

Exam Code: OGBA-101

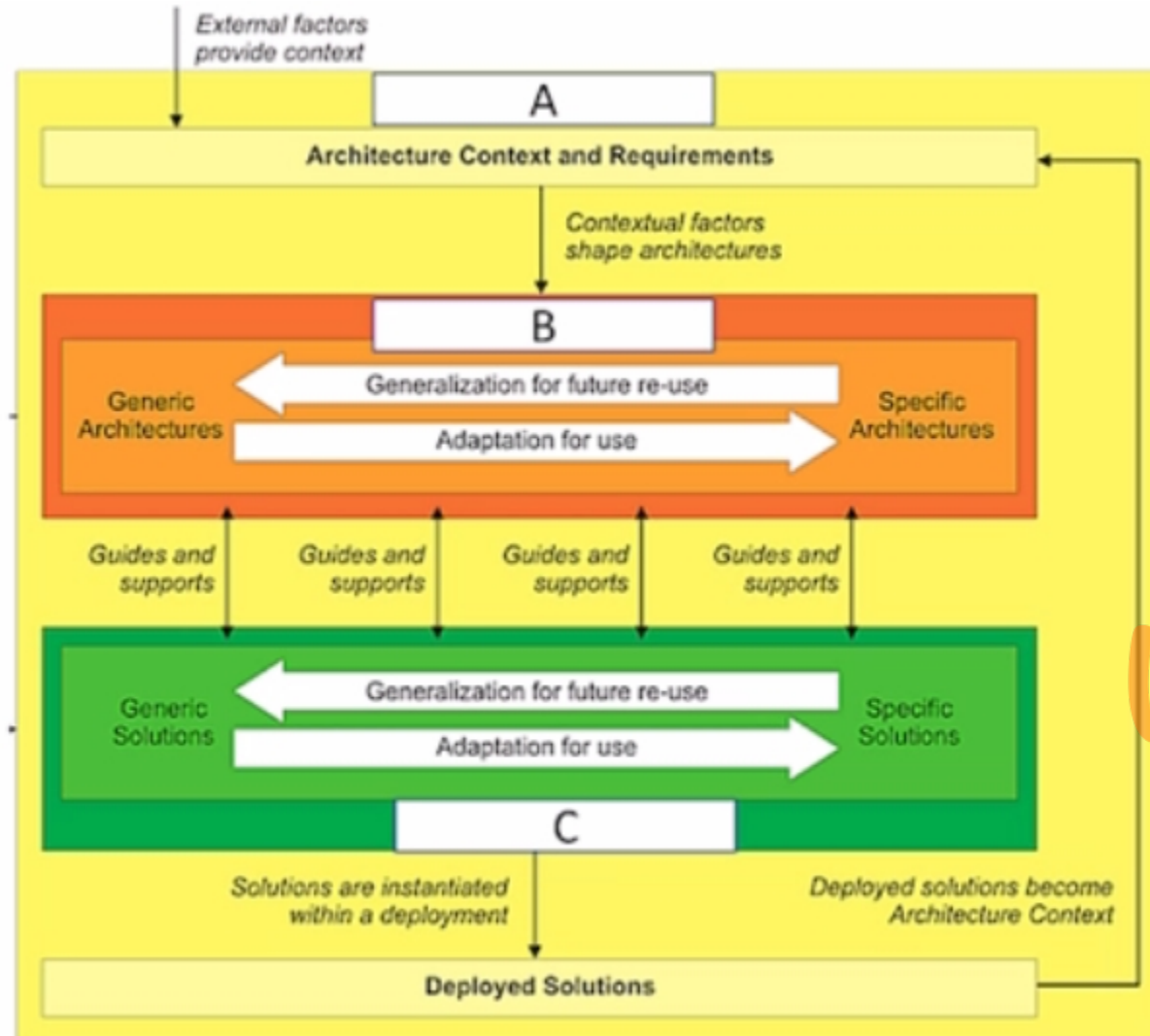
Exam Name: TOGAF Business Architecture Foundation Exam



Exam A

QUESTION 1

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 2

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

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 3

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 4

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 realization. Value realization is the process of ensuring that the expected benefits from implementing an Enterprise Architecture are achieved and sustained over time. 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 5

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: C

Section:

Explanation:

Information mapping is beneficial in identifying and highlighting the information requirements and flows that are not currently addressed by the existing business architecture. This helps in ensuring that all necessary information needed for business operations is captured, and that the architecture can support the business in decision-making and process execution.



QUESTION 6

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 streams. Customer-based value streams are those that describe how an enterprise creates and delivers value for its external customers. 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 objectives. 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 7

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

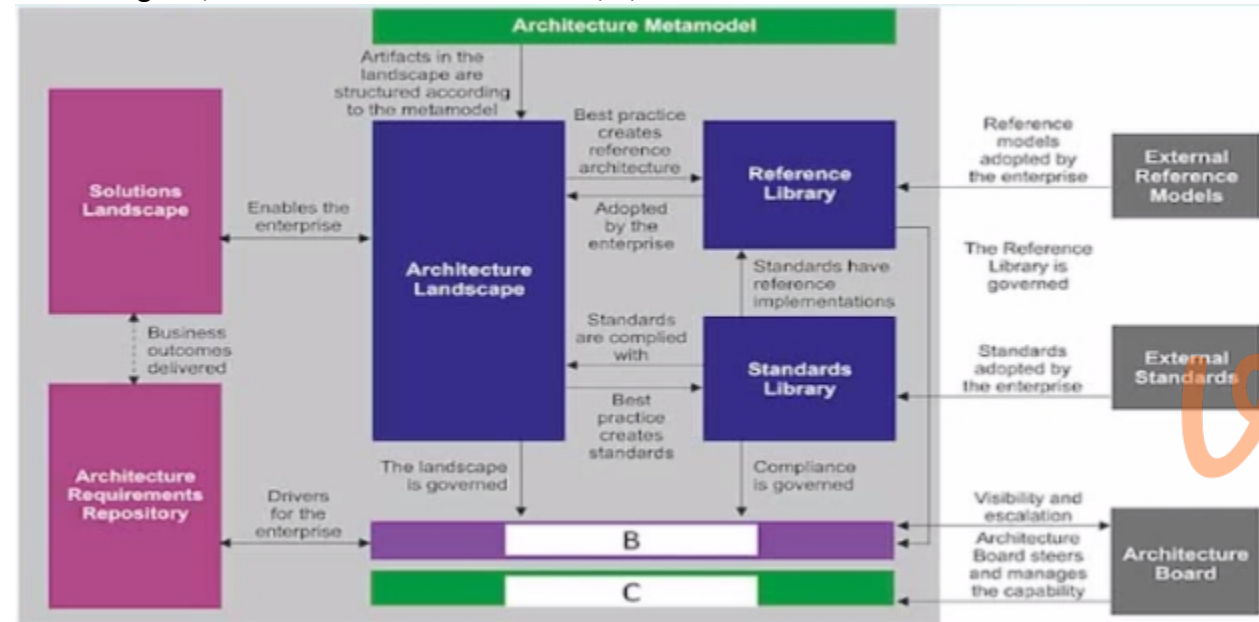
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Explanation:

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 stakeholders. 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 user. 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 performance. 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 8

In the diagram, what are the items labelled A, B, and C?



- A. A-Enterprise Repository, B-Governance Repository. C-Board Repository
- B. A-Architecture Repository, B-Governance Repository. C-Architecture Capability
- C. A-Architecture Repository, B-Governing Board, C-Enterprise Capability
- D. Enterprise Repository, B-Board repository, C-Enterprise Capability

Correct Answer: C

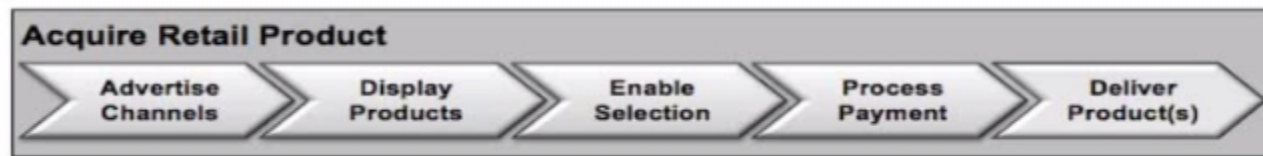
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Explanation:

In the provided diagram, item A refers to the Architecture Repository, which is a part of the TOGAF framework where all the architecture assets are stored. This includes the architectural models, patterns, architecture descriptions, and other artifacts relevant to the architecture. Item B is labeled as the Governing Board, which is likely referring to the Architecture Board or a similar governance structure responsible for oversight and decision-making regarding the enterprise architecture. Item C refers to Enterprise Capability, which encompasses the processes, tools, skills, and other capabilities that enable the architecture function within the enterprise.

QUESTION 9

Consider the following example value stream:



What does this show?

- A. The service 'Acquire Retail Product' consists of five events
- B. The value stream consists of five business capabilities.
- C. A series of five subprocesses that makeup the value stream
- D. A decomposition into a sequence of value-creating stages.

Correct Answer: D

Section:

Explanation:

The example value stream shown, labeled 'Acquire Retail Product,' represents a decomposition into a sequence of stages that collectively create value. Each stage, such as 'Advertise Channels,' 'Display Products,' 'Enable Selection,' 'Process Payment,' and 'Deliver Product(s),' is a step in the overall process that contributes to the final outcome, which in this case is the acquisition of a retail product by the customer. Value streams are utilized in business architecture to model the flow of value through an organization from the initial customer demand to the final delivery of the product or service.

QUESTION 10

Complete the sentence A business capability is_____.

- A. a representation of an end-to-end collection of business activities
- B. a qualitative statement of intent that should be met by the business architecture
- C. a description of the architectural approach to realize a particular business solution
- D. an ability that a business possesses to achieve a specific outcome



Correct Answer: D

Section:

Explanation:

A business capability is a conceptual representation that reflects the core abilities or capacities of a business. It is defined as an intrinsic ability that an organization possesses or can develop to consistently deliver a specific outcome or set of outcomes. Business capabilities abstract away from the organizational structure, processes, and technology to focus on the 'what' the business can do, rather than the 'how' it does it. This concept is fundamental in business architecture as it helps in aligning strategic objectives with operational efficiency.

QUESTION 11

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

- A. Capability
- B. Application
- C. Transition
- D. Segment

Correct Answer: B

Section:

Explanation:

The TOGAF standard covers the development of four architecture domains: Business, Data, Technology, and Application. The Application Architecture domain defines the applications required to process the data and support the business functions.

The TOGAF standard describes the development of four architecture domains, which are considered its pillars. These are Business, Data, Technology, and Application. The Application Architecture domain provides a blueprint

for the individual application systems to be deployed, their interactions, and their relationships to the core business processes of the organization.

QUESTION 12

Which of the following best describes where business scenarios are used in the TOGAF ADM?

- A. They are used to resolve impacts across the Architecture Landscape in Phases B, C, and D.
- B. They are used in the Preliminary Phase, Phase A, and Phase B.
- C. They are used as part of the lessons learned activity at the end of Phase F.
- D. They are used as part of a business transformation readiness assessment in Phase E.

Correct Answer: B

Section:

Explanation:

According to the TOGAF Standard, business scenarios are an important technique that may be used at various stages of the enterprise architecture, principally the Architecture Vision and the Business Architecture, but in other architecture domains as well, if required, to derive the characteristics of the architecture directly from the high-level requirements of the business¹. The Architecture Vision is developed in Phase A, and the Business Architecture is developed in Phase B. The Preliminary Phase is also a stage where business scenarios can be used to help identify and understand business needs².

Business scenarios are a tool used within TOGAF to help identify and understand the business requirements and to drive the creation of the enterprise's architecture. They are used in the Preliminary Phase to understand the organizational context, Phase A to develop the Architecture Vision, and Phase B to derive the Business Architecture based on the stakeholder's requirements and the business strategy.

QUESTION 13

Which of the following is a difference between an organization map and an organization chart?

- A. An organization map highlights where in the organization that stakeholder concerns are not being addressed by a business architecture.
- B. An organization map can be impacted by a business model change.
- C. An organization map reduces the time, cost, and risk of business operations.
- D. An organization map is limited to formal relationships between business units.

Correct Answer: A

Section:

Explanation:

An organization map is a technique that can be used to show how a business architecture addresses stakeholder concerns across different parts of an organization³. It can highlight gaps or overlaps in the coverage of stakeholder concerns by a business architecture. An organization chart, on the other hand, is a diagram that shows the formal structure and hierarchy of an organization, such as reporting relationships and roles⁴. An organization chart does not necessarily show how stakeholder concerns are addressed by a business architecture.

An organization map differs from an organization chart in that it is designed to show more than just the formal hierarchy and relationships between different units within an organization. It provides a view of the enterprise from the perspective of the business architecture, highlighting areas where stakeholder concerns might not be addressed effectively, whereas an organization chart typically shows the formal reporting structures only.

QUESTION 14

Consider the following Business Capability Example:

Name	Recruitment Management
Description	The ability to solicit, qualify, and provide support for hiring new employees into the organization.
Components	A User: Recruiter Stakeholders: Manager, Candidate Employee
	B Evaluate New Hire Requisitions; Recruit/Source Candidates; Screen and Select Candidates; Hire Candidate
	C Candidate/Applicant Details; Position Descriptions; Recruitment Agency Data; Industry Standard Role Definitions
	D Recruitment Management Application; HR Application; Social Media Application

Which of the following are A and C?

- A. Organization. Data.
- B. Who. What.
- C. Roles, Information.
- D. Actors, Actions.



Correct Answer: C

Section:

Explanation:

According to the TOGAF Business Capabilities Guide V2, a business capability is defined as 'the expression or the articulation of the capacity, materials, and expertise an organization needs in order to perform core functions'. A business capability can be decomposed into four elements: roles, information, processes, and technology. In the given example, A represents roles and C represents information.

In the context provided in the image, 'A' refers to the roles involved in the recruitment management process, which in this case is the 'User: Recruiter' and the 'Stakeholders: Manager, Candidate Employee'. 'C' refers to the information or data aspects of the process, which includes 'Candidate/Applicant Details', 'Position Descriptions', 'Recruitment Agency Data', and 'Industry Standard Role Definitions'. Thus, 'A' corresponds to 'Roles' and 'C' to 'Information'.

QUESTION 15

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.

A TOGAF business scenario is a technique that helps to derive architecture requirements by describing a business process, application, or set of activities. It includes detailing the actors, roles, goals, business policies, business processes, and the environment in which the scenario takes place. Business scenarios are used within TOGAF to ensure that the architecture has a clear link to the business requirements.

QUESTION 16

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.

In TOGAF's ADM, the development of architecture is an iterative process. During Phase A, initial business capability maps and value streams are created to establish the Architecture Vision. However, as stakeholders provide more detailed inputs and requirements are refined, it is necessary to update the Architecture Descriptions. This is an iterative process that continues into Phase B, Business Architecture, where these descriptions are further developed and refined.

QUESTION 17

What is defined as the effect of uncertainty on objectives?

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

Correct Answer: C

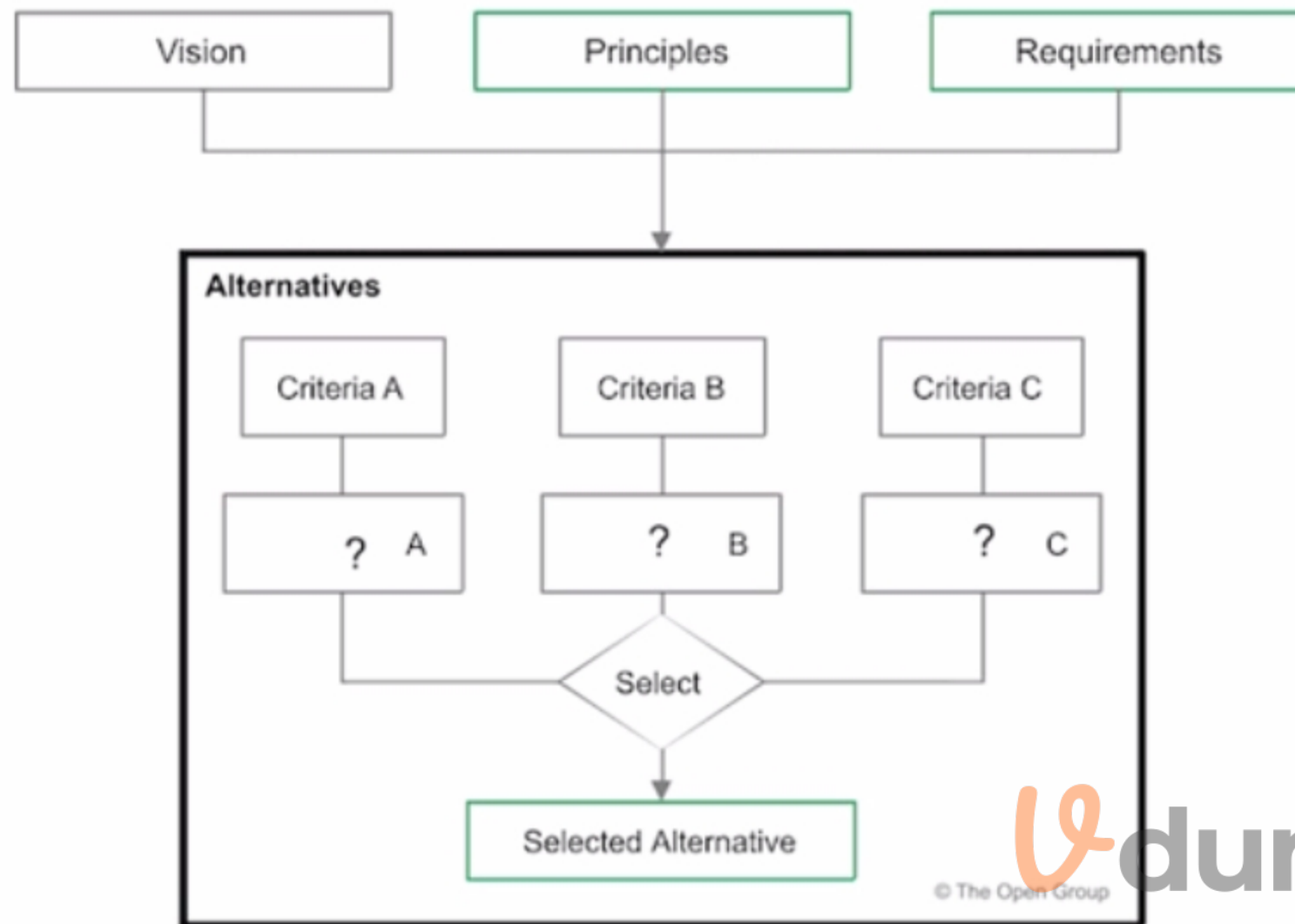
Section:

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 18

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.

The graphic illustrates a method that supports the TOGAF ADM by identifying and evaluating alternative target architectures. The process begins with a vision, influenced by principles and requirements, leading to the consideration of alternatives. Each alternative is assessed based on different criteria, leading to the selection of the most suitable target architecture. This is consistent with the TOGAF approach of developing a set of potential architectures and then selecting the one that best meets the enterprise's needs.

QUESTION 19

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 organization. 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.

This modeling technique is referred to as Relationship Mapping. It's used to relate business capabilities to organizational units to highlight areas of duplication and redundancy, as well as to indicate where capabilities are being performed well (green), where there are potential issues (yellow), and where there are significant problems or gaps (red). This visualization helps in understanding the alignment between organizational units and capabilities, and where improvements or changes may be needed.

QUESTION 20

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 21

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: B

Section:

Explanation:

Business models within the TOGAF standard are used to tailor the enterprise architecture to the specific needs and context of the business. They help in understanding how the business operates, its structure, and how it intends to achieve its goals, which is critical for ensuring that the enterprise architecture aligns with and supports the business objectives.

QUESTION 22

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: C

Section:

Explanation:

A statement of business goals and drivers can be used to help define information concepts in an information map. This statement provides the context and rationale for the information requirements of the enterprise, which can then be reflected in the information map, ensuring that the information architecture supports the business objectives.

QUESTION 23

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 24

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: A

Section:

Explanation:

When developing the Architecture Vision, which is part of the TOGAF ADM Phase A, architects should examine the Architecture Principles and Business Goals. These components provide the foundational guidance and the strategic context for the architecture work. They ensure that the resulting architecture aligns with the overall direction and objectives of the enterprise.

QUESTION 25

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

Section:

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 business². 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 26

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: B

Section:

Explanation:

In the context of the TOGAF Architecture Repository, the Solutions Continuum represents an architectural representation of Solution Building Blocks (SBBs) supporting the Architecture Landscape. It provides a view of the available and implemented solutions that can be used or adapted for new initiatives.

QUESTION 27

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: D

Section:

Explanation:

To analyze a new value stream within the scope of a project, it is effective to combine information mapping with a business process model. This approach allows for a comprehensive understanding of the value stream, including the information required and produced at each stage, and how this information supports the business processes involved in delivering value.

QUESTION 28

Which statement best describes iteration and the ADM?

- 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.

Correct Answer: C

Section:

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 29

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

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

Correct Answer: A

Section:

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 30

Which ADM Phases match the following purpose descriptions?



1	Describes the development of Information Systems Architectures to support the agreed Architecture Vision
2	Addresses how to move from the Baseline to the Target Architectures by finalizing a detailed Implementation and Migration Plan
3	Provides an architectural oversight of the implementation
4	Describes the development of the Technology Architecture to support the agreed Architecture Vision

- A. 1 Phase D - 2 Phase B - 3 Phase G - 4 Phase A
- B. 1 Phase C - 2 Phase E - 1 Phase H - 4 Phase C
- C. 1 Phase C - 2 Phase F - 3 Phase H - 4 Phase B
- D. 1 Phase C - 2 Phase F - 3 Phase G - 4 Phase D

Correct Answer: D

Section:

Explanation:

The ADM Phases that match the purpose descriptions provided are: Phase C for the development of Information Systems Architectures to support the agreed Architecture Vision, Phase F for addressing the move from the Baseline to the Target Architectures by finalizing a detailed Implementation and Migration Plan, Phase G for providing architectural oversight of the implementation, and Phase D for describing the development of the Technology Architecture to support the agreed Architecture Vision.

QUESTION 31

Which of the following is a benefit of organization mapping?

- A. An organization map can be reused for training and employee development.
- B. An organization map highlights inefficiencies and reduces operational costs.
- C. An organization map improves the ability to consume, process, and deliver information.
- D. An organization map improves strategic planning.

Correct Answer: D

Section:

Explanation:

One of the benefits of organization mapping is that it improves strategic planning². Organization mapping is a technique that can be used to document and visualize the organizational structure and relationships of an enterprise or a part of it². Organization mapping can help to align the organizational design with the business strategy, goals, and objectives². Organization mapping can also help to identify the roles, responsibilities, authorities, accountabilities, and dependencies of different organizational entities². By providing a clear and consistent view of the organizational landscape, organization mapping can enable better informed and more effective decisions for strategic planning.

QUESTION 32

Which step during development of a business scenario ensures that each iteration is managed as a mini-project?

- A. Planning Step
- B. Gathering Step
- C. Reviewing Step
- D. Documenting Step

Correct Answer: A

Section:

Explanation:

The step during development of a business scenario that ensures that each iteration is managed as a mini-project is the Planning Step³. The Planning Step is a preparatory step that defines how to approach each iteration of developing a business scenario³. The Planning Step involves setting up a project team with clear roles and responsibilities, defining a project plan with milestones and deliverables, identifying stakeholders and their concerns, establishing communication channels and feedback mechanisms, and securing resources and budget³. The Planning Step can help to ensure that each iteration is managed as a mini-project with clear objectives, scope, schedule, quality criteria, risks, and issues.

QUESTION 33

Which statement best describes iteration and the ADM?

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

Correct Answer: B

Section:**Explanation:**

TOGAF's ADM (Architecture Development Method) is designed to be iterative at multiple levels: over the whole process, between phases, and within phases. This iterative approach allows for continuous refinement and improvement of the architecture, ensuring it remains aligned with changing business needs and technological advancements. Iteration helps in managing complexity and facilitates incremental development, enabling architects to revisit and adjust their work as new information and insights emerge.

QUESTION 34

Which ADM phase focuses on defining the problem to be solved, identifying the stakeholders, their concerns, and requirements?

- A. Phase A
- B. Preliminary Phase
- C. Phase C
- D. Phase B

Correct Answer: A

Section:**Explanation:**

Phase A of the TOGAF ADM (Architecture Development Method), also known as the Architecture Vision phase, focuses on defining the problem to be solved, identifying stakeholders, their concerns, and requirements. Here's a detailed explanation:

Phase A: Architecture Vision:

Objective: The primary objective of Phase A is to establish a high-level vision of the architecture project, including defining the scope and identifying key stakeholders and their concerns.

Problem Definition: This phase involves clearly defining the business problem or opportunity that the architecture project seeks to address. This sets the stage for all subsequent architecture work.

Stakeholder Identification:

Identification and Analysis: Stakeholders are identified and their concerns and requirements are gathered. This includes business leaders, IT leaders, end-users, and other relevant parties.

Understanding Needs: Understanding the needs and expectations of stakeholders is crucial for ensuring that the architecture aligns with business objectives and addresses key concerns.

Requirements Gathering:

High-Level Requirements: In Phase A, high-level requirements are identified and documented. These requirements guide the development of the architecture vision and provide a basis for more detailed requirements in later phases.

Requirements Management: A requirements management process is established to ensure that stakeholder needs are continuously captured, analyzed, and addressed throughout the architecture development process.

TOGAF

Reference:

Deliverables: Key deliverables of Phase A include the Architecture Vision document, stakeholder map, and high-level requirements.

ADM Guidelines: TOGAF provides guidelines and techniques for conducting Phase A, including methods for stakeholder analysis, problem definition, and developing the architecture vision.

In summary, Phase A of the TOGAF ADM focuses on defining the problem to be solved, identifying stakeholders, understanding their concerns and requirements, and developing a high-level architecture vision that aligns with business objectives.

QUESTION 35

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

- A. Architecture Principles, Business Drivers
- B. Implementation Factor Catalog, Business Value Assessment Matrix
- C. Architecture Continuum, Architecture Repository
- D. Value Streams, Business Capabilities

Correct Answer: D

Section:**Explanation:**

When developing the Architecture Vision, it is essential for the architect to examine and search for Value Streams and Business Capabilities. Here's a detailed explanation:

Architecture Vision Phase (Phase A):

The Architecture Vision phase sets the overall direction and context for the architecture project. It defines the scope and vision for the future state architecture and establishes a shared understanding among stakeholders.

Value Streams:

Definition: Value streams represent the end-to-end set of activities that deliver value to customers or stakeholders. They provide a high-level view of how value is created and delivered within the organization.

Importance: Understanding value streams helps in aligning the architecture with business processes and ensuring that the architecture supports the delivery of value.

Business Capabilities:

Definition: Business capabilities define what an organization needs to be able to do to achieve its business objectives. They represent the core functions or abilities of the organization.

Importance: Identifying and understanding business capabilities is crucial for ensuring that the architecture addresses the critical functions of the business and supports its strategic goals.

TOGAF ADM

Reference:

Phase A: Architecture Vision: In this phase, the architect examines value streams and business capabilities to understand the current state and define the desired future state. This helps in creating an architecture vision that is aligned with business objectives and supports value creation.

Strategic Planning: Value streams and business capabilities provide a foundation for strategic planning, ensuring that the architecture is designed to support key business activities and capabilities.

In summary, when developing the Architecture Vision, examining value streams and business capabilities is essential for understanding how the organization delivers value and ensuring that the architecture supports critical business functions and strategic objectives.

QUESTION 36

What is the relationship labeled Y?

- A. Consists of
- B. Receives
- C. Enables
- D. Creates

Correct Answer: C

Section:

Explanation:

In TOGAF, the relationship labeled 'Y' as 'Enables' typically refers to how one element of the architecture facilitates or supports the functioning of another element. Here's a detailed explanation:

Relationship Definition:

Enables: This relationship indicates that one component (e.g., a business capability, process, or technology) enables or supports another component to function or achieve its objectives. It shows a dependency where the presence or effectiveness of one element is necessary for the other to perform effectively.

Examples in TOGAF:

Business Capabilities and Processes: A business capability may enable specific business processes. For instance, the capability of 'Customer Relationship Management' enables processes like 'Customer Support' and 'Sales'.

Technology and Applications: A particular technology infrastructure may enable the operation of various business applications, ensuring they can deliver the required functionalities.

TOGAF ADM Phases:

Phase B: Business Architecture: Identifying how different business capabilities enable business processes helps in understanding the interdependencies and ensuring that all necessary capabilities are developed and supported.

Phase C: Information Systems Architectures: In this phase, identifying how technology enables business applications and data flows is crucial for designing a coherent and efficient architecture.

Importance:

Understanding enabling relationships helps in ensuring that all necessary components are in place and functioning correctly to support the overall architecture. It also helps in identifying critical dependencies that need to be managed during implementation.

In summary, the relationship labeled 'Enables' describes how one component facilitates or supports the functioning of another, ensuring that the architecture is coherent and all dependencies are managed effectively.

