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CERTIFICATION EXAM SUPPORT

EXAM PREPARATION MATERIAL

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IMPORTANT NOTE

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Knowledge that moves beyond memorization.

Question: 1

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

Answer: D

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: 2

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

Answer: D

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: 3

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

Answer: A

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: 4

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''

Answer: A

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: 5

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

Answer: D

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: 6

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

A. Requirements
B. Principles
C. Concerns
D. Architecture views

Answer: C

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: 7

What is an objective of the ADM Implementation Governance Phase?

A. To provide continual monitoring of the governance framework
B. To ensure conformance for the target architecture
C. To finalize the Implementation and Migration Plan
D. To establish the resources for architecture governance

Answer: B

Explanation:

The objective of the ADM Implementation Governance Phase is to provide an architectural oversight of the implementation and to ensure conformance for the target architecture. This phase involves establishing procedures and processes to monitor and control the implementation projects and to verify that they comply with the defined architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2.7 Phase G: Implementation Governance.

Question: 8

In which part of the ADM cycle do building block gaps become associated with work packages that will address the gaps?

A. Phases G and H
B. Phases F
C. Phases B C and D
D. Phase E

Answer: D

Explanation:

In Phase E of the ADM cycle, building block gaps become associated with work packages that will address the gaps. This phase involves creating an Implementation and Migration Plan that defines a set of work packages and Transition Architectures that will deliver the Target Architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2.5 Phase E: Opportunities & Solutions.

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Question: 9

Complete the following sentence:

Presenting different and to stakeholders helps architects to extract hidden agendas principles and requirements that could impact the final Target Architecture

A. Alternatives Trade-offs
B. Solutions Applications
C. Architecture Views Architecture Viewpoints
D. Business Scenarios Business Models

Answer: C

Explanation:

According to the TOGAF Standard, an architecture view is a representation of a system from the perspective of a related set of concerns1. An architecture viewpoint is a specification of the conventions for a particular kind of architecture view1. Presenting different architecture views and architecture viewpoints to stakeholders helps architects to extract hidden agendas, principles, and requirements that could impact the final target architecture. This is because different stakeholders may have different concerns and interests in the system, and by showing them how the system addresses their concerns from different perspectives, the architects can elicit more feedback and validation from them2. For example, a business stakeholder may be interested in the business architecture view, which focuses on the business processes, functions, and capabilities of the system3. A security stakeholder may be interested in the enterprise security view, which addresses the security aspects of the system, such as confidentiality, integrity, and availability3. By presenting these views to the respective stakeholders, the architects can ensure that the system meets their expectations and needs, and also identify any potential issues or gaps that may affect the target architecture. Reference: 1: The TOGAF Standard, Version 9.2 - Architectural Artifacts - The Open Group1; 2: Understanding TOGAF Views and Viewpoints in Enterprise Architecture2; 3: Developing Architecture Views - The Open Group4

Question: 10

Complete the sentence The purpose of the Preliminary Phase is to

A. describe the target architecture
B. define the enterprise strategy
C. identify the stakeholders and their requirements
D. architect an Enterprise Architecture Capability

Answer: D

Explanation:

The purpose of the Preliminary Phase is to architect an Enterprise Architecture Capability that meets the needs and expectations of the enterprise's stakeholders and supports and enables subsequent phases of architecture development and transition. This phase involves defining the scope, principles, framework, and governance for the Enterprise Architecture Capability. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 Preliminary Phase.

Question: 11

What provides context for architecture work, by describing the needs and ways of working employed by the enterprise?

A. Architecture Contracts

B. Business principles business goals, and business drivers
C. Strategy and vision
D. Stakeholder needs

Answer: B

Explanation:

Business principles business goals, and business drivers provide context for architecture work, by describing the needs and ways of working employed by the enterprise. They define what the enterprise wants to achieve, how it wants to operate, and what factors influence its decisions and actions. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 Preliminary Phase.

Question: 12

Consider the following statement:
According to the TOGAF Standard a governed approach of a particular deliverable will ensure a system of continuous monitoring to check integrity changes decision-making and audit of all architecture-related activities
Which deliverable is being referred to?

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

Answer: A

Explanation:

An Architecture Contract is a deliverable that specifies the responsibilities and obligations of the parties involved in the implementation and governance of an architecture. It ensures a system of continuous monitoring to check integrity changes decision-making and audit of all architecture- related activities. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.4 Architecture Contracts.

Question: 13

Complete the sentence A business scenario describes

A. shortfalls between the Baseline and Target Architectures
B. business domain gaps such as cross-training requirements
C. business and technology environment in which those problems occur
D. general rules and guidelines tor the architecture being developed

Answer: C

Explanation:

A business scenario describes business and technology environment in which those problems occur. It provides a realistic context for identifying and addressing business problems and opportunities, as well as their impact on the enterprise's architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.1 Business Scenarios.

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Question: 14

Refer to the table below:

Phase	Output & Outcome	Essential Knowledge
7	Sufficient documentation to get permission to proceed. Permission to proceed to develop a Target Architecture to prove out a summary target.	The scope of the problem being addressed. Those who have interests that are fundamental to the problem being addressed. (Stakeholders & Concerns) What summary answer to the problem is acceptable to the stakeholders? Stakeholder priority and preference. What value does the summary answer provide?

Which ADM Phase does this describe?

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

Answer: B

Explanation:

Phase B of the ADM cycle is the Business Architecture phase. It describes the development of a Business Architecture to support an agreed Architecture Vision. The objectives of this phase are to describe the baseline and target Business Architecture, identify candidate Architecture Roadmap components based on gaps between the baseline and target, and determine whether an incremental approach is required. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2.2 Phase B: Business Architecture.

Question: 15

Which statement about Requirements Management is most correct?

A. The purpose of Requirements Management is to process change requests
B. Stakeholder requirements are captured once in Phase A and managed throughout the ADM cycle
C. Requirements Management is a step of all ADM Phases
D. Requirements Management and stakeholder engagement are placed at the center of architecture development

Answer: D

Explanation:

This statement about Requirements Management is most correct because it reflects the central role of Requirements Management and stakeholder engagement in the ADM cycle. Requirements Management is not a step of all ADM Phases, but rather an ongoing process that ensures that all relevant requirements are elicited, analyzed, prioritized, and addressed throughout the architecture development and transition. Stakeholder engagement is also a continuous activity that involves identifying, communicating, and managing stakeholder expectations and concerns. Reference: The TOGAF® Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

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Question: 16

Consider the following ADM phases objectives.

	Objective
1	Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
2	Ensure conformance with the Target Architecture by implementation projects
3	Ensure that the architecture development cycle is maintained
4	Ensure that the Architecture Governance Framework is executed

Which phase does each objective match?

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

Answer: B

Explanation:

According to the TOGAF Standard, Version 9.2, the ADM phases and their objectives are as follows1: Preliminary Phase: To prepare and initiate the architecture development cycle, including defining the architecture framework, principles, and governance.

Phase A: Architecture Vision: To define the scope, vision, and stakeholders of the architecture initiative, and to obtain approval to proceed.

Phase B: Business Architecture: To describe the baseline and target business architecture, and to identify the gaps between them.

Phase C: Information Systems Architectures: To describe the baseline and target data and application architectures, and to identify the gaps between them.

Phase D: Technology Architecture: To describe the baseline and target technology architecture, and to identify the gaps between them.

Phase 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. Phase F: Migration Planning: To finalize the implementation and migration plan, and to ensure alignment with the enterprise portfolio and project management.

Phase G: Implementation Governance: To provide architecture oversight and guidance for the implementation projects, and to manage any architecture change requests.

Phase H: Architecture Change Management: To monitor the changes in the business and technology environment, and to assess the impact and performance of the architecture.

Requirements Management: To manage the architecture requirements throughout the ADM cycle, and to ensure alignment with the business requirements.

Based on the above definitions, we can match each objective with the corresponding phase as follows:

Objective 1: Ensure that the business value and cost of work packages and transition architectures is understood by key stakeholders. This objective is achieved in Phase H: Architecture Change Management, where the value realization and cost-benefit analysis of the architecture are performed2.

Objective 2: Ensure conformance with the Target Architecture by implementation projects. This objective is achieved in Phase F: Migration Planning, where the conformance requirements and criteria for the implementation projects are defined3.

Objective 3: Ensure that the architecture development cycle is maintained. This objective is achieved in Phase F: Migration Planning, where the architecture roadmap and iteration cycle are maintained3. Objective 4: Ensure that the Architecture Governance Framework is executed. This objective is achieved in Phase G: Implementation Governance, where the architecture governance processes and procedures are applied to the implementation projects4.

Reference:

1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)

2: The TOGAF Standard, Version 9.2, Chapter 21: Architecture Change Management

3: The TOGAF Standard, Version 9.2, Chapter 20: Migration Planning

4: The TOGAF Standard, Version 9.2, Chapter 19: Implementation Governance

Question: 17

Consider the following statements

1 A whole corporation or a division of a corporation

2 A government agency or a single government department

3 Partnerships and alliances of businesses working together such as a consortium or supply chain What are those examples of according to the TOGAF Standard?

A. Enterprises

B. Business Units

C. Organizations

D. Architectures Scopes

Answer: A

Explanation:

Enterprises are examples of the scope of an architecture according to the TOGAF Standard. An enterprise is defined as any collection of organizations that has a common set of goals and/or a single bottom line. Enterprises can be whole corporations or divisions of a corporation, government agencies or single government departments, partnerships and alliances of businesses working together, etc. Reference: The TOGAF® Standard | The Open Group Website, Section 2.1 Core Concepts.

Question: 18

Complete the sentence When considering agile development Architecture to Support Project 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. operations

B. backlog

C. workflow management

D. lifecycle economics

Answer: B

Explanation:

When considering agile development, Architecture to Support Project will identify what products the enterprise needs, the boundary of the products, and what constraints a product owner has. This defines the enterprise's backlog. A backlog is a

list of features or tasks that need to be done to deliver a product or service. It is prioritized by the product owner based on the value and urgency of each item. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.5 Architecture to Support Project.

Question: 19

Which of the following is included as part of Architecture Governance1?

A. Ensuring compliance with internal and external standards and regulatory obligations
B. Creating and maintaining the Statement of Architecture Work though out the ADM cycle
C. Managing Stakeholders and their requirements
D. Interacting with the CxO level on Enterprise Architecture

Answer: A

Explanation:

Ensuring compliance with internal and external standards and regulatory obligations is one of the activities included as part of Architecture Governance. Architecture Governance is the practice and orientation by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level. It involves establishing processes, roles, responsibilities, policies, and standards to ensure that architectures are aligned with the enterprise's strategy and objectives, and meet the quality and performance requirements. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.6 Architecture Governance.

Question: 20

Complete the sentence The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from .

A. Solutions Architectures to Solution Building Blocks
B. generic architectures to reusable Solution Building Blocks
C. Foundation Architectures to re-usable architecture assets
D. generic architectures to Organization-Specific Architectures

Answer: D

Explanation:

The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from generic architectures to Organization-Specific Architectures. Generic architectures are architectures that have been developed for use across a wide range of enterprises with similar characteristics. They provide common models, functions, and services that can be reused and adapted for specific purposes. Organization-Specific Architectures are architectures that have been tailored to meet the needs and requirements of a particular enterprise or a major organizational unit within an enterprise. They reflect the unique vision, goals, culture, structure, processes, systems, and technologies of that enterprise or unit. Reference: The TOGAF® Standard | The Open Group Website, Section 2.3 Enterprise Continuum.

Question: 21

What are the following activities part of?

- Initial risk assessment

- Risk mitigation and residual risk assessment
- Risk monitoring

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

Answer: A

Explanation:

The following activities are part of Risk Management:
Initial risk assessment
Risk mitigation and residual risk assessment
Risk monitoring
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: 22

Which of the following statements about architecture partitioning are correct*?
1 Partitions are used to simplify the management of the Enterprise Architecture
2 Partitions are equivalent to architecture levels
3 Partitions enable different teams to work on different element of the architecture at the same time.
4 Partitions reflect the organization's structure

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

Answer: B

Explanation:

Statements 1 and 3 about architecture partitioning are correct. Architecture partitioning is the technique of dividing an architecture into smaller and more manageable parts that can be developed, maintained, and governed independently. Partitions are used to simplify the management of the Enterprise Architecture and to enable different teams to work on different elements of the architecture at the same time. Partitions are not equivalent to architecture levels, which are different degrees of abstraction or detail in an architecture. Partitions do not necessarily reflect the organization's structure, which may change over time or differ from the architecture's scope and boundaries. Reference: The TOGAF® Standard | The Open Group Website, Section 2.5 Architecture Partitioning.

Question: 23

Complete the sentence The Architecture Landscape is divided into levels known as .

A. Gaps Plateaus, and Target Architectures

B. Baseline. Transition and To Be Architectures
C. Segment Strategic and Capability Architectures
D. Transitional Complete and incremental Architectures

Answer: C

Explanation:

The Architecture Landscape is divided into levels known as Segment Strategic and Capability Architectures. These levels correspond to different scopes and purposes of architectures within an enterprise. Segment Architectures are architectures that address specific business units, functions, or processes within an enterprise. Strategic Architectures are architectures that provide a high-level view of the enterprise's vision, goals, and direction. Capability Architectures are architectures that address specific business capabilities or services that span multiple segments or domains. Reference: The TOGAF® Standard | The Open Group Website, Section 2.4 Architecture Repository.

Question: 24

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 Stakeholders preferences may go beyond the architecture project scope and needs control

Answer: C

Explanation:

This statement best supports the need to govern Enterprise Architecture. Best practice governance enables the organization to control value realization by ensuring that architectures are aligned with the enterprise's strategy and objectives, meet the quality and performance requirements, and deliver the expected benefits and outcomes. The Architecture Project does not mandate the governance of the target architecture, but rather follows the governance framework established by the enterprise. The TOGAF standard can be used without executive governance, but it is recommended that executive sponsorship and support are obtained for successful architecture development and transition. The Stakeholders preferences may go beyond the architecture project scope and need control, but this is not the primary reason for governing Enterprise Architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.6 Architecture Governance.

Question: 25

Which section of the TOGAF template for Architecture Principles should describe the relationship to other principles?

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

Answer: B

Explanation:

According to the TOGAF template for Architecture Principles, the Rationale section should describe the relationship to other principles, as well as the business benefits and the intentions of adhering to the principle. The Rationale section should use business terminology and point to the similarity of information and technology principles to the principles governing business operations. The Rationale section should also explain how the principle supports the achievement of the business objectives and key architecture drivers. Reference:

Architecture Principles Template

The TOGAF Standard, Version 9.2 - Architecture Principles

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Question: 26

Consider the following ADM phases objectives.

	Objective
1	Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
2	Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
3	Define the overall Solution Building Blocks (SBBs) to finalize the Target Architecture based on the ABBs
4	Ensure conformance with the Target Architecture by implementation projects

Which phase does each objective match?

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

Answer: B

Explanation:

1E: To identify delivery vehicles (projects programs portfolios) that will deliver the Target

Architecture 2F: To confirm readiness and ability to undergo change 3E: To determine whether an incremental approach is required and if so identify Transition Architectures that will deliver continuous business value 4G: To perform appropriate governance functions while the solution is being implemented

Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 ADM Phases.

Question: 27

Which statement best describes iteration and the ADM?

A. The ADM is iterative within the first cycle and then between phases
B. The level of detail is defined once and applies to all iterations

C. The ADM is sequential Iteration is applied within phases
D. The ADM is iterative, over the whole process between phases and within phases

Answer: D

Explanation:

This statement best describes iteration and the ADM. The ADM is iterative over the whole process between phases and within phases because it allows for feedback loops and refinements at any point in the architecture development and transition process. Iteration enables architects to address changing requirements, assumptions, constraints, and environments; to validate and improve architectures; to manage risks and issues; and to ensure stakeholder satisfaction and value realization. Reference: The TOGAF® Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

Question: 28

What are the four dimensions used to scope an architecture?

A. Business Data Application Technology
B. Strategy Segment Capability Budget
C. Breadth Depth Time Period Architecture Domains
D. Strategy Portfolio Project Solution Delivery

Answer: C

Explanation:

The four dimensions used to scope an architecture are Breadth, Depth, Time Period, and Architecture Domains1, p. 8.
Breadth refers to the extent of the enterprise covered by the architecture, which can range from a specific business unit to the entire organization1, p. 8.
Depth refers to the level of detail and completeness of the architecture, which can vary depending on the purpose, scope, and stakeholders of the architecture1, p. 8.
Time Period refers to the temporal aspects of the architecture, such as the current state, the target state, and the transition plan1, p. 8.
Architecture Domains refers to the classification of the architecture into four domains: Business,

Data, Application, and Technology1, p. 8.
These four dimensions help define the scope and boundaries of the architecture and ensure that it meets the needs and expectations of the stakeholders.
Reference:
1: The Open Group (2018). The TOGAF® Standard, Version 9.2. 1

Question: 29

Consider the following statement:

Separate projects may operate their own ADM cycles concurrently, with relationships between the different projects
What does it illustrate?

A. Implementation governance
B. Enterprise Architecture
C. Iteration

D. Requirements management

Answer: C

Explanation:

The statement illustrates iteration and the ADM. Iteration is the technique of repeating a process or a phase with the aim of improving or refining the outcome. Iteration allows for feedback loops and adaptations at any point in the architecture development and transition process. Separate projects may operate their own ADM cycles concurrently, with relationships between the different projects, to address different aspects or levels of the architecture in an iterative manner. Reference: The TOGAF® Standard | The Open Group Website, Section 3.1 Introduction to the ADM.

Question: 30

Which of the following is the ability to develop use and sustain the architecture of a particular enterprise using architecture to govern change?

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

Answer: A

Explanation:

The ability to develop, use, and sustain the architecture of a particular enterprise using architecture to govern change is an EA Capability. An EA Capability is a set of skills, processes, roles, responsibilities, tools, and techniques that enable an enterprise to successfully develop and maintain its Enterprise Architecture and achieve its desired outcomes. An EA Capability is part of an enterprise's overall capability portfolio and should be aligned with its strategy and objectives. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 Preliminary Phase.

Question: 31

Complete the sentence The purpose of Enterprise Architecture is to

A. take major improvement decisions
B. control the bigger changes
C. guide effective change
D. govern the stakeholders

Answer: C

Explanation:

The purpose of Enterprise Architecture is to guide effective change by providing a coherent and consistent view of the enterprise's current and future state, as well as the roadmap and principles for achieving it. Enterprise Architecture helps to align business and IT strategies, optimize resources and investments, reduce complexity and risks, enhance agility and innovation, and deliver value to stakeholders. Reference: The TOGAF® Standard | The Open Group Website, Section 1.3 Executive Overview.

Question: 32

Which of the following best describes the class of information known as the Reference Library within the Architecture Repository?

A. Guidelines and templates used to create new architectures
B. Specifications to which architectures must conform
C. A record of the governance activity across the enterprise
D. Processes to support governance of the Architecture Repository

Answer: A

Explanation:

The class of information known as the Reference Library within the Architecture Repository contains guidelines and templates used to create new architectures. The Reference Library provides a set of resources that can be leveraged or customized for specific architecture development purposes. It includes generic building blocks, patterns, models, standards, frameworks, methods, techniques, best practices, etc. Reference: The TOGAF® Standard | The Open Group Website, Section 2.4 Architecture Repository.

Question: 33

Complete the sentence A set of architecture principles that cover every situation perceived meets the recommended criteria of

A. consistency
B. robustness
C. stability
D. completeness

Answer: D

Explanation:

A set of architecture principles that cover every situation perceived meets the recommended criteria of completeness. Completeness is one of the six criteria that should be applied when developing or assessing architecture principles. Completeness means that there are no gaps or overlaps in the coverage of principles across all relevant aspects of the enterprise's architecture. Reference: The TOGAF® Standard | The Open Group Website, Section 3.3.7 Architecture Principles.

Question: 34

What is used to structure architectural information in an orderly way so that it can be processed to meet stakeholder needs?

A. A Stakeholder Map
B. An Architecture Framework
C. Content Metamodel
D. An EA Library

Answer: C

Explanation:

A content metamodel is a formal structure that defines the types of entities and relationships that are used to capture, store, filter, query, and represent architectural information in a way that supports consistency, completeness, and traceability12.

A stakeholder map is a tool that identifies and analyzes the key stakeholders and their interests, influence, and expectations in relation to the architecture3. It is not used to structure architectural information, but rather to understand the stakeholder needs and concerns.

An architecture framework is a set of principles, guidelines, standards, and tools that provide a common structure and methodology for developing architectures4. It is not used to structure architectural information, but rather to guide the architecture development process and ensure alignment with the business strategy and objectives.

An EA library is a repository that stores and manages the architecture artifacts, deliverables, and other relevant information produced and consumed during the architecture development and governance. It is not used to structure architectural information, but rather to provide access, security, and version control for the architecture content.

Reference: 1: The TOGAF Standard, Version 9.2 - Content Metamodel 2: TOGAF 9.2 Content Metamodel Framework - A Quick Guide - KnowledgeHut 3: The TOGAF Standard, Version 9.2 - Stakeholder Management 4: The TOGAF Standard, Version 9.2 - Architecture Framework : The TOGAF Standard, Version 9.2 - Architecture Repository

Question: 35

Which of the following best describes a purpose of the Gap Analysis technique?

A. To validate non-functional requirements
B. To establish quality metrics for the architecture
C. To determine service levels for the architecture
D. To identify missing functions

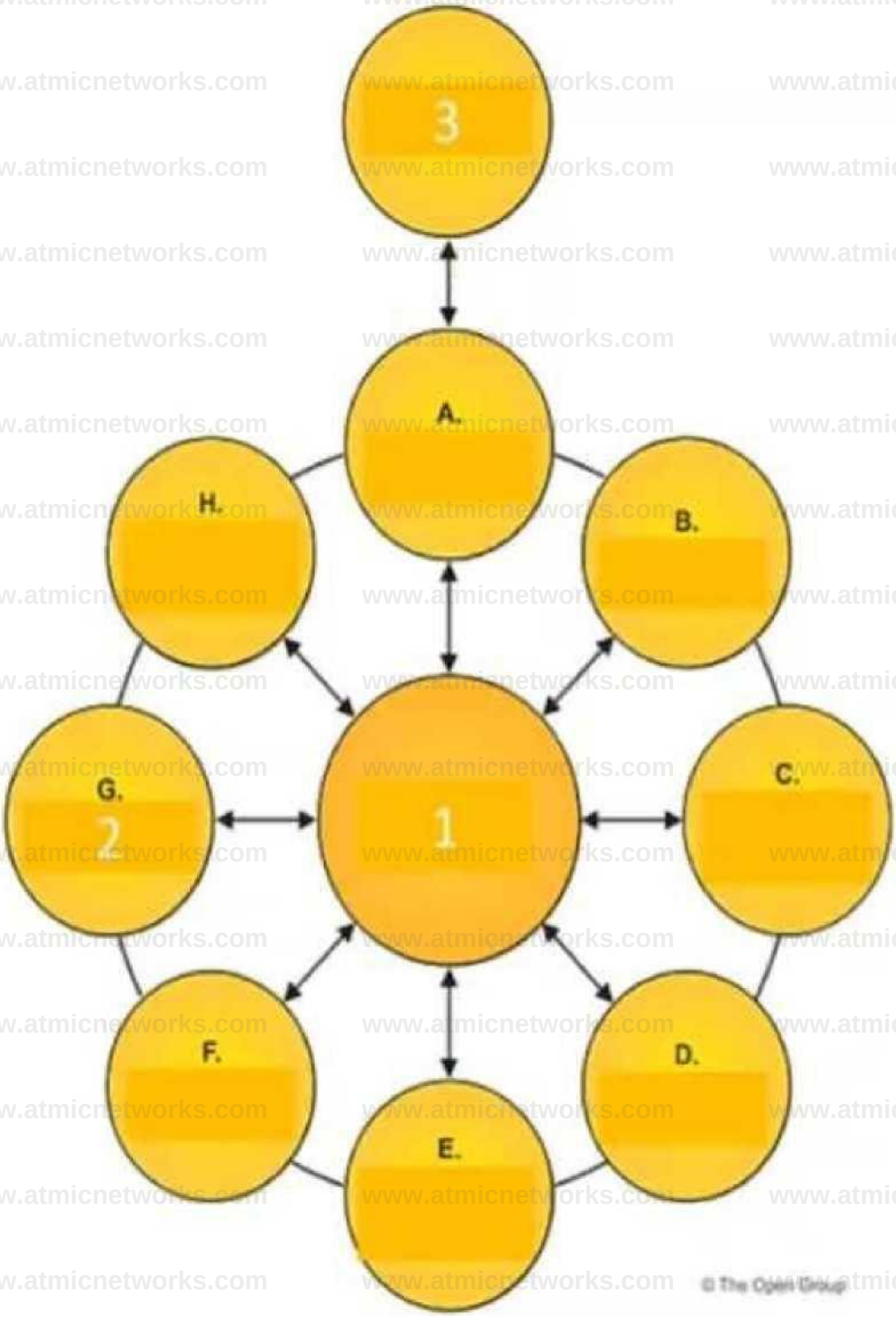
Answer: D

Explanation:

Gap analysis is a technique that is used to validate an architecture by highlighting the shortfall between the Baseline Architecture and the Target Architecture. One of the purposes of gap analysis is to identify missing functions that are either deliberately omitted, accidentally left out, or not yet defined in the Target Architecture. Missing functions are marked as gaps that need to be filled by developing or procuring the building blocks.

Question: 36

Exhibit



Consider the illustration showing an architecture development cycle Which description matches the phase of the ADM labeled as item 1?

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

Answer: C

Explanation:

The illustration shows an architecture development cycle based on 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: Preliminary Phase: To prepare and initiate the architecture development cycle, including defining the architecture framework, principles, and governance.

Phase A: Architecture Vision: To define the scope, vision, and stakeholders of the architecture initiative, and to obtain approval to proceed.

Phase B: Business Architecture: To describe the baseline and target business architecture, and to identify the gaps between them.

Phase C: Information Systems Architectures: To describe the baseline and target data and application architectures, and to identify the gaps between them.

Phase D: Technology Architecture: To describe the baseline and target technology architecture, and to identify the gaps between them.

Phase 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. Phase F: Migration Planning: To finalize the implementation and migration plan, and to ensure alignment with the enterprise portfolio and project management.

Phase G: Implementation Governance: To provide architecture oversight and guidance for the implementation projects, and to manage any architecture change requests.

Phase H: Architecture Change Management: To monitor the changes in the business and technology environment, and to assess the impact and performance of the architecture.

In addition to these phases, there is a central process called Requirements Management, which is labeled as item 1 in the illustration. This process operates throughout the ADM cycle, and its purpose is to manage the architecture requirements throughout the architecture development, ensuring that they are aligned with the business requirements and the stakeholder concerns2.

Therefore, the description that matches the phase of the ADM labeled as item 1 is C. Operates the process of managing architecture requirements.

Reference:

1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)

2: The TOGAF Standard, Version 9.2, Chapter 17: Requirements Management

Question: 37

Which of the following best describes the purpose of the Architecture Roadmap?

A. It provides for effective communication of the end architecture project to the stakeholders B. It is sent from the sponsor and triggers the start of an architecture development cycle C. It forms the basis of a contractual agreement between the sponsor and the architecture organization

D. It lists work packages on a timeline showing progress towards the Target Architecture

Answer: D

Explanation:

The purpose of the Architecture Roadmap is to provide a high-level view of how the Baseline Architecture will transition to the Target Architecture over time. It lists work packages on a timeline showing progress towards the Target Architecture, as well as dependencies, risks, and benefits. The

Architecture Roadmap forms part of the Implementation and Migration Plan and guides the execution of the architecture projects.

Reference: https://pubs.opengroup.org/architecture/togaf9- doc/arch/chap20.html

Question: 38

Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.

1	General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission
2	A set of quantitative statements that outline what an implementation project must do in order to comply with the architecture.
3	A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle
4	The scope and approach that will be used to complete an architecture development cycle

Which deliverables match these descriptions?

A. 1 Architecture Requirements Specification - 2 Request for Architecture Work - 3 Statement of Architecture Work - 4 Architecture Principles

B. 1 Statement of Architecture Work - 2 Architecture Principles - 3 Architecture Requirements Specification - 4 Request for Architecture Work

C. 1 Architecture Principles - 2 Architecture Requirements Specification - 3 Request for Architecture Work - 4 Statement of Architecture Work

D. 1 Request for Architecture Work - 2 Statement of Architecture Work - 3 Architecture Principles - 4 Architecture Requirements Specification

Answer: D

Explanation:

The Request for Architecture Work is a deliverable that is sent from the sponsor and triggers the start of an architecture development cycle. It defines the scope, budget, schedule, and deliverables for a specific architecture project. The Statement of Architecture Work is a deliverable that is produced by the architect and defines the approach and resources needed to complete an architecture project. It forms the basis of a contractual agreement between the sponsor and the architecture organization. The Architecture Principles are a deliverable that is produced by the architect and defines the general rules and guidelines for the architecture work. They reflect the business principles, business goals, and business drivers of the organization. The Architecture Requirements Specification is a deliverable

that is produced by the architect and defines the requirements that govern the architecture work. It covers both functional and non-functional requirements as well as constraints and assumptions.

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Question: 39

Which of the following is a responsibility of an Architecture Board?

A. Conducting assessments of the maturity level of architecture discipline within the organization
B. Allocating resources for architecture projects
C. Creating the Statement of Architecture Work
D. Establishing targets for re-use of components

Answer: D

Explanation:

An Architecture Board is an executive-level group responsible for the review and maintenance of the strategic architecture and all of its sub-architectures1. It is a key element in a successful Architecture Governance strategy2.

An Architecture Board is typically made responsible, and accountable, for achieving some or all of the following goals2:

Providing the basis for all decision-making with regard to the architectures

Consistency between sub-architectures

Establishing targets for re-use of components

Flexibility of the Enterprise Architecture: To meet changing business needs To leverage new technologies

Enforcement of Architecture Compliance

Improving the maturity level of architecture discipline within the organization

Ensuring that the discipline of architecture-based development is adopted

Supporting a visible escalation capability for out-of-bounds decisions

Therefore, the correct answer is option D, which captures one of the goals of an Architecture Board as stated in the TOGAF Standard, Version 9.22.

Option A is incorrect, because conducting assessments of the maturity level of architecture discipline within the organization is not a direct responsibility of an Architecture Board, but rather a part of the Architecture Capability Framework3.

Option B is incorrect, because allocating resources for architecture projects is not a direct responsibility of an Architecture Board, but rather a part of the Architecture Governance Framework4.

Option C is incorrect, because creating the Statement of Architecture Work is not a direct responsibility of an Architecture Board, but rather a part of the Architecture Development Method5. Reference:

1: Architecture Board - The Open Group3
2: TOGAF Standard, Version 9.2 - Part VI: Architecture Governance Framework - Architecture Board
3: TOGAF Standard, Version 9.2 - Part VI: Architecture Governance Framework - Architecture Capability Framework
4: TOGAF Standard, Version 9.2 - Part VI: Architecture Governance Framework - Architecture Governance Framework
5: TOGAF Standard, Version 9.2 - Part II: Architecture Development Method - Phase A: Architecture Vision

Question: 40

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

Answer: B

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: 41

Which of the following best describes the purpose of the Gap Analysis technique?

A. To govern the architecture throughout its implementation process
B. To develop a set of general rules and guidelines for the architecture
C. To identify items omitted from the Target Architecture
D. To allocate resources for architecture projects

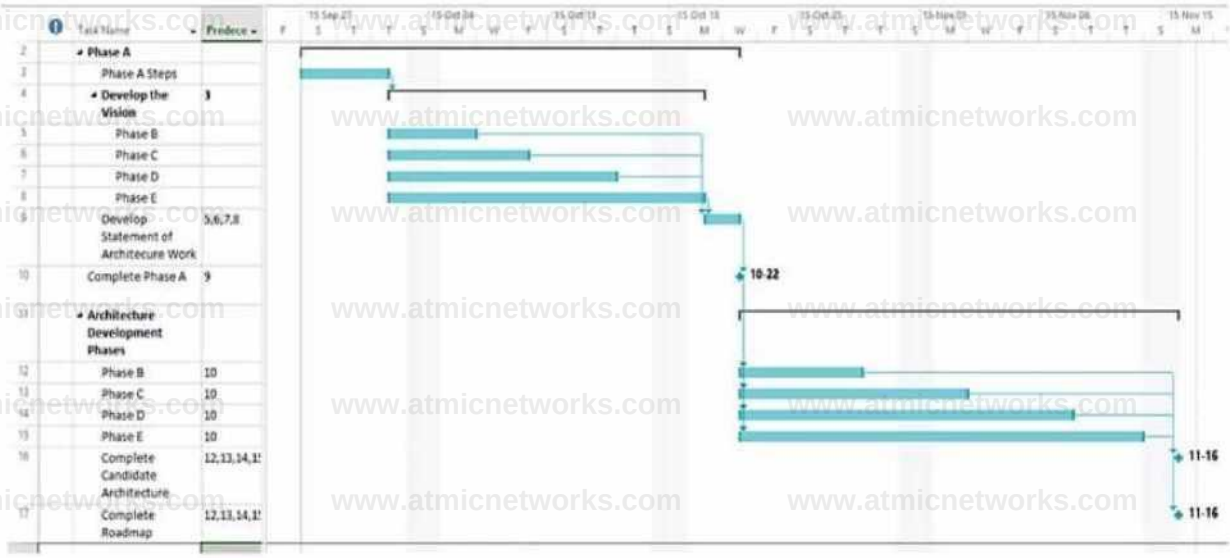
Answer: C

Explanation:

The purpose of the Gap Analysis technique is similar to the previous question, but with a focus on the Target Architecture. The technique helps to identify the items that are not included or specified in the Target Architecture, such as capabilities, services, components, standards, or technologies. These items may be essential for achieving the vision and goals of the enterprise, or for addressing the stakeholder concerns and requirements. By identifying the items omitted from the Target Architecture, the technique helps to ensure that the architecture is comprehensive, feasible, and realistic.

Question: 42

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.

Answer: C

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. Reference:

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: 43

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

Answer: A

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 agility12 Reference: 1: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 44: Introduction 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 45: Establishing and Maintaining an Enterprise Architecture Capability

Question: 44

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

Answer: D

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 Contract12 Reference: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment 2: The TOGAF Standard,

Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning

Question: 45

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

Answer: B

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 architecture3 Reference: 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: 46

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

Answer: C

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: 47

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

Answer: C

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)12 Reference: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning 2: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance

Question: 48

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

Answer: A

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: Preliminary Phase: To prepare and initiate the architecture development cycle, including defining the architecture framework, principles, and governance.

Phase A: Architecture Vision: To define the scope, vision, and stakeholders of the architecture initiative, and to obtain approval to proceed.

Phase B: Business Architecture: To describe the baseline and target business architecture, and to identify the gaps between them.

Phase C: Information Systems Architectures: To describe the baseline and target data and application architectures, and to identify the gaps between them.

Phase D: Technology Architecture: To describe the baseline and target technology architecture, and to identify the gaps between them.

Phase 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. Phase F: Migration Planning: To finalize the implementation and migration plan, and to ensure alignment with the enterprise portfolio and project management.

Phase G: Implementation Governance: To provide architecture oversight and guidance for the implementation projects, and to manage any architecture change requests.

Phase 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:

Objective 1: Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision. This objective is achieved in Phase C: Information Systems Architectures, where the data architecture is defined as a subset of the information systems architecture2.

Objective 2: Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals. This objective is achieved in Phase B: Business Architecture, where the business architecture is defined as a subset of the enterprise architecture3.

Objective 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 in Phase A: Architecture Vision, where the architecture vision is

defined as a high-level description of the target architecture and its benefits4.

Objective 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 in Phase C: Information Systems Architectures, where the application architecture is defined as a subset of the information systems architecture2.

Reference:

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: 49

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

Answer: B

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: 50

In which phase of the ADM cycle do building blocks become implementation-specific?

A. Phase B
B. Phase C
C. Phase D
D. Phase E

Answer: D

Explanation:

Building blocks are reusable components of business, IT, or architectural capability that can be combined to deliver architectures and solutions. Building blocks can be defined at various levels of detail, depending on the stage of architecture development. In

the earlier phases of the ADM cycle (A to D), building blocks are defined in generic terms, such as logical or physical, to provide a high- level view of the architecture. In Phase E: Opportunities and Solutions, building blocks become implementation-specific, meaning that they are linked to specific products, standards, technologies, and vendors that are available in the market. This phase also identifies the delivery vehicles, such as projects, programs, or portfolios, that will realize the building blocks12 Reference: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 23: Phase E:

Opportunities and Solutions 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks

Question: 51

Which of the following best describes purpose of the Business Scenarios?

A. To identify risk when implementing an architecture project
B. To identify and understand requirements
C. To catch errors in a project architecture early
D. To guide decision making throughout the enterprise

Answer: B

Explanation:

Business scenarios are a technique for capturing, clarifying, and communicating the functional and non-functional requirements of a system. Business scenarios describe the business environment, the actors involved, the desired outcomes, and the processes or rules that govern the behavior of the system. Business scenarios are useful for ensuring that the architecture addresses the real needs and concerns of the stakeholders, and for validating and testing the architecture against expected situations. Business scenarios are developed in Phase A: Architecture Vision of the ADM cycle, and refined and updated throughout the other phases3 Reference: 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 26: Business Scenarios : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision

Question: 52

Consider the following statements:

1. Each contracted party is required to act responsibly to the organization and its stakeholders.
2. All decisions taken, processes used, and their implementation will not be allowed to create unfair advantage to any one particular party.
3. Digital Transformation and operations will be more effective and efficient.
4. Strategic decision-making by C-Level executives and business leaders will be more effective. Which statements highlight the value and necessity for Architecture Governance to be adopted within organizations?

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

Answer: A

Explanation:

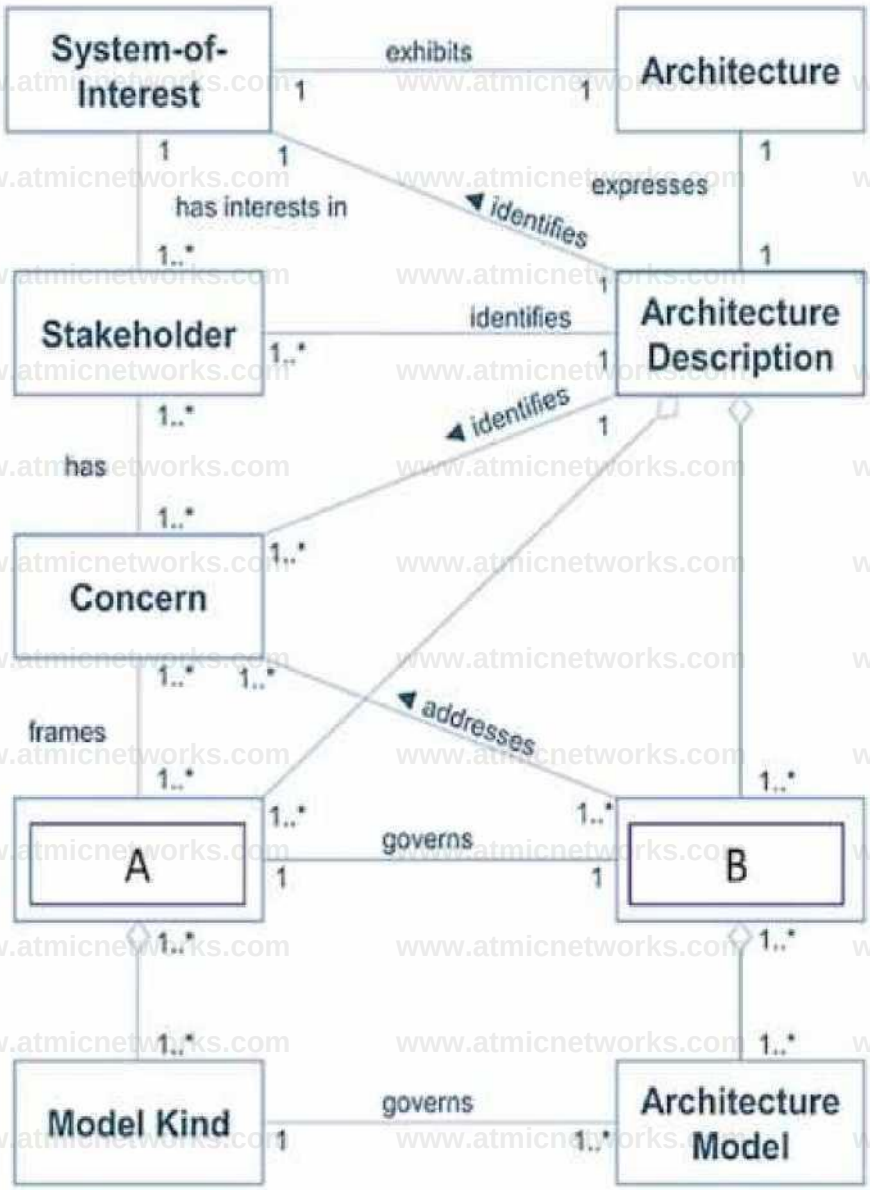
Architecture governance is the practice of ensuring compliance with the enterprise architecture and its principles, standards, and goals. Architecture governance provides the means to establish,

monitor, and control the architecture development and implementation processes, and to resolve any issues or conflicts that may arise. Architecture governance also ensures that all stakeholders are represented and involved in the decision-making process, and that their interests and concerns are balanced and aligned. Statements 1 and 2 highlight the value and necessity for architecture governance to be adopted within organizations, as they emphasize the importance of responsibility, accountability, fairness, and transparency in the architectural activities. Statements 3 and 4 are more related to the benefits and outcomes of having a good enterprise architecture, rather than the governance aspect.

Reference: : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 29: Architecture Governance

Question: 53

Refer to the Exhibit.



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

A. A-Architecture Viewpoint, B-Architecture View B. A-Architecture Board, B-Architecture Capability C. A-Candidate Architecture, B-Trade-off

D. A-Requirement. B-Candidate Architecture

Answer: A

Explanation:

The image shows a diagram that illustrates the basic concepts of architecture description as defined by the ISO/IEC/IEEE 42010:2011 standard1, which is also adopted by the TOGAF standard2.

According to the ISO/IEC/IEEE 42010:2011 standard, an architecture description is a work product used to express an architecture, and it consists of one or more architecture views1.

An architecture view is a representation of a system from the perspective of a related set of concerns, and it conforms to an architecture viewpoint1.

An architecture viewpoint is a specification of the conventions for constructing and using an architecture view to address specific stakeholder concerns1.

Therefore, the correct answer is option A, which identifies the items labeled as "A" and "B" in the image as an architecture viewpoint and an architecture view, respectively. Reference:

1: ISO/IEC/IEEE 42010:2011 - Systems and software engineering — Architecture description1

2: TOGAF Standard, Version 9.2 - Part IV: Architecture Content Framework - 31. Architectural Artifacts2

Question: 54

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

A. Phase

B. Preliminary Phase

C. Phase

D. Phase A

Answer: D

Explanation:

Phase A: Architecture Vision is the first phase of the Architecture Development Method (ADM) cycle, which is the core of the TOGAF standard. The main purpose of this phase is to define the scope and approach of the architecture development, and to create the Architecture Vision, which is a high- level description of the desired outcomes and benefits of the proposed architecture. To achieve this purpose, this phase focuses on defining the problem to be solved, identifying the stakeholders, their concerns, and requirements, and establishing the business goals and drivers that motivate the architecture work. This phase also involves obtaining the approval and commitment of the sponsors and other key stakeholders, and initiating the Architecture Governance process.

Reference: : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 5: Introduction to the ADM : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard,
Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18.3: Inputs : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18.4: Steps

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Question: 55

When considering the scope of an architecture, what dimension considers to what level of detail the architecting effort should go?

A. Project
B. Breadth
C. Depth
D. Architecture Domains

Answer: C

Explanation:

The scope of an architecture is the extent and level of detail of the architecture work. The scope of an architecture can be defined along four dimensions: project, breadth, depth, and architecture domains. The project dimension considers the boundaries and objectives of the architecture project, such as the time frame, budget, resources, and deliverables. The breadth dimension considers the coverage and completeness of the architecture across the enterprise, such as the organizational units, business functions, processes, and locations. The depth dimension considers the level of detail and specificity of the architecture, such as the granularity, abstraction, and precision of the architectural elements and relationships. The architecture domains dimension considers the aspects or segments of the architecture, such as the business, data, application, and technology domains. Therefore, the depth dimension is the one that considers to what level of detail the architecting effort should go.
Reference: : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 25: Architecture Scope : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 25.2: Scope Dimensions : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 25.2.1: Project, Breadth, Depth, and Architecture Domains

Question: 56

What is defined as the effect of uncertainty on objectives?

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

Answer: B

Explanation:

Risk is defined as the effect of uncertainty on objectives, according to the ISO 31000 standard, which provides principles and guidelines for risk management1 Risk can be positive or negative, depending on whether the uncertainty affects the achievement or the failure of the objectives. Risk can also be

expressed in terms of likelihood and impact, which indicate the probability and the consequence of the risk occurrence. Risk management is the coordinated activities to direct and control an organization with regard to risk. Risk management is an integral part of the TOGAF standard, as it helps to identify, assess, and treat the risks that may affect the architecture development and implementation2 Reference: 1: ISO 31000:2018, Risk management — Guidelines, Clause 3.1 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management

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Question: 57

What is an objective of the ADM Preliminary Phase?

A. To develop a vision of the business value to be delivered by the proposed enterprise architecture
B. To select and implement tools to support the Architecture Capability
C. To obtain approval for the Statement of Architecture Work
D. To create the initial version of the Architecture Roadmap

Answer: B

Explanation:

The Preliminary Phase is the preparatory phase of the Architecture Development Method (ADM) cycle, which sets the context and direction for the architecture work. One of the objectives of this phase is to select and implement tools to support the Architecture Capability, which is the ability of an organization to perform enterprise architecture effectively and efficiently. Tools can include software applications, methods, techniques, standards, and frameworks that assist the architecture development and governance processes. The selection and implementation of tools should be based on the requirements and constraints of the organization, and the alignment with the Architecture Principles and the Architecture Vision3 Reference: 3: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 6: Preliminary Phase : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 45: Establishing and Maintaining an Enterprise Architecture Capability : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 46: Tools for Architecture Development

Question: 58

Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.

General rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission

The joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture.

A document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle

A set of quantitative statements that outline what an implementation

project must do in order to comply with the architecture.

Which deliverables match these descriptions?

A. 1 Architecture Principles -2 Architecture Contracts - 3 Request for Architecture Work - 4 Architecture Requirements Specification

B. 1 Architecture Contracts - 2 Architecture Requirements Specification - 3 Architecture Vision - 4 Architecture Principles

C. 1 Architecture Requirements Specification -2 Architecture Principles - 3 Architecture Vision - 4 Architecture Contracts

D. 1 Architecture Principles -2 Architecture Contracts - 3 Architecture Requirements Specification-4 Request for Architecture Work

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Answer: A

Explanation:

According to the TOGAF standard, the deliverables that match the descriptions are as follows:

1 Architecture Principles: These are general rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission1. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions1.

2 Architecture Contracts: These are the joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture2. They are used to ensure that the architecture is implemented and governed according to the agreed-upon specifications and standards2.

3 Request for Architecture Work: This is a document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle3. It defines the scope, schedule, budget, deliverables, and stakeholders of the architecture project3.

4 Architecture Requirements Specification: This is a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture4. It defines the requirements for each architecture domain, as well as the relationships and dependencies among them4.

Reference: 1: Architecture Principles 2: Architecture Contracts 3: Request for Architecture Work 4: Architecture Requirements Specification

Question: 59

What can architects present to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture?

A. Solutions and Applications

B. Alternatives and Trade-offs

C. Business Scenarios and Business Models

D. Architecture Views and Architecture Viewpoints

Answer: D

Explanation:

According to the TOGAF Standard, Version 9.2, an architecture view is a representation of a system from the perspective of a related set of concerns1. It consists of one or more architecture models that demonstrate how the system addresses the stakeholder concerns1.

An architecture viewpoint is a specification of the conventions for constructing and using an architecture view to address specific stakeholder concerns1. It defines the perspective, scope, notation, and techniques for creating an architecture view of a system1.

Architects can present architecture views and viewpoints to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture, because23: Architecture views and viewpoints help to communicate and visualize the architecture in a way that is meaningful and relevant to different stakeholders, addressing their specific interests and needs. Architecture views and viewpoints help to elicit and validate the stakeholder concerns and requirements, ensuring that they are aligned with the business goals and objectives, and that they are consistent and feasible within the architecture context.

Architecture views and viewpoints help to identify and resolve any conflicts, gaps, or trade-offs among the stakeholder concerns and requirements, ensuring that they are balanced and prioritized in the architecture design and decision-making.
Architecture views and viewpoints help to demonstrate and verify the value and benefits of the architecture to the stakeholders, ensuring that they are satisfied and committed to the architecture outcome and governance.

Reference:

1: The TOGAF Standard, Version 9.2, Chapter 22: Architecture Views, Viewpoints, and Stakeholders 2: The TOGAF Standard, Version 9.2, Chapter 4: Introduction to Part II, Section 4.2: What is an Architecture Framework?
3: The TOGAF Standard, Version 9.2, Chapter 31: Architectural Artifacts, Section 31.1: Basic Concepts

Question: 60

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

Answer: B

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

Reference: 1: Architecture Governance 2: Architecture Governance Benefits

Question: 61

What is the purpose of the Preliminary Phase?

A. Developing an Enterprise Architecture Capability.

B. Describing the target architecture.

C. Defining the Enterprise Strategy.

D. Identifying the stakeholders and their requirements.

Answer: A

Explanation:

An Enterprise Architecture Capability is the ability of the organization to perform effective and efficient architecture work, including the definition, governance, and management of its architectures2. The Preliminary Phase involves the following activities1:

- Reviewing the organizational context, scope, and drivers for conducting Enterprise Architecture
- Establishing the Architecture Capability desired by the organization, including the maturity level, roles, responsibilities, processes, and tools
- Defining and establishing the Organizational Model for Enterprise Architecture, which describes how the architecture function is organized and integrated within the enterprise
- Defining and establishing the Architecture Governance framework, which provides the mechanisms for ensuring the quality, consistency, and compliance of the architecture work
- Selecting and implementing the tools that support the Architecture Capability, such as repositories, modeling tools, and communication tools
- Defining the Architecture Principles that will guide and constrain the architecture work, based on the business principles, goals, and drivers of the organization
- Defining the Organization-Specific Architecture Framework, which is an adaptation of the generic TOGAF ADM to suit the specific requirements, standards, and practices of the organization

The Preliminary Phase is essential for preparing the organization for the successful development and implementation of its architectures, as well as for ensuring the alignment of the architecture work with the business strategy and objectives1.
Reference: 1: Preliminary Phase 2: Enterprise Architecture Capability

Question: 62

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

Answer: B

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

Reference: 1: The TOGAF Architecture Development Method

Question: 63

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.

Answer: B

Explanation:

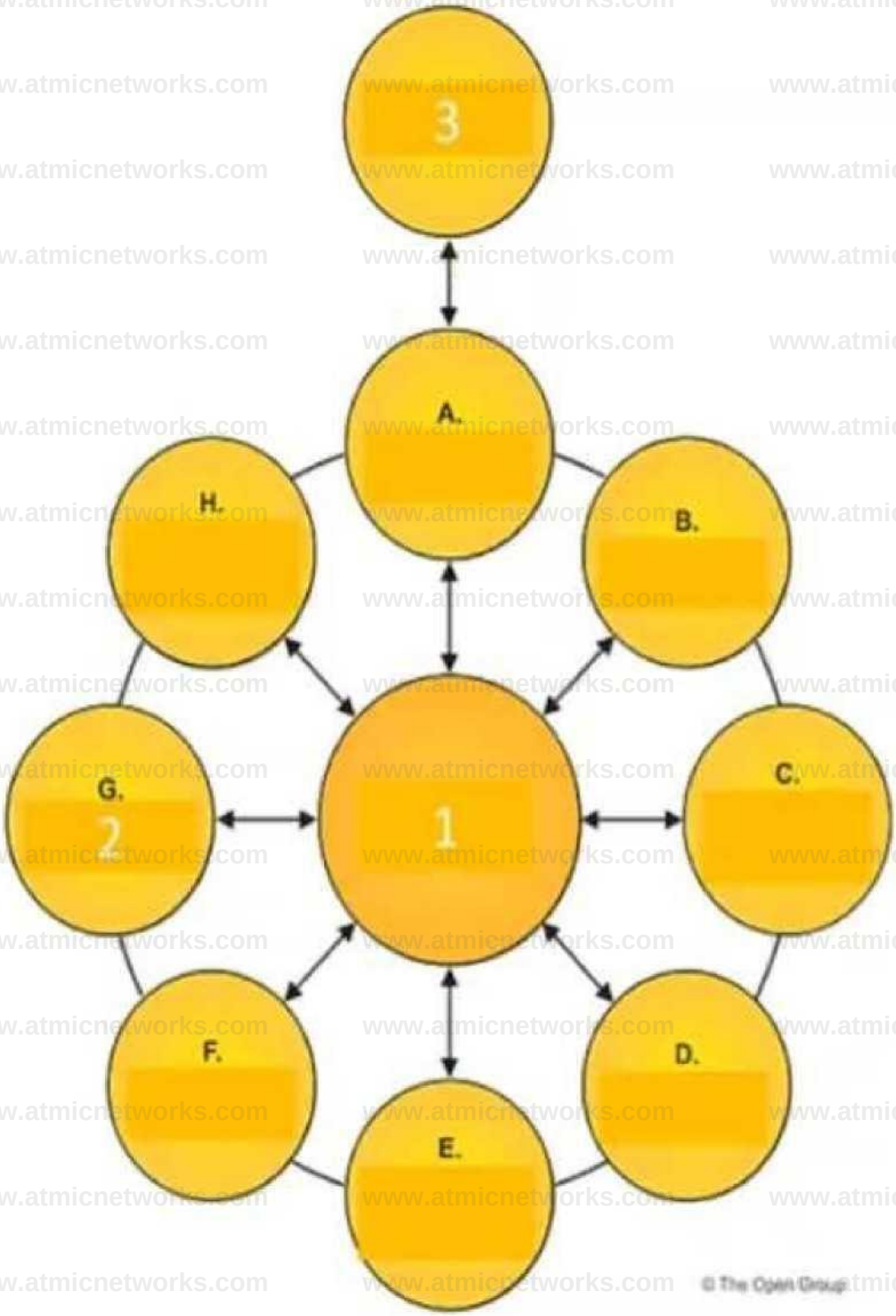
EA applies architecture principles and practices to analyze, design, plan, and implement enterprise analysis that supports digital transformation, IT growth, and the modernization of IT2. EA also helps organizations improve the efficiency, timeliness, and reliability of business information, as well 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.

Reference: 1: Enterprise architecture - Wikipedia 2: What is enterprise architecture? A framework for transformation 3: 3 The Purpose of Enterprise Architecture - The Open Group

Question: 64

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

Answer: D

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.

Reference: : Implementation Governance

Question: 65

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

Answer: D

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. Reference: 1: The TOGAF Standard, Version 9.2 - Risk Management 2: TOGAF ADM: Top 10 techniques – Part 9: Risk Management

Question: 66

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.

Answer: A

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. Reference: 1: The TOGAF Standard, Version 9.2 - Architecture Partitioning 2: TOGAF® Standard — Introduction - Architecture Partitioning 3: [The TOGAF Standard, Version 9.2 - Applying the ADM Across the Architecture Landscape] 4: TOGAF®

Standard — Introduction - Definitions - The Open Group

Question: 67

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

Answer: C

Explanation:

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

- Phase D: Technology Architecture
  - Develop the Target Technology Architecture that enables the Information Systems Architecture and the Architecture Vision
  - Define the Baseline Technology Architecture, if not available
  - Perform a gap analysis between the Baseline and Target Technology Architectures
  - Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology Architectures
  - 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

Reference: 1: The TOGAF Architecture Development Method

Question: 68

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

Answer: D

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.

Reference: 2: The TOGAF Standard, Version 9.2 - Architecture Principles 3: TOGAF 8.1.1 Online - Architecture Principles 1:

Architecture Principles Template

Question: 69

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

Answer: D

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

Reference: 1: The TOGAF Standard, Version 9.2 - Enterprise Continuum 2: The TOGAF Standard, Version 9.2 - Architecture Continuum 3: The TOGAF Standard, Version 9.2 - Solutions Continuum

Question: 70

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

Answer: D

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.

Reference: 1: The TOGAF Standard, Version 9.2 - Definitions 2: TOGAF® Standard — Introduction - Definitions 3: [Logical vs Physical Architecture] 4: [Information Architecture vs Data Architecture] 5: [The TOGAF Standard, Version 9.2 - Applying the ADM Across the Architecture Landscape]

Question: 71

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

Answer: C

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.

Reference: 1: Architecture Requirements Repository 2: Architecture Board

Question: 72

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

Answer: A

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: 73

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

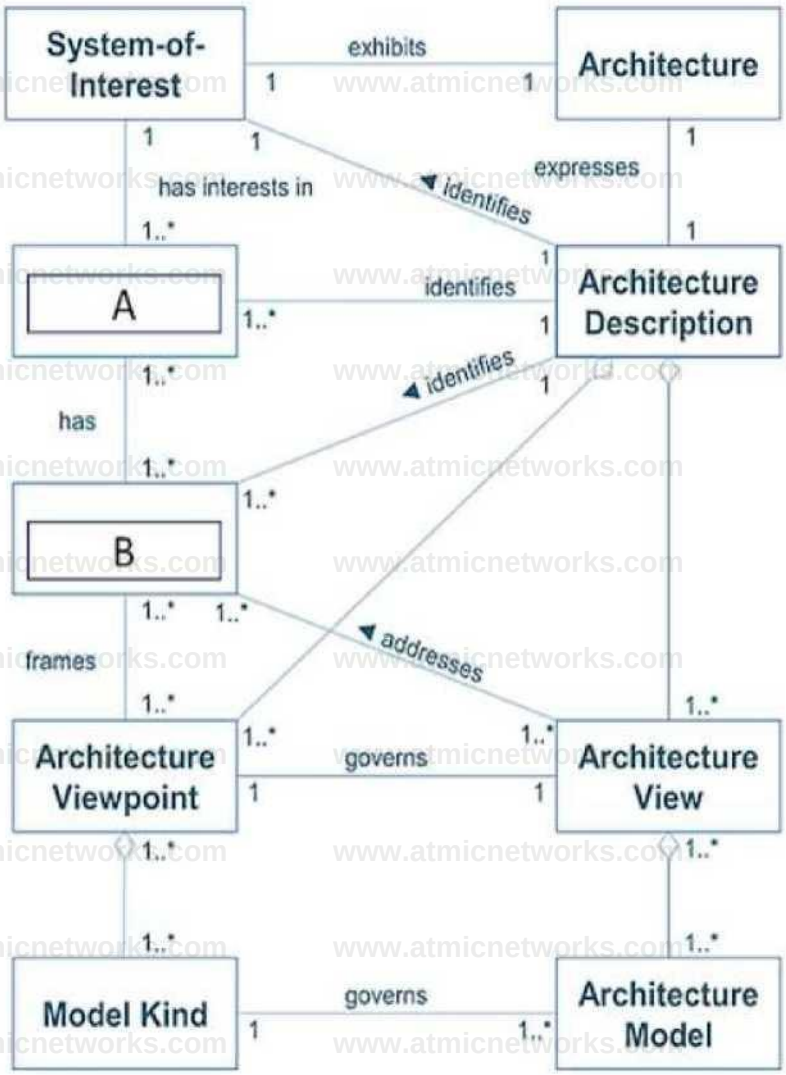
D. A building block

Answer: D

Explanation:

Question: 74

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

Answer: C

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: 75

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

Answer: B

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, decisionmaking, 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: 76

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

Answer: D

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: 77

Refer to the table below:

Phase	Output & Outcome	Essential Knowledge
?	Completion of the projects to implement the changes necessary to reach the adjusted target state.	Purpose and constraints on the implementation team. (Gap, Architecture Requirement Specification, Control) How stakeholder priority and preference adjust in response to success, value, effort, and risk of change. (Stakeholder Requirements)

Which ADM Phase does this describe?

A. Phase E

B. Phase G

C. Phase A

D. Phase F

Answer: B

Explanation:

The table describes the output, outcome, and essential knowledge of an ADM phase that oversees the implementation of changes necessary to reach the adjusted target state. This corresponds to Phase G, also known as Implementation Governance, which ensures that the architecture defined in earlier phases is realized, and it oversees the development and implementation of projects to align with this architecture. The essential knowledge required during this phase includes understanding constraints on the implementation team and adjusting stakeholder priority and preference in response to success, value, effort, and risk of change. Reference: TOGAF Version 9.1 - 1

Question: 78

Which of the following best describes the purpose of the Architecture Requirements Specification?

A. It contains an assessment of the current architecture requirements

B. It provides a set of statements that outline what a project must do to comply with the architecture

C. It is sent from the sponsor and triggers the start of an architecture development cycle

D. It defines the scope and approach to complete an architecture project

Answer: B

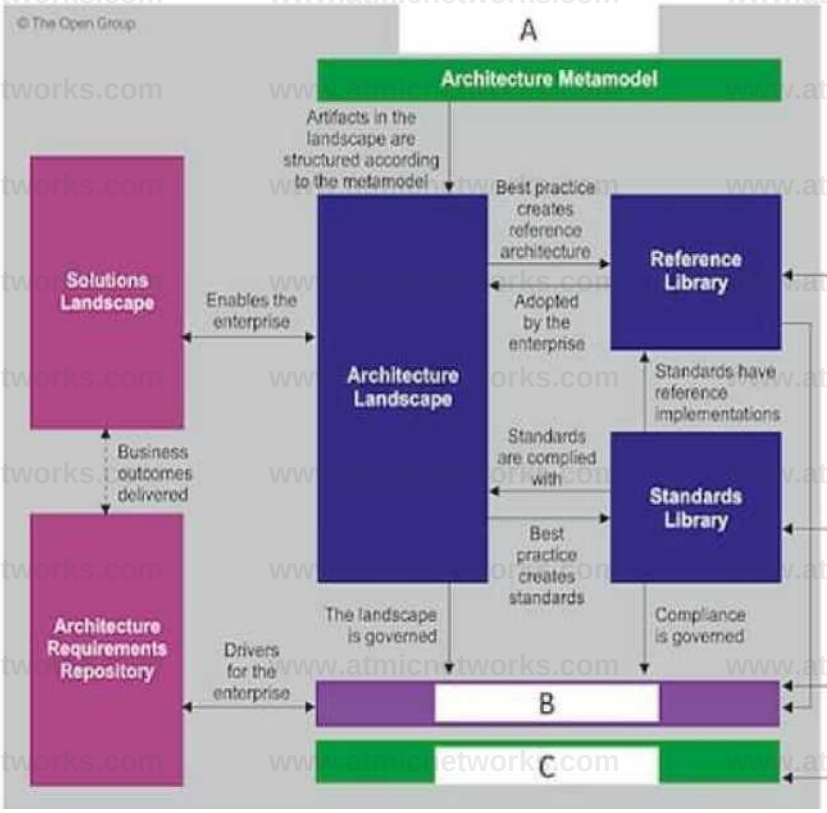
Explanation:

The Architecture Requirements Specification is one of the TOGAF deliverables that provides a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture12. It is a companion to the Architecture Definition Document, which provides a qualitative view of the solution and aims to communicate the intent of the architect. The Architecture Requirements Specification provides a quantitative view of the solution, stating measurable criteria that must be met during the implementation of the architecture3. It typically forms a major component of an implementation contract or contract for more detailed Architecture Definition4. Reference:

- Deliverable: Architecture Requirements Specification - The Open Group
- Architecture Requirements Specification - Visual Paradigm Community Circle
- The TOGAF Standard, Version 9.2 - Definitions - The Open Group
- The TOGAF Standard, Version 9.2 - Architecture Requirements Specification - The Open Group

Question: 79

Exhibit:



Consider the illustration. 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. A-Enterprise Repository, B-Board repository, C-Enterprise Capability

Answer: C

Explanation:

A-Architecture Repository: This is a part of the Architecture Metamodel that contains artifacts structured according to the metamodel. It includes the Architecture Landscape which is adopted by the enterprise and governed by certain standards and practices.

B-Governing Board: The Governing Board ensures visibility and escalation, meaning it oversees and manages the capability of the architecture landscape. It plays a crucial role in governance.

C-Enterprise Capability: This refers to how well an enterprise can execute its mission, meet business objectives or satisfy its stakeholders' needs and expectations. It's influenced by both internal factors (like resources, processes) and external ones (like market trends).

Reference: TOGAF Version 9.1, Chapter 34: 1

Question: 80

Consider the following statements:

1. Groups of countries, governments, or governmental organizations (such as militaries) working together to create common or shareable deliverables or infrastructures
2. Partnerships and alliances of businesses working together, such as a consortium or supply chain

What are those examples of according to the TOGAF Standard?

A. Enterprises

B. Organizations

C. Business Units

D. Architectures Scopes

Answer: D

Explanation:

According to the TOGAF standard, the two statements provided refer to different scopes within which architecture can be developed:
Groups of countries, governments, or governmental organizations working together typically align with broader, often international, scopes of architecture that transcend individual enterprise boundaries.
Partnerships and alliances of businesses working together, such as a consortium or supply chain, refer to collaborative efforts that can define architecture at a scope involving multiple enterprises. In both cases, the term "Architectures Scopes" is appropriate because it reflects the varying levels and contexts in which architectures can be defined, ranging from single business units to collaborative inter-organizational efforts.

Question: 81

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

Answer: C

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: 82

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

Answer: C

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: 83

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.

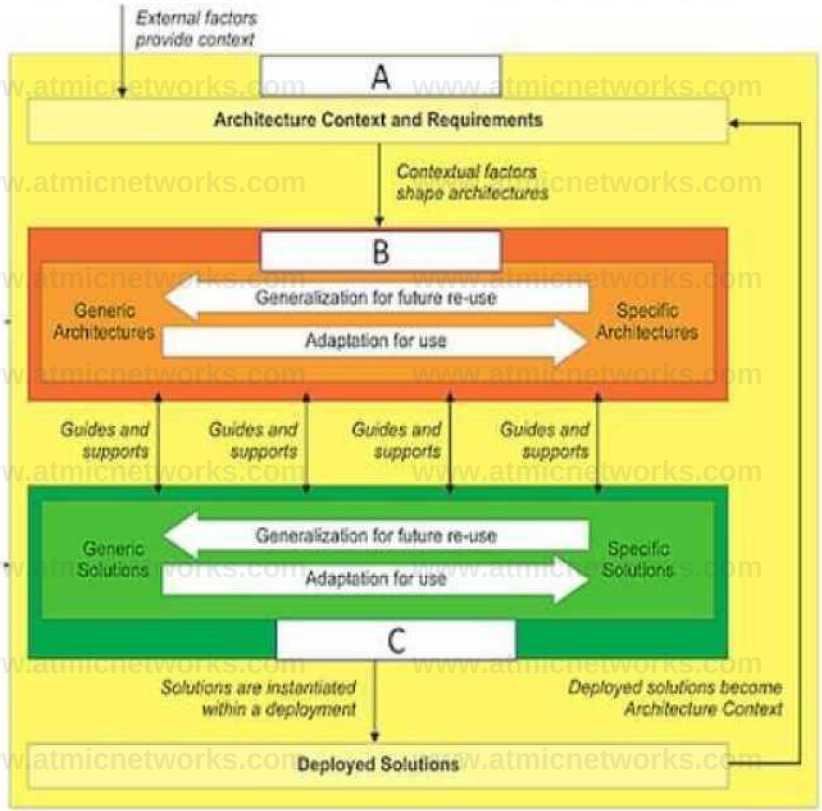
Answer: D

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: 84

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

Answer: A

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: 85

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

Answer: A

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.

Question: 86

In which phase(s) of the ADM would you deal with the actions resulting from a transformation readiness assessment?

A. Phase F

B. Phase G

C. Phase E and F

D. Phase A

Answer: C

Explanation:

According to the TOGAF Standard, 10th Edition, a transformation readiness assessment is a technique that evaluates the preparedness of the organization to undergo a change, and identifies the actions needed to increase the likelihood of a successful outcome. A transformation readiness assessment can be conducted in Phase E: Opportunities and Solutions, and the actions resulting from it can be dealt with in Phase F: Migration Planning 1. In Phase E, the transformation readiness assessment can help to identify the major implementation challenges and risks, and to define the critical success factors and key performance indicators for the architecture project. In Phase F, the actions resulting from the transformation readiness assessment can help to develop a detailed and realistic migration plan, and to address the gaps, issues, and dependencies that may affect the transition to the target architecture 1. Reference: 1: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 29: Business Transformation Readiness Assessment.

Question: 87

What is present in all phases within the ADM and should be identified, classified and mitigated before starting a transformation effort?

A. Budgetary constraints

B. Risk

C. Schedule constraints

D. Information gaps

Answer: B

Explanation:

According to the TOGAF Standard, 10th Edition, risk is present in all phases within the Architecture Development Method (ADM), and it should be identified, classified, and mitigated before starting a transformation effort 1. Risk is defined as “the effect of uncertainty on objectives” 2, and it can have positive or negative impacts on the architecture project. Risk management is a technique that helps to assess and address the potential risks that may affect the achievement of the architecture objectives, and

to balance the trade-offs between opportunities and threats. Risk management is applied throughout the ADM cycle, from the Preliminary Phase to the Requirements Management Phase, and it is integrated with other techniques, such as stakeholder management, business transformation readiness assessment, gap analysis, and migration planning 1. The other options are

not correct, as they are not present in all phases within the ADM, and they are not necessarily identified, classified, and mitigated before starting a transformation effort. Budgetary constraints are the limitations on the financial resources available for the architecture project, and they are usually considered in Phase E: Opportunities and Solutions, and Phase F: Migration Planning 3. Schedule constraints are the limitations on the time available for the architecture project, and they are also usually considered in Phase E and F 3. Information gaps are the missing or incomplete data or knowledge that may affect the architecture project, and they are usually identified in Phase B: Business Architecture, Phase C: Information Systems Architecture, and Phase D: Technology Architecture . Reference: 1: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management. 2: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 3: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 16: Phase E: Opportunities and Solutions, and Chapter 17: Phase F: Migration Planning. : TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 13: Phase B: Business Architecture, Chapter 14: Phase C: Information Systems Architecture, and Chapter 15: Phase D: Technology Architecture.

Question: 88

Which phase of the ADM has the purpose to develop an Enterprise Architecture Capability?

A. Phase G

B. Preliminary Phase

C. Phase A

D. Phase B

Answer: B

Explanation:

According to the TOGAF Standard, 10th Edition, the Preliminary Phase of the Architecture Development Method (ADM) has the purpose to develop an Enterprise Architecture Capability 1. An Enterprise Architecture Capability is the ability of the organization to perform the activities and tasks related to Enterprise Architecture, such as defining the scope, principles, vision, governance, and stakeholders of the architecture. The Preliminary Phase also establishes the architecture framework, the architecture repository, the architecture tools, and the architecture team 1. The other options are not correct, as they have different purposes in the ADM. Phase G: Implementation Governance has the purpose to ensure that the implementation projects conform to the target architecture 2. Phase A: Architecture Vision has the purpose to define the scope, stakeholders, business drivers, and objectives of the architecture project 3. Phase B: Business Architecture has the purpose to describe the baseline and target business architecture, and to identify the gaps between them . Reference: 1: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 6: Preliminary Phase. 2: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 18: Phase G: Implementation Governance. 3: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 12: Phase A: Architecture Vision. : TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 13: Phase B: Business Architecture.

Question: 89

Complete the following sentence. In the ADM, documents which are under development and have not undergone any formal review and approval process are called Documents which have been reviewed and approved are called

A. "draft"- "finalized"

B. "draft" - "approved"

C. "concept" - "deliverable"

D. "Version 0.1" - "Version 1.0"

Answer: B

Explanation:

According to the TOGAF Standard, 10th Edition, documents which are under development and have not undergone any formal review and approval process are called draft documents, while documents which have been reviewed and approved are called approved documents 1. Draft documents are typically marked with a version number of 0.x, indicating that they are incomplete or provisional. Approved documents are typically marked with a version number of 1.0 or higher, indicating that they have been finalized and authorized. The other options are not correct, as they are not the terms used by the TOGAF Standard to distinguish between documents under development and documents that have been reviewed and approved. The terms “finalized”, “concept”, “deliverable”, and “Version 0.1” and “Version 1.0” are not specific to the TOGAF Standard, and they may have different meanings or interpretations in different contexts. Reference: 1: TOGAF Standard, 10th Edition, Part II: Architecture Development Method, Chapter 7: Applying Iteration to the ADM, Section 7.2.3 Document Categorization.

Question: 90

According to the TOGAF standard, what term describes an individual with an interest in a system?

A. stakeholder

B. consumer

C. lead architect

D. sponsor

Answer: A

Explanation:

According to the TOGAF Standard, 10th Edition, a stakeholder is “an individual with an interest in a system” 1. A stakeholder can be anyone who is affected by the system, or who can influence or be influenced by the system. Stakeholders can have different roles, perspectives, and concerns regarding the system, and they can be internal or external to the organization. Stakeholder management is a technique that helps to identify, analyze, and engage the stakeholders of an architecture project, and to address their needs and expectations 2. The other options are not correct, as they are not the term used by the TOGAF Standard to describe an individual with an interest in a system. A consumer is “an individual or group that uses a product or service” 1. A lead

architect is “an individual who is responsible for leading the development of an architecture” 1. A sponsor is “an individual who provides funding and support for an architecture project” 1. Reference: 1: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 2: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 24: Stakeholder Management.

Question: 91

Which of the following describes the practice by which the enterprise architecture is managed and controlled at an enterprise-wide level?

A. Corporate governance

B. Architecture governance

C. IT governance

D. Technology governance

Answer: B

Explanation:

According to the TOGAF Standard, 10th Edition, architecture governance is “the practice by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level” 1. Architecture governance ensures that the architecture development and implementation are aligned with the strategic objectives, principles, standards, and requirements of the enterprise, and that they deliver the expected value and outcomes. Architecture governance also involves establishing and maintaining the architecture framework, repository, board, contracts, and compliance reviews 1. The other options are not correct, as they are not the term used by the TOGAF Standard to describe the practice by which the enterprise architecture is managed and controlled at an enterprise-wide level. Corporate governance is “the system by which an organization is directed and controlled” 2, and it covers aspects such as leadership, strategy, performance, accountability, and ethics. IT governance is “the system by which the current and future use of IT is directed and controlled” 2, and it covers aspects such as IT strategy, policies, standards, and services. Technology governance is “the system by which the technology decisions and investments are directed and controlled” 3, and it covers aspects such as technology selection, acquisition, deployment, and maintenance. Reference: 1: TOGAF Standard, 10th Edition, Part VI: Architecture Governance, Chapter 44: Introduction. 2: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions. 3: TOGAF Series Guide: Using the TOGAF Framework to Define and Govern Service-Oriented Architectures, Part II: Using the TOGAF Framework to Define and Govern Service-Oriented

Architectures, Chapter 5: Technology Governance.

Question: 92

Which of the following is a responsibility of an Architecture Board?

A. Determining the scope of an architecture compliance review

B. Allocating resources for architecture projects

C. Conducting assessments of the maturity level of architecture discipline within the organization

D. Achieving consistency between sub-architectures

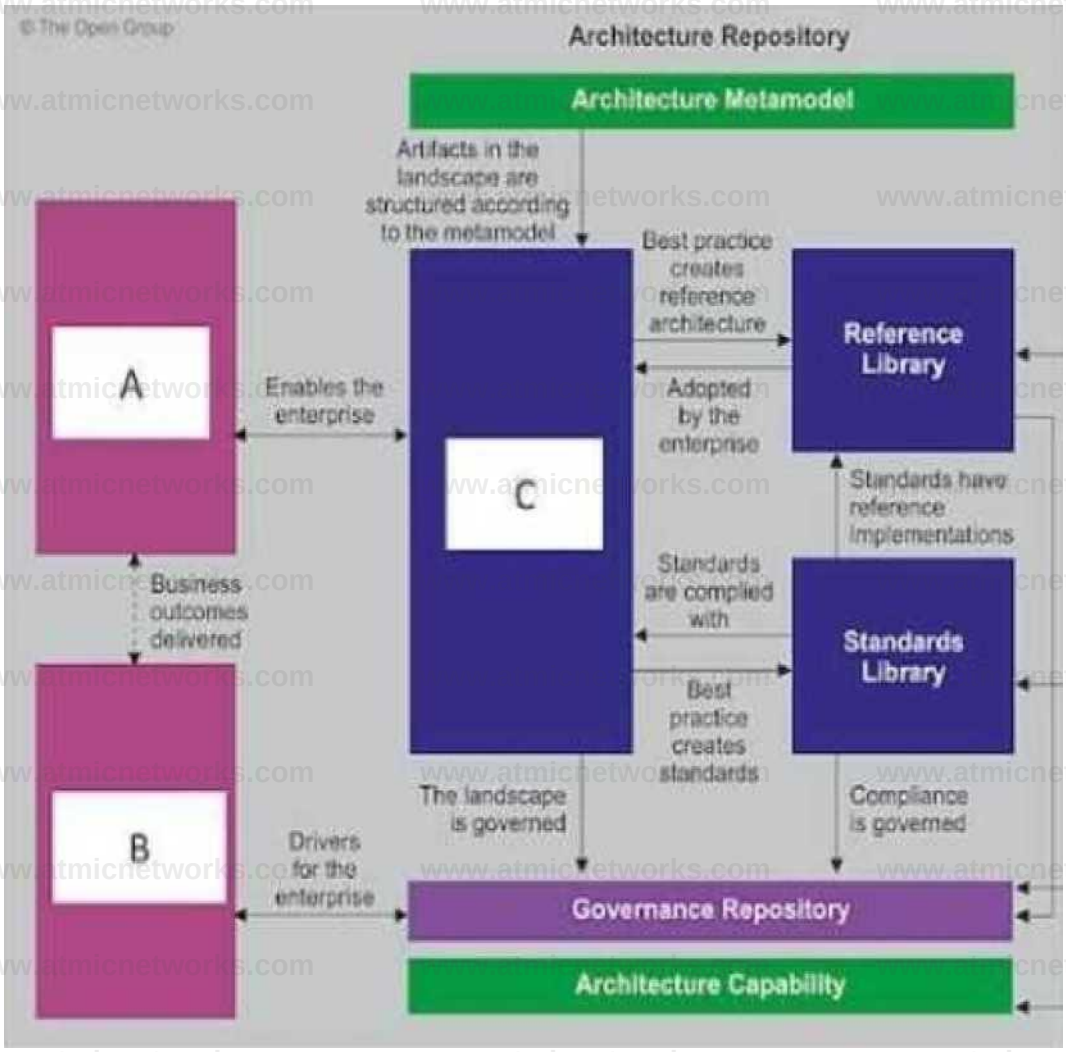
Answer: D

Explanation:

One of the key responsibilities of an Architecture Board within the context of TOGAF is to achieve consistency between sub-architectures. This board is typically responsible for overseeing the development and maintenance of the enterprise architecture, ensuring that it aligns with the organization's overall strategy and objectives. They play a critical role in ensuring that all sub-architectures (like Business Architecture, Data Architecture, Application Architecture, and Technology Architecture) work together cohesively and support the overall enterprise architecture vision and strategy.

Question: 93

Consider the illustration.



What are the items labelled A B and C?

A. A-Solution Landscape, B-Architecture Requirements Repository. C-Architecture Landscape B. A-Architecture Landscape B-Architecture Requirements Repository C-Solutions Landscape C. A-EA Landscape, B-Requirements Repository. C-Artifacts Landscape

D. A-Architecture Requirements Repository, B-Solutions Repository, C-Architecture Landscape

Answer: D

Explanation:

This aligns with the TOGAF Architecture Repository model where:

A (Architecture Requirements Repository) contains requirements that drive architecture work.

B (Solutions Repository) stores the building blocks or solutions that support the architecture.

C (Architecture Landscape) represents the architecture assets that depict the current, transition, and target architecture states across the enterprise

Question: 94

Which of the following is the ability to develop, use and sustain the architecture of a particular enterprise using architecture to govern change?

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

Answer: A

Explanation:

Question: 95

Refer to the table below:

Phase	Output & Outcome	Essential Knowledge
?	A set of work packages that address the set of gaps, with an indication of value produced and effort required, and dependencies between the work packages to reach the adjusted target.	Dependency between the set of changes. (Work Package & Gap dependency) Value, effort, and risk associated with each change and work package. How stakeholder priority and preference adjust in response to value, effort, and risk of change.

Which ADM Phase(s) does this describe?

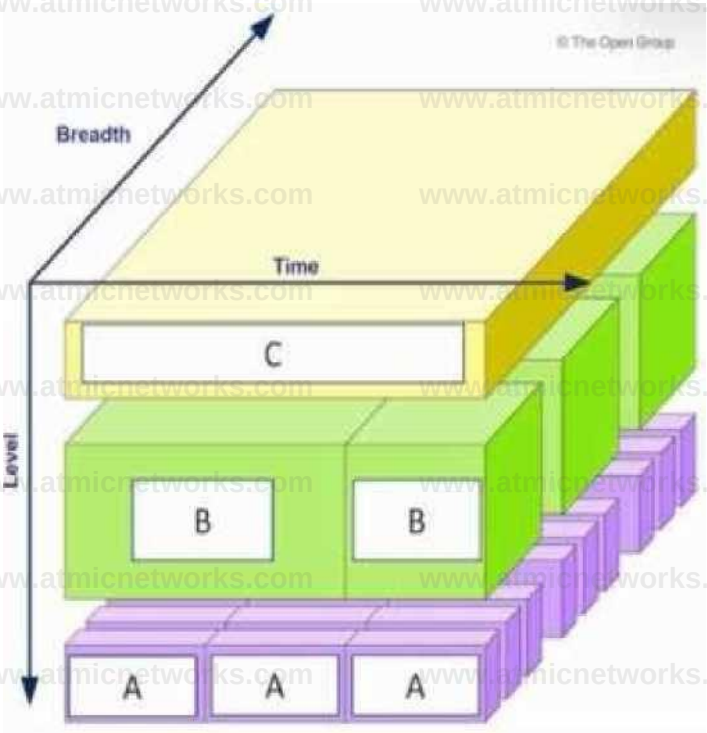
A. Phase E
B. Phase B, C and D
C. Phase A
D. Phase F

Answer: D

Explanation:

Question: 96

Refer to the exhibit.



Consider the diagram showing a classification model for Architecture Landscapes. What are the items labelled A, B and C?

A. A-Corporate Capability, B-Portfolio Capability, C-Project Capability
B. A-Strategy Architecture, B-Tactic Architecture, C-Operational Architecture
C. A-Architecture Vision, B-Business Architecture, C-Architecture Development
D. A-Capability Architecture, B-Segment Architecture, C-Enterprise Strategic Architecture

Answer: D

Explanation:

Question: 97

What ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance?

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

Answer: B

Explanation:

Question: 98

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

A. in between phases
B. known as "Version 0.1"
C. invalid
D. called "draft"

Answer: D

Explanation:

Question: 99

Complete the sentence. The purpose of Enterprise Architecture is to

A. take major improvement decisions.
B. guide effective change.
C. govern the stakeholders.
D. control the bigger changes.

Answer: D

Explanation:

Question: 100

Complete the sentence. The TOGAF standard covers the development of four architecture domains, Application, Business, Data and

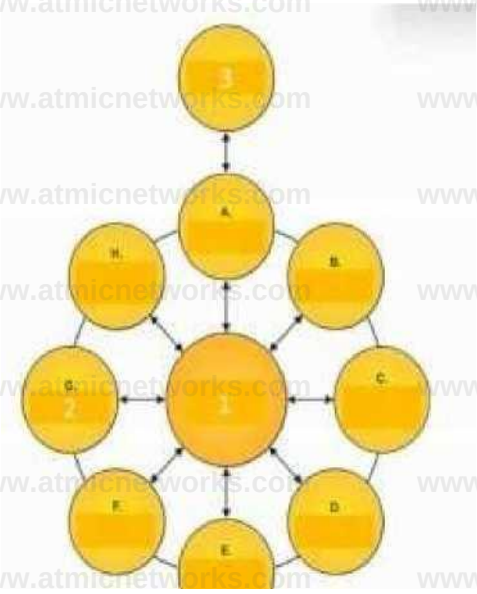
A. Technology
B. Transition
C. Segment
D. Capability

Answer: A

Explanation:

Question: 101

Refer to the exhibit.



Consider the illustration of an architecture development cycle.
Select the correct phase names corresponding to the labels 1, 2 and 3?

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

Answer: C

Explanation:

Question: 102

What information does the Architecture Requirements Repository within the Architecture Repository hold?

A. A set of guidelines, templates, and patterns to support the development of architecture requirements
B. The parameters and structures to support governance of architecture requirements
C. A log of the governance activity related to architecture requirements
D. The architecture requirements which have been agreed with the Architecture Board

Answer: D

Explanation:

Question: 103

Complete the sentence. When considering agile development, Architecture to Support Project 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. operations
B. backlog
C. lifecycle economics

D. workflow management

Answer: D

Explanation:

Question: 104

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. 1F-2E-3F-4G

B. 1E-2F-3E-4F

C. 1G-2E-3F-4F

D. 1E-2E-3F-4F

Answer: C

Explanation:

Question: 105

Complete the sentence. A business scenario describes

A. shortfalls between the Baseline and Target Architectures

B. business domain gaps, such as cross-training requirements

C. general rules and guidelines for the architecture being developed

D. business and technology environment in which those problems occur

Answer:

D

Explanation:

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