Number: OGEA-101
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Exam Code: OGEA-101

Exam Name: TOGAF Enterprise Architecture Part 1 Exam

Exam A

QUESTION 1
Which of the following best describes the need for the ADM process to be governed?

A. To enable development of reference architectures
B. To verify that the method is being applied correctly
C. To enable a fast response to market changes
D. To permit the architecture domains to be integrated

Correct Answer: B
Section:
Explanation:
According to the TOGAF standard, the need for the ADM process to be governed is to ensure that the architecture development and implementation activities are conducted in a consistent, coherent, and compliant manner1. Governance provides the means to verify that the method is being applied correctly and effectively, and that the architecture deliverables and artifacts meet the quality and standards criteria1. Governance also enables the management of risks, issues, changes, and dependencies that may arise during the ADM process1.
Some of the benefits of governing the ADM process are2:
* Improved alignment of the architecture with the business strategy and objectives
* Enhanced stakeholder engagement and communication
* Increased reuse and integration of architecture assets and resources
* Reduced complexity and duplication of architecture efforts
* Increased agility and adaptability of the architecture to changing needs and requirements
* Improved compliance and auditability of the architecture outcomes and outputs

QUESTION 2
Complete the sentence. The key purpose of Gap Analysis is to _____

A. establish quality parameters for the architecture
B. identify potential missing or overlapping functions
C. validate nonfunctional requirements
D. identify commercial building blocks to be purchased
E. determine the required service levels for the architecture

Correct Answer: B
Section:
Explanation:
Gap Analysis is a technique that compares the Baseline Architecture and the Target Architecture to identify the differences and gaps between them. The purpose of this technique is to determine the changes and additions that are required to achieve the desired future state of the architecture. One of the main aspects of Gap Analysis is to identify the functions that are missing or overlapping in the current and future architectures, and to plan how to address them.This helps to ensure that the architecture is complete, consistent, and aligned with the business objectives and requirements3

QUESTION 3
Consider the following statements.
1. All processes, decision-making, and mechanisms used will be established so as to minimize or avoid potential conflicts of interest.
2. More effective strategic decision-making will be made by C-Level executives and business leaders.
3. All actions implemented and their decision support will be available for inspection by authorized organization and provider parties.

4. Digital Transformation and operations will be more effective and efficient.
Which statements highlight the value and necessity for Architecture Governance to be adopted within organizations?

A. 1 & 4
B. 1 & 3
C. 2 & 4
D. 2& 3

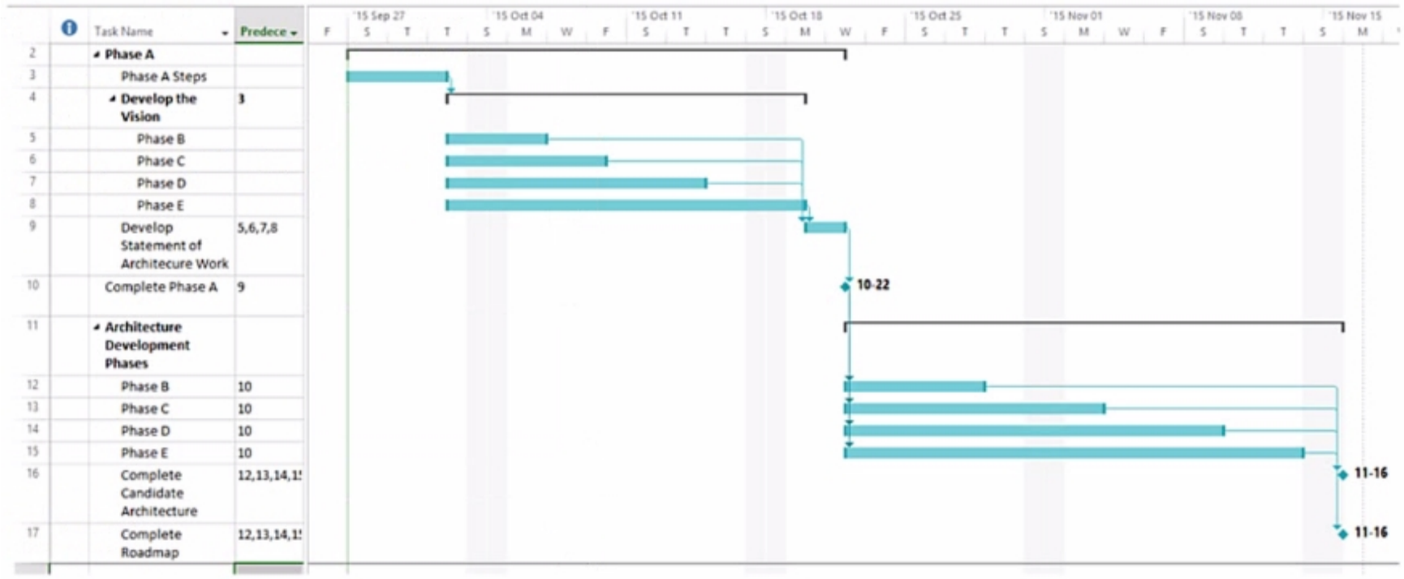
Correct Answer: B
Section:
Explanation:
Statements 1 and 3 highlight the value and necessity for Architecture Governance to be adopted within organizations. Architecture Governance is the practice and orientation by which Enterprise Architectures and other architectures are managed and controlled at an enterprise-wide level12. It ensures that architectural decisions are aligned with the organization's strategy, objectives, and standards. Architecture Governance also involves establishing and maintaining processes, decision-making, and mechanisms to avoid or minimize potential conflicts of interest, such as between different stakeholders, business units, or projects34. Moreover, Architecture Governance requires transparency and accountability for all actions implemented and their decision support, so that they can be inspected and evaluated by authorized parties, such as auditors, regulators, or customers5 .
Reference:
* The TOGAF Standard, Version 9.2 - Architecture Governance - The Open Group
* Architecture Governance - The Open Group
* Tutorial: Governance in TOGAF's Architecture Development Method (ADM)
* Architecture Governance in TOGAF: Ensuring Effective Management and Compliance
* The TOGAF Standard, Version 9.2 - Definitions - The Open Group
* [Architecture Governance in TOGAF: Ensuring Alignment and Control]

QUESTION 4
What does the TOGAF ADM recommend for use in developing an Architecture Vision document?

A. Requirements Management
B. Architecture Principles
C. Gap Analysis
D. Business Scenarios

Correct Answer: D
Section:
Explanation:
Business scenarios are a technique recommended by the TOGAF ADM for use in developing an Architecture Vision document12. Business scenarios are a means of capturing the business requirements and drivers, the processes and actors involved, and the desired outcomes and measures of success34. Business scenarios help to create a common vision and understanding among the stakeholders, and to identify and validate the architecture requirements . Business scenarios also provide a basis for analyzing the impact and value of the proposed architecture.
Reference:
* The TOGAF Standard, Version 9.2 - Phase A: Architecture Vision - The Open Group
* TOGAF Standard --- Introduction - Phase A: Architecture Vision
* The TOGAF Standard, Version 9.2 - Definitions - The Open Group
* Business Scenarios - The Open Group
* [The TOGAF Standard, Version 9.2 - Architecture Requirements Specification - The Open Group]
* [The TOGAF Standard, Version 9.2 - Architecture Vision - The Open Group]
* [The TOGAF Standard, Version 9.2 - Business Transformation Readiness Assessment - The Open Group]

QUESTION 5
Consider the following chart:



Which important concept for Enterprise Architecture Practitioners does it illustrate?

A. Enterprise Architects must use Gantt charts to communicate with Stakeholders.
B. An Enterprise Architecture must be developed in phases with a limited fixed duration.
C. ADM phases must be run in a sequenced approach to produce the Architecture.
D. ADM phases must be run simultaneously until the relevant information has been produced.

Correct Answer: C
Section:
Explanation:
The chart shown is a Gantt chart, which is commonly used for project management to illustrate a project schedule. In the context of TOGAF (The Open Group Architecture Framework), which is a framework for enterprise architecture, this Gantt chart is demonstrating the sequenced approach to the Architecture Development Method (ADM). The ADM is the core process of TOGAF which provides a tested and repeatable process for developing architectures. The ADM is described as being iterative, over the whole process, between phases, and within phases. For each iteration of the ADM, a fresh decision must be taken about each of the parameters (scope, granularity, time period, and architecture assets).
The ADM consists of a number of phases that have to be followed in sequence:
Preliminary Phase: Framework and principles
Phase A: Architecture Vision
Phase B: Business Architecture
Phase C: Information Systems Architectures, including Data and Application Architectures
Phase D: Technology Architecture
Phase E: Opportunities and Solutions
Phase F: Migration Planning
Phase G: Implementation Governance
Phase H: Architecture Change Management
Requirements Management
Each phase is dependent on the outputs of the previous phase and the Requirements Management phase runs throughout. The Gantt chart clearly shows the dependency and sequence in which these phases occur, implying that a structured approach is followed to produce the enterprise architecture.
The TOGAF Standard, Version 9.2, a standard of The Open Group
The TOGAF documentation available at https://publications.opengroup.org/standards/architecture and https://publications.opengroup.org/guides/architecture

QUESTION 6

What should be put in place through organization structures, roles, responsibilities, skills and processes to carry out architectural activity effectively?

A. An EA Capability
B. An Enterprise Architecture
C. An EA framework
D. An EA repository

Correct Answer: A
Section:
Explanation:
An EA Capability is the ability of an organization to perform enterprise architecture effectively and efficiently. It involves establishing and maintaining the appropriate organization structures, roles, responsibilities, skills, processes, tools, and governance mechanisms to support the development and use of enterprise architecture.An EA Capability enables the organization to align its business and IT strategies, deliver value from its investments, manage change and complexity, and improve its performance and agility12Reference:1: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 44: Introduction2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 45: Establishing and Maintaining an Enterprise Architecture Capability

QUESTION 7
Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the

A. Architecture Requirements Specification
B. Architecture Roadmap
C. Implementation Governance Model
D. Implementation and Migration Plan

Correct Answer: D
Section:
Explanation:
The Business Transformation Readiness Assessment technique is used to evaluate the readiness of the organization to undergo change and to identify the actions needed to increase the likelihood of a successful business transformation. These actions should be incorporated in the Implementation and Migration Plan, which is the detailed plan to transition from the Baseline Architecture to the Target Architecture.The Implementation and Migration Plan also includes the Transition Architectures, the Architecture Building Blocks, the Work Packages, the Implementation Governance Model, and the Architecture Contract12Reference:1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment2: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning

QUESTION 8
Which of the following describes a purpose of Architecture Principles?

A. To describe likely impacts resulting from successful deployment of the target architecture.
B. To establish a common understanding of how to control the business in pursuit of strategic objectives
C. To provide a better understanding about the enterprise's culture and values
D. To form a contract between sponsoring organization and the enterprise architects

Correct Answer: B
Section:
Explanation:
Architecture Principles are general rules and guidelines that inform and support the way in which an organization sets about fulfilling its mission. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions.One of the purposes of Architecture Principles is to establish a common understanding of how to control the business in pursuit of strategic objectives, by providing a framework for evaluating and agreeing on the changes that affect the enterprise's architecture3Reference:3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 31: Architecture Principles

QUESTION 9
Which one of the following classes of information within the Architecture Repository would typically contain a list of the applications in use within the enterprise?

A. Reference Library
B. Architecture Metamodel
C. Architecture Landscape
D. Governance Log

Correct Answer: C
Section:
Explanation:
The Architecture Landscape is a class of information within the Architecture Repository that shows an architectural view of the building blocks that are in use within the organization today (the Baseline Architecture), as well as those that are planned for the future (the Target Architecture). The Architecture Landscape typically contains a list of the applications in use within the enterprise, along with their relationships and dependencies, as well as other relevant architectural information. The Architecture Landscape helps to identify opportunities for re-use, consolidation, or retirement of existing applications, as well as gaps or overlaps in the current or future architecture.
Reference: : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 34: Architecture Landscape : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47: Architecture Repository

QUESTION 10
The_____ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance.

A. Migration Plan
B. Transition Plan
C. Implementation Governance Model
D. Implementation Strategy

Correct Answer: C
Section:
Explanation:
The Implementation Governance Model is a framework that defines the roles, responsibilities, processes, and standards for governing the implementation of the target architecture. It ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance, which is the practice of ensuring compliance with the enterprise architecture and its principles, standards, and goals.The Implementation Governance Model is part of the Implementation and Migration Plan, which is the output of Phase F: Migration Planning of the Architecture Development Method (ADM)12Reference:1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance

QUESTION 11
Consider the following ADM phases objectives.

	Objective
1	Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
2	Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
3	Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
4	Develop the Target Application Architecture that enables the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns

Which phase does each objective match?

A. 1C-2B-3A-4C
B. 1A-2B-3C-4D
C. 1B-2D-3A-4C
D. 1C-2D-3B-4A

Correct Answer: A
Section:
Explanation:
The objectives listed in the question correspond to the objectives of different phases of the TOGAF ADM (Architecture Development Method), which is a method for developing and managing an enterprise architecture1. The ADM consists of nine phases, each with a specific purpose and output.The phases are1:
oPreliminary Phase: To prepare and initiate the architecture development cycle, including defining the architecture framework, principles, and governance.
oPhase A: Architecture Vision: To define the scope, vision, and stakeholders of the architecture initiative, and to obtain approval to proceed.
oPhase B: Business Architecture: To describe the baseline and target business architecture, and to identify the gaps between them.
oPhase C: Information Systems Architectures: To describe the baseline and target data and application architectures, and to identify the gaps between them.
oPhase D: Technology Architecture: To describe the baseline and target technology architecture, and to identify the gaps between them.
oPhase E: Opportunities and Solutions: To identify and evaluate the opportunities and solutions for implementing the target architecture, and to define the work packages and transition architectures.
oPhase F: Migration Planning: To finalize the implementation and migration plan, and to ensure alignment with the enterprise portfolio and project management.
oPhase G: Implementation Governance: To provide architecture oversight and guidance for the implementation projects, and to manage any architecture change requests.
oPhase H: Architecture Change Management: To monitor the changes in the business and technology environment, and to assess the impact and performance of the architecture.
Based on the above definitions, we can match each objective with the corresponding phase as follows:
oObjective 1: Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision.This objective is achieved inPhase C: Information Systems Architectures, where the data architecture is defined as a subset of the information systems architecture2.
oObjective 2: Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals.This objective is achieved inPhase B: Business Architecture, where the business architecture is defined as a subset of the enterprise architecture3.
oObjective 3: Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture.This objective is achieved inPhase A: Architecture Vision, where the architecture vision is defined as a high-level description of the target architecture and its benefits4.
oObjective 4: Develop the Target Application Architecture that enables the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns.This objective is achieved inPhase C: Information Systems Architectures, where the application architecture is defined as a subset of the information systems architecture2.
1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)
2: The TOGAF Standard, Version 9.2, Chapter 9: Phase C: Information Systems Architectures
3: The TOGAF Standard, Version 9.2, Chapter 8: Phase B: Business Architecture

4: The TOGAF Standard, Version 9.2, Chapter 7: Phase A: Architecture Vision

QUESTION 12
Consider the following statement.
Projects may cycle between ADM phases, in planned cycles covering multiple phases.
What does it illustrate?

A. Requirements management
B. Iteration
C. Implementation governance
D. Enterprise Architecture

Correct Answer: B
Section:
Explanation:
The statement 'Projects may cycle between ADM phases, in planned cycles covering multiple phases' illustrates the concept of iteration, which is the process of repeating the ADM phases or steps within a phase to refine the architecture outputs and address the changing requirements and stakeholder concerns. Iteration can occur at different levels of granularity and scope, such as within a single phase, across multiple phases, or across the entire ADM cycle. Iteration can also be applied to different architecture domains, such as business, data, application, and technology. Iteration is a key feature of the ADM that enables the development of architectures that are fit for purpose, adaptable, and responsive to change.Reference: : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24: Applying Iteration to the ADM

QUESTION 13
Which of the following best describes the need for the ADM process to be governed?

A. To enable development of reference architectures
B. To verify that the method is being applied correctly
C. To enable a fast response to market changes
D. To permit the architecture domains to be integrated

Correct Answer: B
Section:
Explanation:
According to the TOGAF standard, the need for the ADM process to be governed is to ensure that the architecture development and implementation activities are conducted in a consistent, coherent, and compliant manner1. Governance provides the means to verify that the method is being applied correctly and effectively, and that the architecture deliverables and artifacts meet the quality and standards criteria1. Governance also enables the management of risks, issues, changes, and dependencies that may arise during the ADM process1.
Some of the benefits of governing the ADM process are2:
* Improved alignment of the architecture with the business strategy and objectives
* Enhanced stakeholder engagement and communication
* Increased reuse and integration of architecture assets and resources
* Reduced complexity and duplication of architecture efforts
* Increased agility and adaptability of the architecture to changing needs and requirements
* Improved compliance and auditability of the architecture outcomes and outputs

QUESTION 14
Consider the following ADM phases objectives.
Objective
1- Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
2- Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D
3- Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
4- Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders

Which phase does each objective match?

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

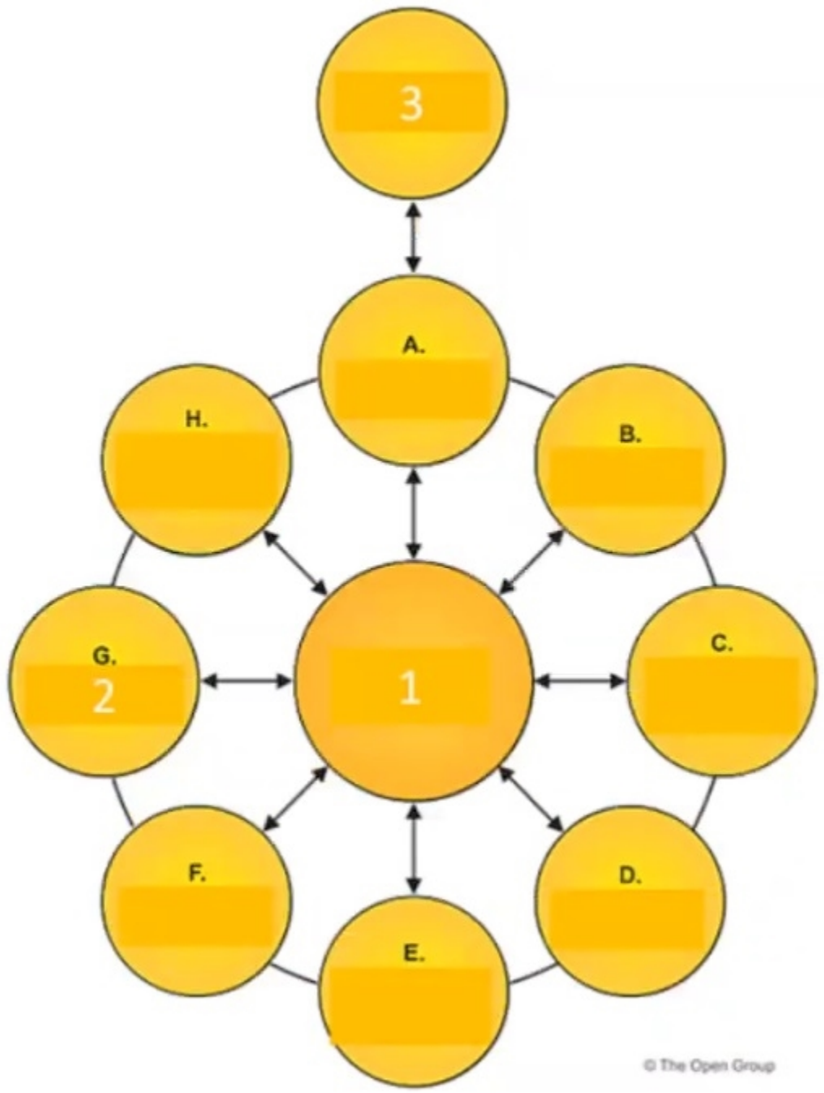
Correct Answer: B
Section:
Explanation:
According to the TOGAF standard, the objectives of each ADM phase are as follows1:
* Phase E: Opportunities and Solutions
o Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
o Identify and group major work packages within the Architecture Roadmap
o Identify and group major implementation projects to realize the Architecture Roadmap
o Identify dependencies between increments and projects
o Estimate cost, benefit, and risk at a high level for each increment and project
o Conduct initial prioritization and sequencing of the Architecture Roadmap and projects
* Phase F: Migration Planning
o Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D
o Confirm the Transition Architectures with relevant stakeholders
o Create the Implementation and Migration Plan, including Transition Architectures, work packages, projects, and other activities
o Confirm and agree the Architecture Roadmap and Implementation and Migration Plan with relevant stakeholders
* Phase G: Implementation Governance
o Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
o Ensure conformance with the Target Architecture by implementation projects
o Perform appropriate Architecture Governance functions for the solution and any implementation-driven architecture Change Requests
o Ensure that the architecture lifecycle is maintained
o Ensure that the Architecture Governance Framework is executed
* Phase H: Architecture Change Management
o Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
o Manage risks and issues related to the Architecture Roadmap and Implementation and Migration Plan
o Monitor the implementation projects and Transition Architectures
o Manage changes to the architecture baseline
o Manage changes to the Architecture Capability
Therefore, the correct matching of the objectives and the phases is:
* 1G: Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
* 2E: Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D
* 3F: Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
* 4F: Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders

QUESTION 15
Which of the following best summarizes the purpose of Enterprise Architecture?

A. Taking major improvement decisions.
B. Guiding effective change.
C. Controlling the bigger changes.
D. Governing the Stakeholders.

Correct Answer: B
Section:
Explanation:
EA applies architecture principles and practices to analyze, design, plan, and implement enterprise analysis that supports digital transformation, IT growth, and the modernization of IT2. EA also helps organizations improve the efficiency, timeliness, and reliability of business information, as well as the alignment, agility, and adaptability of the architecture to the changing needs and requirements3. Therefore, the best summary of the purpose of EA is to guide effective change.

QUESTION 16
Exhibit



Consider the illustration showing an architecture development cycle Which description matches the phase of the ADM labeled as item 2?

A. Conducts implementation planning for the architecture defined in previous phases
B. Establishes procedures for managing change to the new architecture
C. Operates the process of managing architecture requirements

D. Provides architectural oversight for the implementation

Correct Answer: D
Section:
Explanation:
Based on the illustration, the phase of the ADM labeled as item 2 is the Implementation Governance phase. This phase provides architectural oversight for the implementation. It ensures that the implementation project conforms to the architecture. It also provides a framework for monitoring and managing the implementation.
The Implementation Governance phase involves the following activities:
Finalizing the Architecture Roadmap and the supporting Implementation and Migration Plan
Assigning an Architecture Board to oversee the implementation
Establishing Architecture Contracts with the implementation partners
Reviewing and approving the implementation project plans and deliverables
Performing Architecture Compliance reviews to ensure alignment with the architecture
Performing Architecture Audit reviews to ensure quality and performance of the architecture
Resolving any architecture issues or change requests that arise during the implementation
Maintaining the architecture lifecycle and ensuring its continuity
The Implementation Governance phase is essential for ensuring that the architecture is realized as intended and that it delivers the expected business value and outcomes.

QUESTION 17
What is presented as ''striking a balance between positive and negative outcomes resulting from the realization of either opportunities or threats?

A. Agile development
B. Architecture Security
C. Transition Management
D. Risk Management

Correct Answer: D
Section:
Explanation:
Risk Management is the process of identifying, assessing, and responding to risks that may affect the achievement of the enterprise's objectives. Risk Management involves balancing positive and negative outcomes resulting from the realization of either opportunities or threats.
Reference: The TOGAF Standard | The Open Group Website, Section 3.3.3 Risk Management.

QUESTION 18
Which of the following are the four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository-?

A. General Foundational Subordinate and Superior Architecture
B. Segment, Capability. Enterprise and End-to-end Target Architecture
C. Avant-Garde Big-Bang, Discreet and Cohesive
D. Strategy Portfolio Project Solution Delivery

Correct Answer: D
Section:
Explanation:
Strategy Portfolio Project Solution Delivery are the four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository. They correspond to different levels of abstraction and granularity in the architecture development process.
Reference: The TOGAF Standard, Version 9.2 - The Open Group, Section 2.4 Architecture Repository.

QUESTION 19

Complete the sentence Business Transformation Readiness Assessment is_____.

A. a joint effort between corporate staff lines of business and IT planners
B. to ensure the active support of powerful stakeholders
C. a way to put building blocks into context thereby supporting re-usable solutions
D. widely used to validate an architecture that is being developed

Correct Answer: A
Section:
Explanation:
Business Transformation Readiness Assessment is a joint effort between corporate staff lines of business and IT planners to evaluate the readiness of the organization to undergo change. It involves assessing factors such as vision, commitment, capacity, capability, culture, and motivation that may influence the success of a business transformation initiative.
Reference: The TOGAF Standard | The Open Group Website, Section 3.3.2 Business Transformation Readiness Assessment.

QUESTION 20
Complete the following sentence. In the ADM documents which are under development and have not undergone any formal review and approval process are_____.

A. Called ''draft''
B. Invalid
C. In between phases
D. Known as ''Version 0.1''

Correct Answer: A
Section:
Explanation:
In the ADM documents which are under development and have not undergone any formal review and approval process are called ''draft''. This indicates that they are subject to change and refinement as the architecture development progresses.
Reference: The TOGAF Standard | The Open Group Website, Section 4.2.5 Architecture Deliverables.

QUESTION 21
Complete the sentence The TOGAF standard covers the development of four architecture domains. Business. Data, Technology and_____.

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

Correct Answer: D
Section:
Explanation:
The TOGAF standard covers the development of four architecture domains: Business, Data, Technology and Application. These domains represent different aspects of an enterprise's architecture and provide a consistent way of describing, analyzing, and designing them.
Reference: The TOGAF Standard | The Open Group Website, Section 2.2 Architecture Development Method (ADM).

QUESTION 22
Which of the following are interests important to the stakeholders in a system?

A. Requirements

B. Principles
C. Concerns
D. Architecture views

Correct Answer: C
Section:
Explanation:
Concerns are interests important to the stakeholders in a system. They are used to identify and classify the system's stakeholders and to guide the selection of viewpoints for the architecture description.
Reference: The TOGAF Standard | The Open Group Website, Section 3.2.1 Architecture Viewpoints

QUESTION 23
What are the following activities part of?
. Risk classification
. Risk identification
. Initial risk assessment

A. Security Architecture
B. Phase A
C. Phase G
D. Risk Management

Correct Answer: D
Section:
Explanation:
Risk management is a generic technique that can be applied across all phases of the Architecture Development Method (ADM), as well as in the Preliminary Phase and the Requirements Management Phase2. Risk management involves the following steps1:
* Risk identification: This step involves identifying the potential risks that may affect the architecture project, such as technical, business, organizational, environmental, or legal risks. The risks can be identified through various sources, such as stakeholder interviews, workshops, surveys, checklists, historical data, or expert judgment.
* Risk classification: This step involves categorizing the risks based on their nature, source, impact, and priority. The risks can be classified according to different criteria, such as time, cost, scope, quality, security, or compliance. The classification helps in prioritizing the risks and allocating resources and efforts to address them effectively.
* Initial risk assessment: This step involves assessing the likelihood and impact of each risk, and determining the initial level of risk. The likelihood is the probability of the risk occurring, and the impact is the severity of the consequences if the risk occurs. The initial level of risk is the product of the likelihood and impact, and it indicates the urgency and importance of the risk. The initial risk assessment helps in identifying the most critical risks that need immediate attention and mitigation.

QUESTION 24
Which of the following statements about architecture partitioning is correct?

A. Partitions are used to simplify the management of the Enterprise Architecture.
B. Partitions are equivalent to architecture levels.
C. Partitions reflect the organization's structure.
D. Partitions are defined and assigned to agile Enterprise Architecture teams.

Correct Answer: A
Section:
Explanation:
Based on the web search results, architecture partitioning is a technique that divides the Enterprise Architecture into smaller and manageable segments or groups, based on various classification criteria, such as subject matter, time, maturity, volatility, etc.12 Architecture partitioning is used to simplify the development and management of the Enterprise Architecture, by reducing complexity, improving governance, enhancing reusability, and increasing alignment and agility12. Therefore, the statement that partitions are used to simplify the management of the Enterprise Architecture is correct.

The other statements are incorrect because:
* Partitions are not equivalent to architecture levels. Architecture levels are different layers of abstraction that describe the Enterprise Architecture from different perspectives, such as strategic, segment, and capability3. Partitions are subsets of architectures that are defined within or across the levels, based on specific criteria1.
* Partitions do not necessarily reflect the organization's structure. The organization's structure is one possible criterion for partitioning the architecture, but it is not the only one. Other criteria, such as business function, product, service, geography, etc., can also be used to partition the architecture12.
* Partitions are not defined and assigned to agile Enterprise Architecture teams. Agile Enterprise Architecture is an approach that applies agile principles and practices to the architecture work, such as iterative development, frequent feedback, adaptive planning, and continuous delivery4. Partitions are not a specific feature of agile Enterprise Architecture, but a general technique that can be applied to any architecture method or framework, including TOGAF12.

QUESTION 25
Consider the following ADM phases objectives.
Objective:
1. Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
2. Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
3. Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
4. Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures
Which phase does each objective match?

A. 1B-2D-3A-4C
B. 1C-2D-3B-4A
C. 1C-2B-3A-4D
D. 1A-2B-3C-4D

Correct Answer: C
Section:
Explanation:
* Phase A: Architecture Vision
o Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
o Define the scope and boundaries of the architecture engagement
o Identify the key stakeholders and their concerns and expectations
o Define the Architecture Vision statement and the Architecture Definition Document
o Obtain approval and commitment from the sponsors and stakeholders
* Phase B: Business Architecture
o Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
o Define the Baseline Business Architecture, if not available
o Perform a gap analysis between the Baseline and Target Business Architectures
o Define candidate roadmap components for the Business Architecture
o Resolve impacts across the Architecture Landscape
* Phase C: Information Systems Architecture
o Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
o Develop the Target Application Architecture that supports the Business Architecture and the Architecture Vision
o Define the Baseline Data and Application Architectures, if not available
o Perform a gap analysis between the Baseline and Target Data and Application Architectures
o Define candidate roadmap components for the Information Systems Architecture
o Resolve impacts across the Architecture Landscape
* Phase D: Technology Architecture
o Develop the Target Technology Architecture that enables the Information Systems Architecture and the Architecture Vision
o Define the Baseline Technology Architecture, if not available
o Perform a gap analysis between the Baseline and Target Technology Architectures

o Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures
o Resolve impacts across the Architecture Landscape
Therefore, the correct matching of the objectives and the phases is:
* 1C: Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
* 2B: Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
* 3A: Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture
* 4D: Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures

QUESTION 26
Which section of the TOGAF template for Architecture Principles should highlight the requirements for carrying out the principle?

A. Rationale
B. Name
C. Statement
D. Implications

Correct Answer: D
Section:
Explanation:
The Implications section describes the impact of adhering to the principle on the organization, the processes, the information systems, and the technology23. It also identifies the changes, costs, and risks that may result from applying the principle23. The Implications section helps to communicate the benefits and consequences of the principle to the stakeholders and to guide the implementation and governance of the architecture23.
The other sections of the TOGAF template for Architecture Principles are1:
* Name: This section provides a short and memorable name for the principle that represents its essence and purpose23. The name should not mention any specific technology or solution23.
* Statement: This section provides a concise and formal definition of the principle that expresses the fundamental rule or constraint that the principle imposes23. The statement should be clear, unambiguous, and testable23.
* Rationale: This section provides the reasoning and justification for the principle, explaining why it is important and how it supports the business goals and drivers23. The rationale should also link the principle to the higher-level enterprise or IT principles that it elaborates on23.

QUESTION 27
Which of the following describes how the Enterprise Continuum is used when developing an enterprise architecture?

A. To identify and understand business requirements
B. To coordinate with the other management frameworks in use
C. To describe how an architecture addresses stakeholder concerns
D. To classify architecture and solution assets

Correct Answer: D
Section:
Explanation:
The Enterprise Continuum consists of two complementary concepts: the Architecture Continuum and the Solutions Continuum1. The Architecture Continuum provides a consistent way to describe and understand the generic and reusable architecture building blocks, such as models, patterns, and standards, that can be applied and tailored to specific situations2. The Solutions Continuum provides a consistent way to describe and understand the specific and implemented solution building blocks, such as products, services, and components, that realize the architecture building blocks3. The Enterprise Continuum enables the reuse and integration of architecture and solution assets across different levels of abstraction, scope, and detail, ranging from foundation architectures to organization-specific architectures1.
The Enterprise Continuum is used when developing an enterprise architecture to support the following activities1:
* Selecting relevant architecture and solution assets from the Architecture Repository or other sources, based on the business drivers, goals, and requirements
* Adapting and customizing the architecture and solution assets to suit the specific needs and context of the enterprise
* Defining and developing the target architecture and the architecture roadmap, based on the gaps and opportunities identified between the baseline and the target states
* Defining and developing the implementation and migration plan, based on the architecture roadmap and the solution building blocks
* Governing and managing the architecture and solution assets throughout the architecture lifecycle, ensuring their quality, consistency, and compliance

QUESTION 28
Complete the sentence. The architecture domains that are considered by the TOGAF standard as subsets of an overall enterprise architecture are Business, Technology,

A. Logical and Physical
B. Information and Data
C. Capability and Segment
D. Application and Data

Correct Answer: D
Section:
Explanation:
These domains provide a consistent way to describe and understand the architecture from different perspectives, such as business, information, and technology12. Each domain has its own set of concepts, models, views, and artifacts that define the structure and behavior of the architecture within that domain12.
The other options are incorrect because:
* Logical and Physical are not architecture domains, but rather levels of abstraction that can be applied to any domain. Logical architecture describes the functionality and behavior of the system, while physical architecture describes the implementation and deployment of the system3.
* Information and Data are not distinct architecture domains, but rather aspects of the same domain. Information architecture describes the meaning and context of the data, while data architecture describes the structure and format of the data4.
* Capability and Segment are not architecture domains, but rather levels of granularity that can be applied to any domain. Capability architecture describes the current and desired states of a specific business capability, while segment architecture describes a subdivision of the enterprise that has a clear business focus5.

QUESTION 29
What component of the Architecture Repository represents architecture requirements agreed with the Architecture Board?

A. Reference Library
B. Architecture Capability
C. Architecture Requirements Repository
D. Governance Log

Correct Answer: C
Section:
Explanation:
The Architecture Requirements Repository stores all the requirements that are output of the architecture development cycle, as well as the requirements that are input to the architecture development cycle1. The Architecture Requirements Repository includes the following types of requirements1:
* Stakeholder Requirements: These are the high-level requirements and expectations of the stakeholders, derived from the business drivers, goals, and objectives. They are captured and refined in the Architecture Vision phase and the Requirements Management phase.
* Architecture Requirements: These are the detailed requirements that specify what the architecture must do or deliver to meet the stakeholder requirements. They are derived and refined in the Business, Information Systems, and Technology Architecture phases.
* Implementation and Migration Requirements: These are the detailed requirements that specify what the implementation and migration projects must do or deliver to realize the architecture. They are derived and refined in the Opportunities and Solutions and Migration Planning phases.
The Architecture Requirements Repository is used to manage the architecture requirements throughout the architecture lifecycle, ensuring their traceability, consistency, and compliance1. The Architecture Board is the authority that reviews and approves the architecture requirements, as well as the architecture deliverables and artifacts, as part of the architecture governance process2.

QUESTION 30
What are the four architecture domains that the TOGAF standard deals with?

A. Business, Data, Application, Technology
B. Capability, Segment, Enterprise, Federated

C. Baseline, Candidate, Transition, Target
D. Application, Data, Information, Knowledge

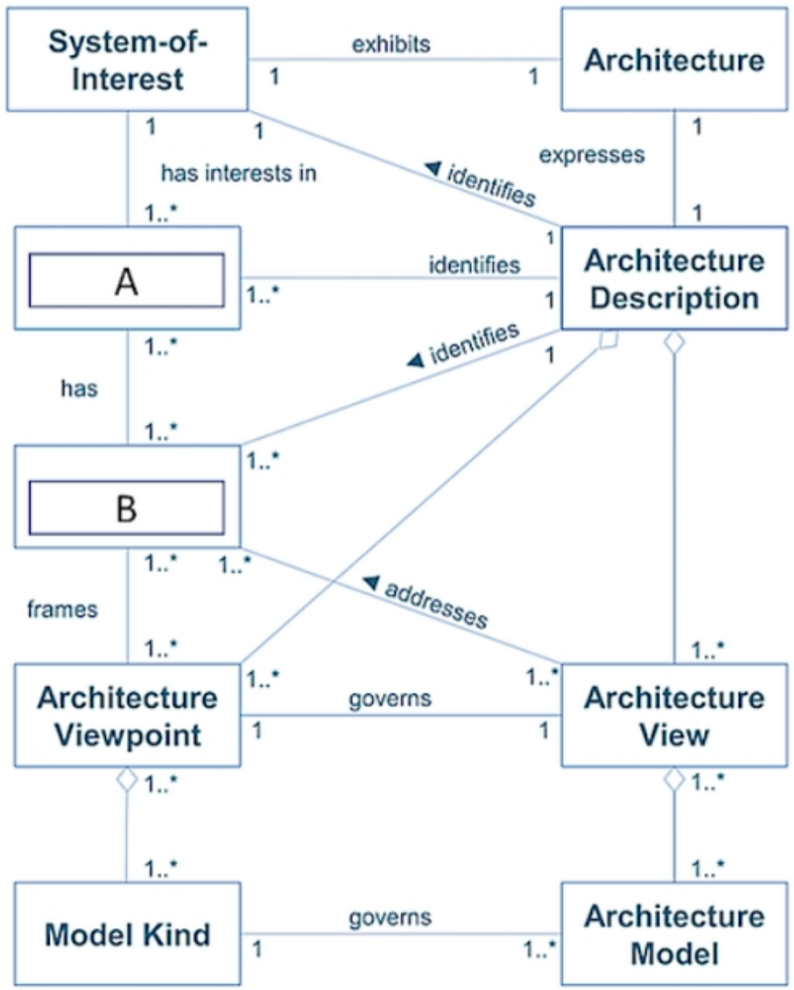
Correct Answer: A
Section:
Explanation:
The TOGAF standard divides Enterprise Architecture into four primary architecture domains: business, data, application, and technology. These domains represent different aspects of an enterprise and how they relate to each other. The business domain defines the business strategy, governance, organization, and key business processes. The data domain describes the structure of the logical and physical data assets and data management resources. The application domain provides a blueprint for the individual applications to be deployed, their interactions, and their relationships to the core business processes. The technology domain describes the logical software and hardware capabilities that are required to support the deployment of business, data, and application services. Other domains, such as motivation, security, or governance, may span across these four primary domains.Reference:
The TOGAF Standard, Version 9.2 - Core Concepts
Domains - The Open Group
TOGAF Standard --- Introduction - Definitions - The Open Group
The TOGAF Standard, Version 9.2 - Definitions - The Open Group
TOGAF and the history of enterprise architecture | Enable Architect

QUESTION 31
Which of the following does the TOGAF standard describe as a package of functionality defined to meet business needs across an organization?

A. An application
B. A deliverable
C. A solution architecture
D. A building block

Correct Answer: D
Section:

QUESTION 32
Exhibit:



Consider the image showing basic architectural concepts.
What are items A and B?

A. A-Candidate Architecture, B-Trade-off
B. A-User, B-Requirement
C. A-Stakeholder, B-Concern
D. A-Base Architecture, B-Target Architecture

Correct Answer: C
Section:
Explanation:
In the context of TOGAF, a stakeholder is any individual, team, or organization who has interests in, or concerns relative to, the outcome of the architecture. Concerns are those interests which pertain to any aspect of the system's functioning, development or operation, including considerations such as performance, reliability, and security1.
Reference:

* The TOGAF Standard, Version 9.2 - Definitions - The Open Group

QUESTION 33
Consider the following statement.
According to the TOGAF standard, a governed approach of a particular deliverable will ensure adherence to the principles, standards, and requirements of the existing or developing architectures.
Which deliverable does this refer to?

A. The Architecture Vision
B. The Statement of Architecture Work
C. An Architecture Contract
D. The Architecture Definition Document

Correct Answer: C
Section:
Explanation:
According to the TOGAF Standard, 10th Edition, an architecture contract is ''a formal agreement between a service provider and a service consumer that defines the mutual commitments and expectations for the delivery of an architecture'' 1. An architecture contract is a governed approach of a particular deliverable that will ensure adherence to the principles, standards, and requirements of the existing or developing architectures, as it specifies the roles, responsibilities, deliverables, quality criteria, and acceptance criteria for the architecture work 1. The other options are not correct, as they are not governed approaches of a particular deliverable, but rather different types of deliverables within the architecture development process. An architecture vision is ''a high-level, aspirational view of the target architecture'' 1. A statement of architecture work is ''a document that defines the scope and approach that will be used to complete an architecture project'' 1. An architecture definition document is ''a document that describes the baseline and target architectures for one or more domains'' 1.
Reference: 1: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions.

QUESTION 34
Complete the sentence. When considering agile development, Architecture to Support Portfolio will identify what products the Enterprise needs, the boundary of the products, and what constraints a product owner has; this defines the Enterprise's

A. risk tolerance
B. business continuity
C. backlog
D. operating model

Correct Answer: C
Section:
Explanation:
When considering agile development, Architecture to Support Portfolio will identify the necessary products for the enterprise, define their boundaries, and outline the constraints for a product owner. This process directly relates to defining the enterprise's backlog, which in agile methodologies, is a prioritized list of work for the development team that is derived from the roadmap and its requirements.

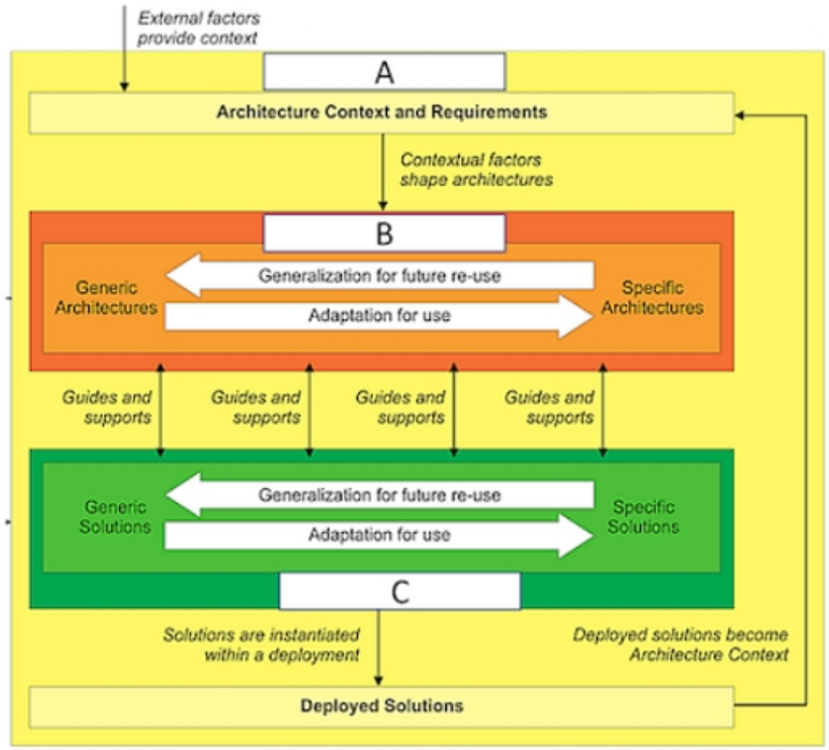
QUESTION 35
Complete the sentence. The four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository are Strategy, Portfolio,

A. Project, and Solution Delivery.
B. Subordinate, and Superior Architecture.
C. Discreet, and Cohesive.
D. Segment, and End-to-end Target Architecture.

Correct Answer: D
Section:
Explanation:

The planning horizon, depth, and breadth of an Architecture Project, along with the contents of the EA Repository, are typically framed by Strategy, Portfolio, Segment, and End-to-end Target Architecture. The 'Segment' refers to a part of the organization, typically addressed in a Segment Architecture, while 'End-to-end Target Architecture' encompasses the complete view of the planned architecture across the entire organization.

QUESTION 36
Consider the illustration.



What are the items labelled A, B and C?

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

Correct Answer: A
Section:
Explanation:
The illustration shows the relationship between the Enterprise Continuum, the Architecture Continuum, and the Solutions Continuum, which are key concepts in the TOGAF framework. The Enterprise Continuum is a view of the Architecture Repository that shows how generic foundation architectures can be leveraged and specialized to support the requirements of an individual organization. The Architecture Continuum specifies a structured classification for architectural artifacts, such as models, patterns, and descriptions, that can be reused and adapted across different domains and levels of abstraction. The Solutions Continuum identifies implemented solutions that support various stages of business and IT capability evolution, such as common systems, industry solutions, and organization-specific solutions. The illustration also shows how the architecture context and requirements are influenced by external factors, such as business drivers, stakeholders, and standards, and how they shape the generic and specific architectures and solutions. The illustration also shows how the deployed solutions become part of the architecture context for future iterations of the architecture development cycle.
Reference:
* TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 6: Architecture Repository, Section 6.2 Enterprise Continuum.
* TOGAF Standard, 10th Edition, Part IV: Architecture Content Framework, Chapter 35: Enterprise Continuum and Tools, Section 35.1 Introduction.

QUESTION 37
Which section of the TOGAF template for Architecture Principles should highlight the business benefits of adhering to the principle?

A. Rationale
B. Name
C. Implications
D. Statement

Correct Answer: A
Section:
Explanation:
According to the TOGAF Standard, 10th Edition, the rationale section of the architecture principles template should highlight the business benefits of adhering to the principle, as well as the business risks of not adhering to it 1. The rationale section should explain the reasoning behind the principle, and provide evidence or arguments to support it. The rationale section should also link the principle to the business drivers, goals, and objectives of the enterprise, and show how the principle contributes to the value and success of the enterprise. The other options are not correct, as they have different purposes in the architecture principles template. The name section should provide a short and memorable name for the principle, such as ''Information is an Asset'' or ''Business Continuity'' 1. The statement section should provide a concise and formal statement of the principle, such as ''The enterprise's information is recognized as a core asset, and is managed accordingly'' or ''The enterprise's ability to provide critical services and products must be maintained in the event of a disaster'' 1. The implications section should identify the impact of the principle on the enterprise, such as the changes, costs, benefits, and risks that may result from applying or violating the principle 1.
Reference: 1: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles, Section 23.3 Developing Architecture Principles.