Governance, and Preliminary respectively³. These phases are described as follows:

Requirements Management (label 1): This phase provides a process for managing architecture requirements throughout the ADM cycle³. It ensures that requirements are captured, stored, prioritized, and addressed by relevant ADM phases³. It also ensures that requirements are validated and updated as necessary³.

Implementation Governance (label 2): This phase provides a process for ensuring that the implementation projects conform to the defined architecture³. It involves establishing an implementation governance model, defining architecture contracts and compliance reviews, and monitoring and supporting the implementation projects³.

Preliminary (label 3): This phase provides a process for preparing and planning the architecture project³. It involves defining the scope and vision of the project, customizing the ADM process and content framework, defining principles and governance structures, and evaluating the enterprise architecture maturity and readiness³.

Question 4

Question Type: MultipleChoice

Which of the following is the element of a value stream stage that describes the state change that triggers the value stream stage?

Options:

- A- Baseline state
- B- Enhance criteria
- C- Starting point
- D- Gating stage

Answer:

C

Explanation:

According to the TOGAF Series Guide: Value Streams, the element of a value stream stage that describes the state change that triggers the value stream stage is called the starting point². The starting point is a condition or event that initiates or enables the value stream stage². The starting point can be expressed as a verb phrase that indicates what has changed or what has happened to trigger the stage². For example, in a value stream for online shopping, a possible starting point for a stage could be "Customer places order".

Question 5

Question Type: MultipleChoice

In business capability mapping, when you have documented all of the business capabilities, what should you do next?

Options:

- A- Map the business capabilities to stakeholder concerns.
- B- Draw up a business value assessment for each of the business capabilities.
- C- Organize the business capabilities in a logical manner.
- D- Identify the human and computer actors associated with each business capability.

Answer:

C

Explanation:

According to the TOGAF Series Guide: Business Capabilities, after documenting all of the business capabilities, the next step is to organize them in a logical manner¹. This can be done by using techniques such as layering, sorting, mapping, and leveling¹. These techniques can help to classify, group, and align capabilities into categories for a deeper understanding of how they support the business goals and objectives¹. Organizing the business capabilities can also help to identify dependencies, gaps, overlaps, or redundancies among them¹.

Question 6

Question Type: MultipleChoice

What process is used to decompose a set of business capabilities to communicate more detail?

Options:

- A- Layering
- B- Sorting
- C- Mapping
- D- Leveling

Answer:

D

Explanation:

The process used to decompose a set of business capabilities to communicate more detail is leveling. Leveling is a technique that can be used to break down a business capability into sub-capabilities at lower levels of granularity. Leveling can help to provide more clarity and specificity about what a business capability entails and how it supports the business goals and objectives. Leveling can also help to

identify dependencies, gaps, overlaps, or redundancies among business capabilities6.

Question 7

Question Type: MultipleChoice

Which of the following is guidance for creating value streams?

Options:

- A- Start with customer-based value streams.
- B- Identify the top-level value streams from components of capabilities.
- C- Create an initial set of value streams that map one-to-one to existing capabilities.
- D- Include operational levels of detail.

Answer:

A

Explanation:

One of the guidance for creating value streams is to start with customer-based value streams². Customer-based value streams are those that describe how an enterprise creates and delivers value for its external customers². Starting with customer-based value streams can help to ensure that the value streams are aligned with the customer needs and expectations, as well as the enterprise's value proposition and strategic objectives². Customer-based value streams can also provide a foundation for identifying and defining other types of value streams, such as internal or partner-based value streams.

Question 8

Question Type: MultipleChoice

Which of the following is a benefit of information mapping?

Options:

- A-** It enables improved business process integration.
- B-** It provides a framework for effective business requirements analysis.
- C-** It highlights information requirements not addressed by a business architecture.

D- It provides a basis to support decision-making throughout the business.

Answer:

D

Explanation:

One of the benefits of information mapping is that it provides a basis to support decision-making throughout the business¹. Information mapping is a technique that can be used to document and visualize the information concepts and their relationships that are relevant for the business¹. Information mapping can help to identify the information needs, sources, flows, quality, and value of the business, as well as the gaps, issues, and opportunities for improvement¹. By providing a clear and consistent view of the information landscape, information mapping can enable better informed and more effective decisions at all levels of the business.

Question 9

Question Type: MultipleChoice

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

Options:

- A- The Architecture Project mandates the governance of the target architecture.
- B- The TOGAF standard cannot be used without executive governance.
- C- Best practice governance enables the organization to control value realization.
- D- The stakeholder preferences may go beyond the architecture project scope and needs control.

Answer:

C

Explanation:

One of the reasons that supports the need to govern Enterprise Architecture is that best practice governance enables the organization to control value realization⁶. Value realization is the process of ensuring that the expected benefits from implementing an Enterprise Architecture are achieved and sustained over time⁶. Best practice governance provides a framework and mechanisms for monitoring and evaluating the performance and outcomes of Enterprise Architecture initiatives, as well as ensuring alignment with strategic objectives and stakeholder expectations.

Question 10

Question Type: MultipleChoice

Which of the following is a purpose of mapping capabilities to value stream stages?

Options:

- A-** To identify and eliminate business capabilities that do not contribute to the business.
- B-** To classify, group, and align capabilities into categories for a deeper understanding.
- C-** To describe the business in terms of services provided and consumed.
- D-** To provide a self-contained business description that is independent of the organizational structure.

Answer:

B

Explanation:

One of the purposes of mapping capabilities to value stream stages is to classify, group, and align capabilities into categories for a deeper understanding of how they support value creation and delivery². By mapping capabilities to value stream stages, the architect can identify which capabilities are required for each stage of the value stream, how they relate to each other, and how they contribute to the overall value proposition. This can help to assess the maturity, effectiveness, performance, and value or cost contribution of each capability.

Question 11

Question Type: MultipleChoice

Refer to the table below:

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Which ADM Phase(s) does this describe?

Options:

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

Answer:

C

Explanation:

The table describes the steps involved in Phase B (Business Architecture), Phase C (Information Systems Architectures), and Phase D (Technology Architecture) of the TOGAF ADM5. These phases are responsible for developing the target architectures for each domain and identifying the gaps between the baseline and target architectures. The table shows the outputs and outcomes of each phase, as well as the essential knowledge required for each phase.

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