

Exam Code: OGBA-101

Exam Name: TOGAF Business Architecture Foundation Exam

Exam A

QUESTION 1

Which of the following best describes a TOGAF business scenario?

- A. A business case.
- B. A technique to elaborate an architecture effort.
- C. A method to develop a business model.
- D. A use-case providing detailed descriptions.

Correct Answer: B

Section:

Explanation:

A TOGAF business scenario is a technique that can be used to fully understand the requirements of information technology and align it with business needs¹. It is not a business case, which is a document that provides justification for a proposed project or initiative⁶. It is not a method to develop a business model, which is a description of how an organization creates, delivers, and captures value for its stakeholders⁷. It is not a use-case, which is a description of how a system interacts with external actors to achieve a specific goal.

QUESTION 2

Consider the following:

In Phase A a business capability map and a core set of value streams were created while developing the Architecture Vision.

Why would such Architecture Descriptions need to be updated in Phase B?

- A. Phase B requires that all Architecture Descriptions be updated.
- B. The development of Business Architecture Descriptions is always iterative.
- C. Phase B is an ADM Architecture Development phase.
- D. A new value stream was assessed as in the project scope.

Correct Answer: B

Section:

Explanation:

The development of Business Architecture Descriptions is always iterative because it involves constant refinement and validation of the architecture models and views based on stakeholder feedback and changing requirements. Therefore, any Architecture Description that was created in Phase A may need to be updated in Phase B as new information or insights emerge. Phase B does not require that all Architecture Descriptions be updated, only those that are relevant and necessary for the Business Architecture. Phase B is an ADM Architecture Development phase, but that does not explain why Architecture Descriptions need to be updated. A new value stream may or may not require updating existing Architecture Descriptions depending on its scope and impact.

QUESTION 3

What is defined as the effect of uncertainty on objectives?

- A. Threat
- B. Continuity
- C. Risk
- D. Vulnerability

Correct Answer: C

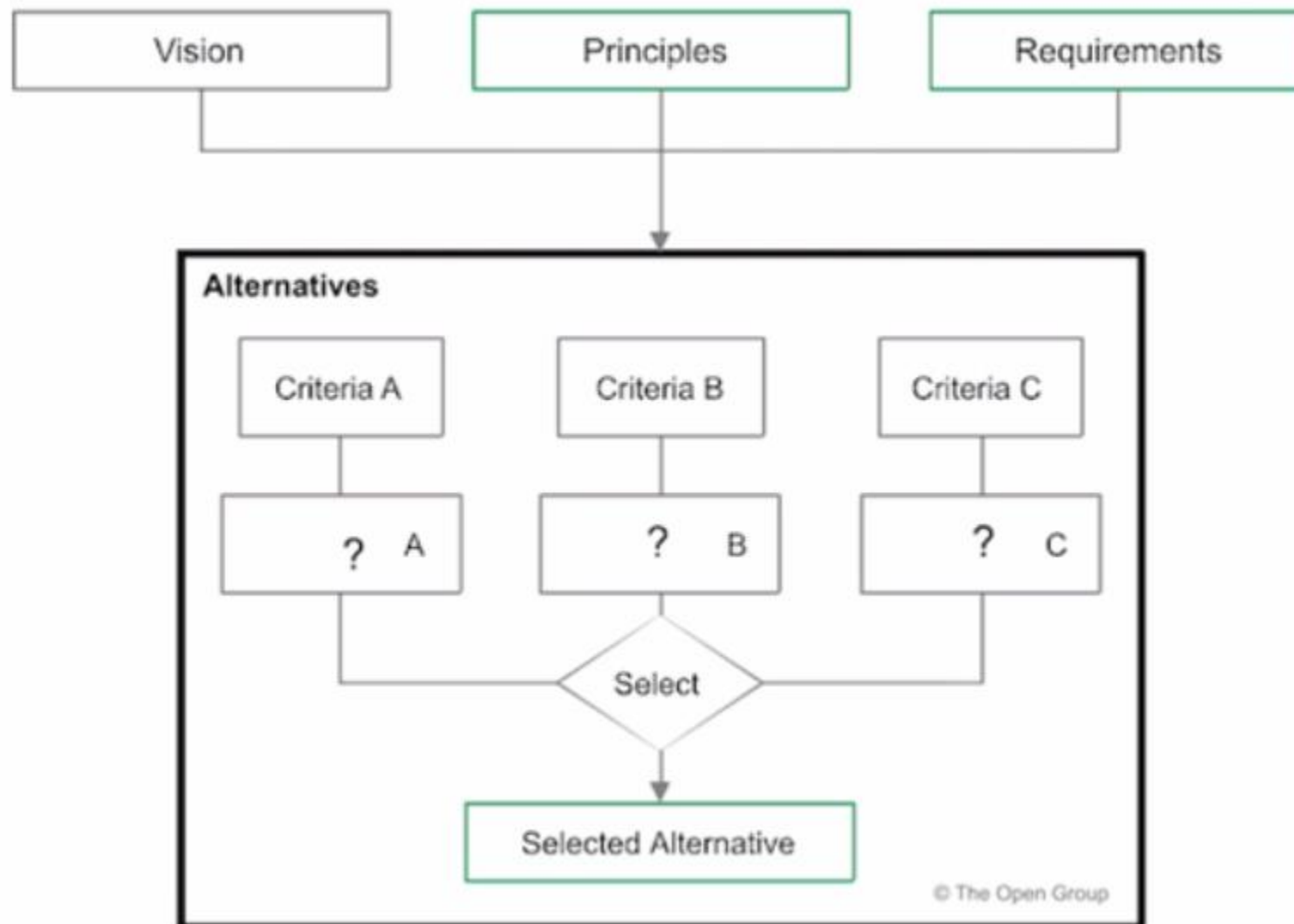
Section:

Explanation:

Risk is defined as the effect of uncertainty on objectives. It can be positive or negative depending on whether it enhances or hinders the achievement of objectives. Threat is a potential cause of risk that could have a negative impact on objectives. Continuity is the ability to maintain or resume normal operations after a disruption or disaster. Vulnerability is a weakness or exposure that could be exploited by a threat to cause harm or damage.

QUESTION 4

Consider the following graphic illustrating a method supporting the TOGAF ADM.



What does the method help identify?

- A. Solution Building Blocks
- B. Business Scenarios
- C. Alternative Target Architectures
- D. Architecture Solutions

Correct Answer: C

Section:

Explanation:

The graphic illustrates a method for developing alternative target architectures in Phase E of the TOGAF ADM1. The method involves identifying and evaluating candidate architectures based on criteria such as

business value, cost, risk, and feasibility¹. The method helps to identify the most suitable architecture solution for the enterprise.

QUESTION 5

Consider the following modeling example, relating business capabilities to organization units so as to highlight duplication and redundancy:

	Organizational Units			
Business Capabilities	Human Resources	Real Estate	Information Technology	Sales and Marketing
Project Management		G	Y	
Learning Management	G		G	R

(Note in this example the cells colored green, yellow, and red, are also marked G, Y, and R, respectively) Which of the following best describes this technique?

- A. Relationship Mapping
- B. Capability Mapping
- C. Perspective Analysis
- D. Gap Analysis

Correct Answer: A

Section:

Explanation:

The technique shown in the example is called relationship mapping. It is a technique that can be used to show how a business architecture addresses stakeholder concerns across different parts of an organization². It can highlight gaps or overlaps in the coverage of stakeholder concerns by a business architecture. In this case, the technique is used to relate business capabilities to organization units so as to highlight duplication and redundancy.

QUESTION 6

Which approach to model, measure, and analyze business value is primarily concerned with identifying the participants involved in creating and delivering value?

- A. Value chains
- B. Value networks
- C. Lean value streams
- D. Value streams

Correct Answer: B

Section:

Explanation:

Value networks are an approach to model, measure, and analyze business value that is primarily concerned with identifying the participants involved in creating and delivering value³. Value networks focus on the relationships and interactions among the participants, such as customers, suppliers, partners, employees, and other stakeholders³. Value networks can help to understand how value flows through the network and how it can be improved or optimized.

QUESTION 7

Which of the following describes how business models are used within the TOGAF standard?

- A. To identify, classify, and mitigate risks to the business.
- B. To tailor the enterprise architecture for the business.
- C. To document the factors impacting the business migration plan.
- D. To help formulate architecture and business principles.

Correct Answer: D

Section:

Explanation:

Business models are used within the TOGAF standard to help formulate architecture and business principles⁴. A business model describes how an organization creates, delivers, and captures value for its stakeholders⁴. A business model can help to define the strategic direction, goals, and objectives of the organization, which can then inform the development of architecture and business principles that guide the design and evolution of the enterprise architecture.

QUESTION 8

Which of the following can be used to help define information concepts in an information map?

- A. Stakeholder Map
- B. Value streams
- C. Statement of business goals and drivers
- D. Organization Map

Correct Answer: B

Section:

Explanation:

Value streams can be used to help define information concepts in an information map⁵. A value stream is a representation of a sequence of activities that create an overall result for a customer, stakeholder, or end user⁵. A value stream can help to identify the information that is required, produced, consumed, or exchanged by each activity in the value stream. An information map can then document and visualize the information concepts and their relationships.

QUESTION 9

Complete the sentence. A business model is a description of the rationale for how an organization creates, delivers, and captures

- A. strategy
- B. business function
- C. best practices
- D. value

Correct Answer: D

Section:

Explanation:

A business model is a description of the rationale for how an organization creates, delivers, and captures value⁴. Value is defined as the worth or importance of something to someone⁶. A business model explains what value proposition the organization offers to its customers, what revenue streams it generates from delivering the value proposition, what cost structure it incurs to create and deliver the value proposition, what key resources and activities are needed to create and deliver the value proposition, and what key partnerships are leveraged to support the value creation and delivery process⁴.

QUESTION 10

Which of the following Business Architecture concepts should the architect examine and search for when developing the Architecture Vision?

- A. Architecture Principles, Business Goals
- B. Implementation Factor Catalog, Business Value Assessment Matrix
- C. Architecture Continuum, Architecture Repository
- D. Organization Map, Business Capabilities

Correct Answer: D

Section:

Explanation:

According to the TOGAF Standard, when developing the Architecture Vision, the architect should examine and search for business capabilities and organization maps¹. Business capabilities are the expression or the articulation of the capacity, materials, and expertise an organization needs in order to perform core functions². Organization maps are a technique that can be used to show how a business architecture addresses stakeholder concerns across different parts of an organization³. These concepts can help to define the scope and objectives of the architecture project, as well as to identify key stakeholders and their needs.

QUESTION 11

Consider the following business capability map. where cells of a model are given different colors to represent maturity levels (note the letters G, R, Y, P also denote the colors used = Green, Red, Yellow and Purple):

Strategic	Business Planning G	Market Planning R	Partner Management Y
	Capital Management G	Policy Management G	Government Relations Management R
Core	Account Management G	Product Management G	Distribution Management G
	Customer Management Y	Channel Management G	Agent Management P
Supporting	Financial Management G	HR Management R	Procurement Management G
	Information Management G	Training Management Y	Operations Management G

Which of the following best describes this technique?

- A. Heat Mapping
- B. Perspective Analysis
- C. Gap Analysis
- D. Capability Mapping

Correct Answer: A

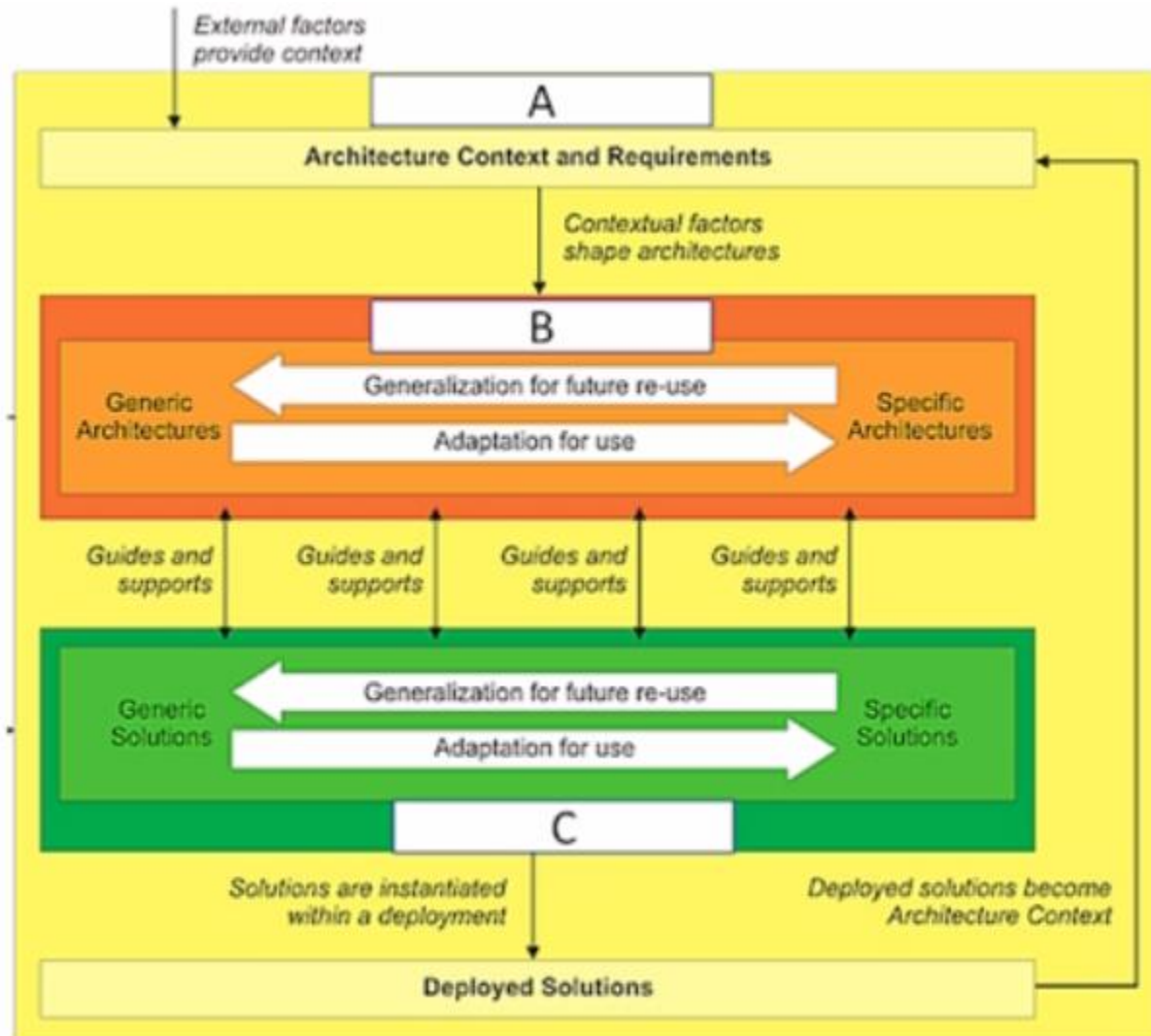
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Explanation:

The technique shown in the example is called heat mapping. It is a technique that can be used to show a range of different perspectives on a business capability map, such as maturity, effectiveness, performance, and value or cost contribution of each capability to the business. Different attributes determine the colors of each capability on the business capability map. Heat mapping can help to identify strengths, weaknesses, opportunities, and threats in the business architecture.

QUESTION 12

Consider the diagram.



What are the items labelled A, B and C?

- A. A-Enterprise Strategic Architecture, B-Segment Architecture, C-Solutions Architecture
- B. A-Enterprise Continuum, B-Architecture Continuum. C-Solutions Continuum

- C. A-Architecture Vision, B-Business Architecture, C-Information Systems Architecture
- D. A-Enterprise Architecture, B-Architecture Building Blocks, C-Solutions Building Blocks

Correct Answer: B

Section:

Explanation:

The diagram shows the Enterprise Continuum, which is a view of the Architecture Repository that provides methods for classifying architecture and solution artifacts as they evolve from generic Foundation Architectures to Organization-Specific Architectures⁴. The Enterprise Continuum comprises two complementary concepts: the Architecture Continuum and the Solutions Continuum. The Architecture Continuum shows the relationships among foundational frameworks, common system architectures, industry architectures, and enterprise architectures⁴. The Solutions Continuum shows the relationships among foundational solutions, common system solutions, industry solutions, and enterprise solutions⁴.

QUESTION 13

Refer to the table below:

Phase	Output & Outcome	Essential Knowledge
?	A set of domain architectures approved by the stakeholders for the problem being addressed, with a set of gaps, and work to clear the gaps understood by the stakeholders.	<p>How does the current Enterprise fail to meet the preferences of the stakeholders?</p> <p>What must change to enable the Enterprise to meet the preferences of the stakeholders? (Gaps)</p> <p>What work is necessary to realize the changes, that is consistent with the additional value being created? (Work Package)</p> <p>How stakeholder priority and preference adjust in response to value, effort, and risk of change. (Stakeholder Requirements)</p>

Which ADM Phase(s) does this describe?

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

Correct Answer: C

Section:

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.

QUESTION 14

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

- 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.

Correct Answer: B

Section:

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 15

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

- 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.

Correct Answer: C

Section:

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 16

Which of the following is a benefit of information mapping?

- 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.

Correct Answer: D

Section:

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 17

Which of the following is guidance for creating value streams?

- 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.

Correct Answer: A

Section:

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 18

Which of the following is a benefit of Value Stream Mapping?

- A. It highlights the value of individual work packages needed to develop the business architecture.
- B. It helps to ensure that investments and project initiatives are prioritized and funded at a level matching with their value.
- C. It helps to identify value, duplication, and redundancy across the enterprise.
- D. It helps to assess an organization's effectiveness at creating, capturing, and delivering value for different stakeholders.

Correct Answer: D

Section:

Explanation:

One of the benefits of Value Stream Mapping is that it helps to assess an organization's effectiveness at creating, capturing, and delivering value for different stakeholders². Value Stream Mapping is a technique that can be used to represent a sequence of activities that create an overall result for a customer, stakeholder, or end user². Value Stream Mapping can help to identify the value proposition, outcomes, measures, enablers, and dependencies of each activity in the value stream, as well as the overall value flow and performance². By analyzing the value stream map, the organization can evaluate how well it is meeting the stakeholder needs and expectations, as well as identify opportunities for improvement or innovation.

QUESTION 19

What component of the Architecture Repository is an architectural representation of SBBs supporting the Architecture Landscape?

- A. Solutions Repository
- B. Solutions Continuum
- C. Solutions Landscape
- D. Solutions Library

Correct Answer: C

Section:

Explanation:

The component of the Architecture Repository that is an architectural representation of SBBs supporting the Architecture Landscape is the Solutions Landscape³. The Solutions Landscape presents an architectural representation of the Solution Building Blocks (SBBs) that support the Architecture Landscape and have been planned or deployed by the enterprise³. The Solutions Landscape shows how SBBs are mapped to Architecture Building Blocks (ABBs) in different architecture domains and levels³. The Solutions Landscape can help to ensure consistency and alignment between the Architecture Landscape and the solutions that implement it.

QUESTION 20

Consider the following:

You need to analyze a new value stream within the scope of a project.
Which of the following would you use?

- A. Converting the value stream stages to entities and then building a logical data model
- B. Heat mapping by value stream stages.
- C. An organization chart showing the business units that work with the enterprise and their value.
- D. Combining information mapping with a business process model.

Correct Answer: B

Section:

Explanation:

A new or existing value stream can be analyzed within the scope of a project through heat mapping by value stream stages⁴. Heat mapping is a technique that can be used to show a range of different perspectives on a value stream map, such as maturity, effectiveness, performance, and value or cost contribution of each activity in the value stream⁴. Different attributes determine the colors of each activity on the value stream map. Heat mapping can help to identify strengths, weaknesses, opportunities, and threats in the value stream.

QUESTION 21

Complete the sentence. A key principle of value streams is that value is always defined from the perspective of the_____

- A. Shareholder
- B. Architect
- C. Sponsor
- D. Stakeholder

Correct Answer: D

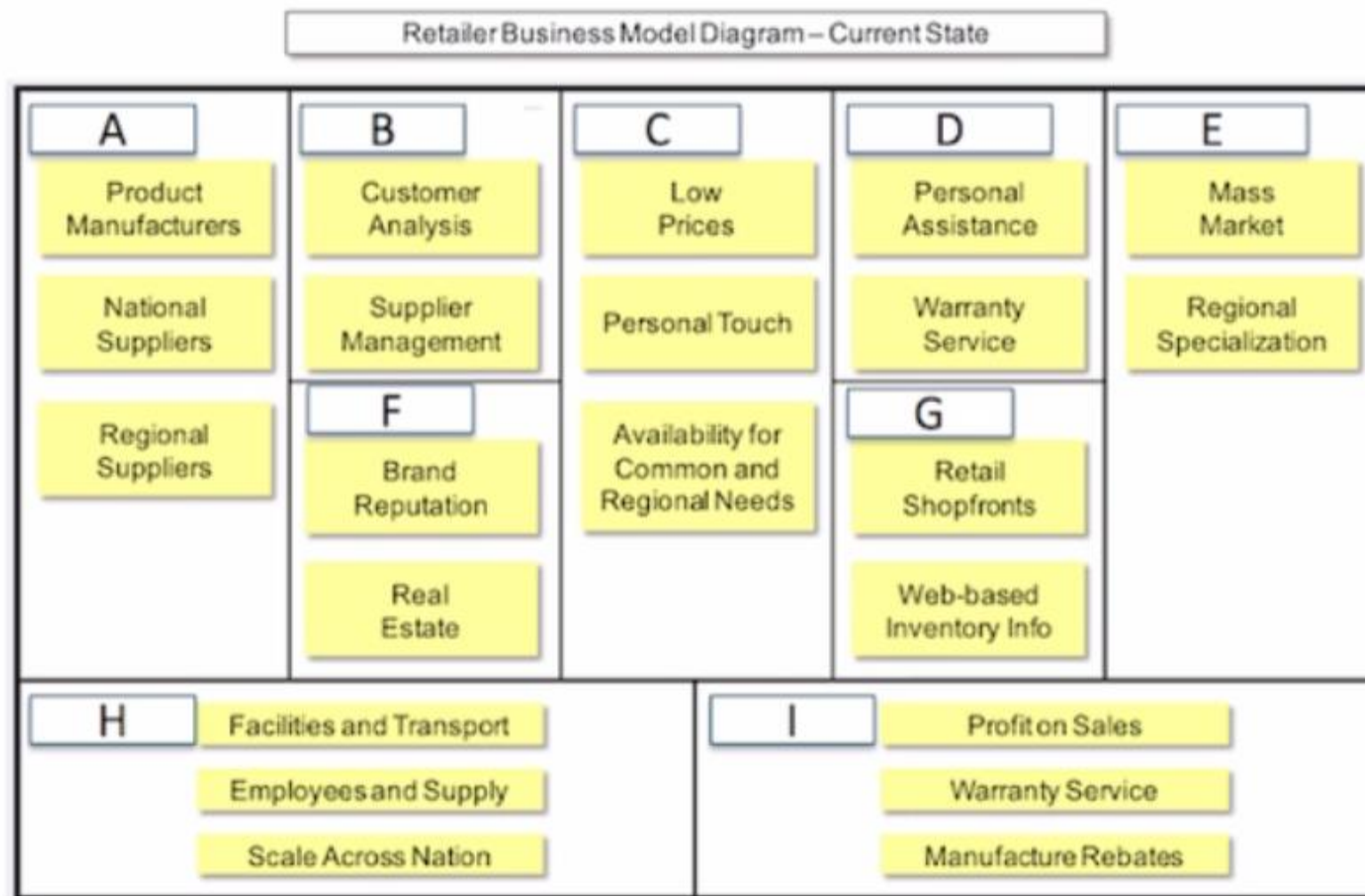
Section:

Explanation:

A key principle of value streams is that value is always defined from the perspective of the stakeholder². A stakeholder is any person or group who has an interest in or influence on an enterprise or its activities⁵. A stakeholder can be internal or external to the enterprise. A stakeholder can also be a customer, end user, partner, supplier, regulator, employee, or any other role that interacts with or benefits from the enterprise's products or services⁵. Value streams should reflect how stakeholders perceive and measure value in terms of outcomes, benefits, costs, risks, and satisfaction².

QUESTION 22

Consider the following example using the Business Model Canvas:



What are the segments labeled A, D and I?

- A. Customer Relationships, Value Propositions, Market Segments.
- B. Customer Segments, Value Add Services, Profit Channels.
- C. Key Partners, Customer Relationships, Revenue Streams.
- D. Key Resources. Revenue Streams. Cost Structure

Correct Answer: C

Section:

Explanation:

The segments labeled A, D and I in the Business Model Canvas are Key Partners, Customer Relationships, and Revenue Streams respectively. The Business Model Canvas is a tool that can be used to describe how an organization creates, delivers, and captures value for its stakeholders. The Business Model Canvas consists of nine segments that cover four main areas: customers (segments B,C,D), offer (segment E), infrastructure (segments A,F,G), and financial viability (segments H,I). The segments are defined as follows:

Key Partners (segment A): The network of suppliers and partners that make the business model work. Key partners can provide resources, activities, or support that enable the organization to offer its value proposition.

Customer Relationships (segment D): The type of relationship that the organization establishes with its customer segments. Customer relationships can be driven by customer acquisition, retention, or loyalty objectives. Customer relationships can also influence the customer experience and satisfaction.

Revenue Streams (segment I): The sources of income that the organization generates from each customer segment. Revenue streams can be derived from different pricing mechanisms, such as asset sale, subscription, fee, commission, or advertising. Revenue streams can also reflect the value that customers are willing to pay for the organization's offer.