OGEA-103 Dumps

TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

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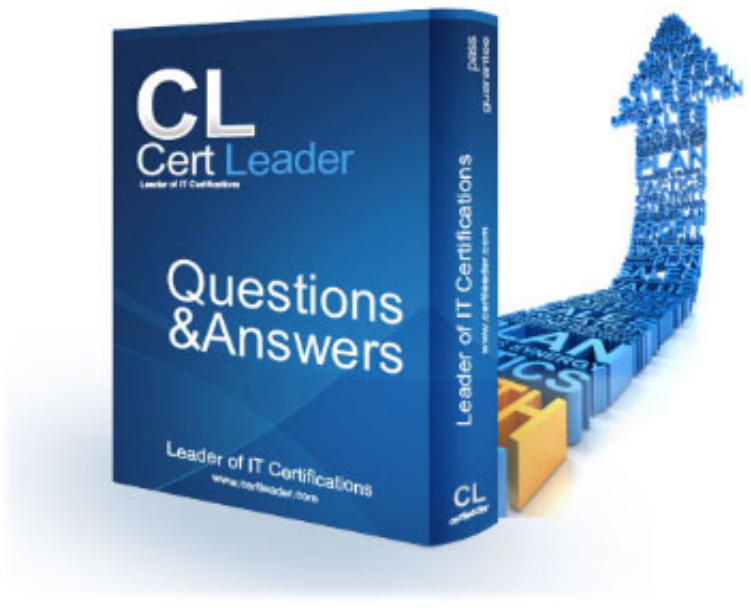


NEW QUESTION 1
- (Topic 1)
Which of the following best describes a purpose of the Gap Analysis technique?

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.

NEW QUESTION 2
- (Topic 1)
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, decision-making, and mechanisms to avoid or minimize potential conflicts of interest, such as between different stakeholders, business units, or projects34. Moreover, Architecture Governance requires transparency and accountability for all actions implemented and their decision support, so that they can be inspected and evaluated by authorized parties, such as auditors, regulators, or customers5 . References:
•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]

NEW QUESTION 3
- (Topic 1)
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.
References: 1: Enterprise architecture - Wikipedia 2: What is enterprise architecture? A framework for transformation 3: 3 The Purpose of Enterprise Architecture - The Open Group

NEW QUESTION 4
- (Topic 1)
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:
? Based on the above definitions, we can match each objective with the corresponding phase as follows:
References:
? 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

NEW QUESTION 5
- (Topic 1)
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. References: 1: TOGAF Standard, 10th Edition, Part III: ADM Guidelines and Techniques, Chapter 29: Business Transformation Readiness Assessment.

NEW QUESTION 6
- (Topic 1)
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 References: 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

NEW QUESTION 7
- (Topic 1)
Complete the sentence The Architecture Landscape is divided into levels known as _____.

A. Gaps Plateaus, and Target Architectures
B. Baselin
C. Transition and To Be Architectures
D. Segment Strategic and Capability Architectures
E. 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.

NEW QUESTION 8
- (Topic 1)
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.References: : 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

NEW QUESTION 9
- (Topic 1)
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 aparticular 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. References: 1: TOGAF Standard, 10th Edition, Part I: Introduction, Chapter 3: Definitions.

NEW QUESTION 10
- (Topic 1)
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 References: 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

NEW QUESTION 10
- (Topic 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.

NEW QUESTION 14
- (Topic 1)
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 andobjectives. Reference: The TOGAF® Standard | The Open Group Website, Section 3.2 Preliminary Phase.

NEW QUESTION 17
- (Topic 1)
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.
References: 1: Architecture Requirements Repository 2: Architecture Board

NEW QUESTION 22
- (Topic 1)
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.

NEW QUESTION 23
- (Topic 1)
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.

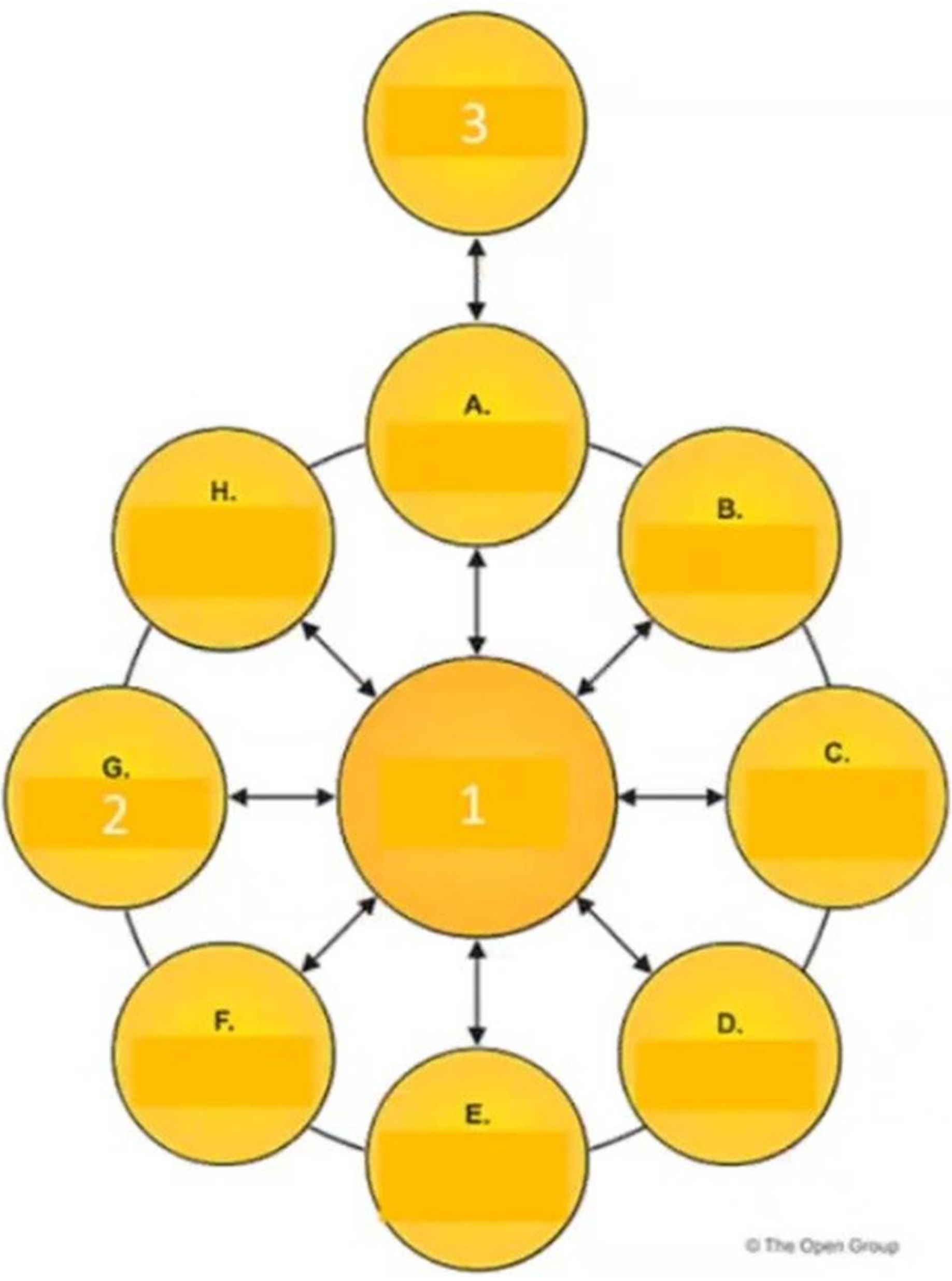
NEW QUESTION 24
- (Topic 1)
According to the TOGAF standard, what term describes an individual with an interest in a system?

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. References: 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.

NEW QUESTION 25
- (Topic 1)
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:
? 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. References:
? 1: The TOGAF Standard, Version 9.2, Chapter 5: Architecture Development Method (ADM)
? 2: The TOGAF Standard, Version 9.2, Chapter 17: Requirements Management

NEW QUESTION 29
- (Topic 1)
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?
? 1 Architecture Principles -2 Architecture Contracts - 3 Request for Architecture Work - 4 Architecture Requirements Specification
? 1 Architecture Contracts - 2 Architecture Requirements Specification - 3 Architecture Vision - 4 Architecture Principles
? 1 Architecture Requirements Specification -2 Architecture Principles - 3 Architecture Vision - 4 Architecture Contracts

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

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

NEW QUESTION 33
- (Topic 1)
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. References:
•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]

NEW QUESTION 38
- (Topic 1)
Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the

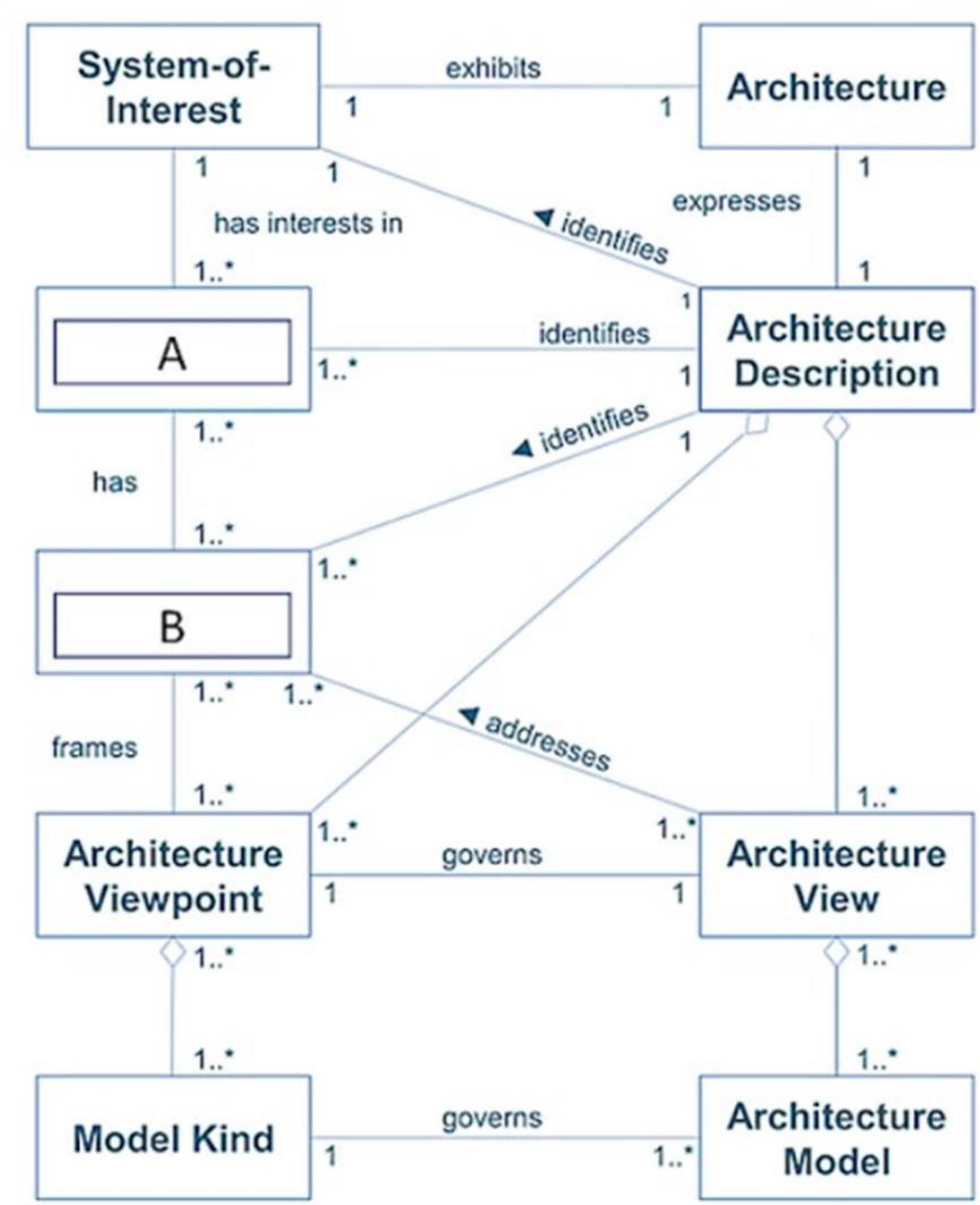
A. Architecture Requirements Specification
B. Architecture Roadmap
C. Implementation Governance Model
D. Implementation and Migration Plan

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 References: 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

NEW QUESTION 40
- (Topic 1)
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. References:
•The TOGAF Standard, Version 9.2 - Definitions - The Open Group

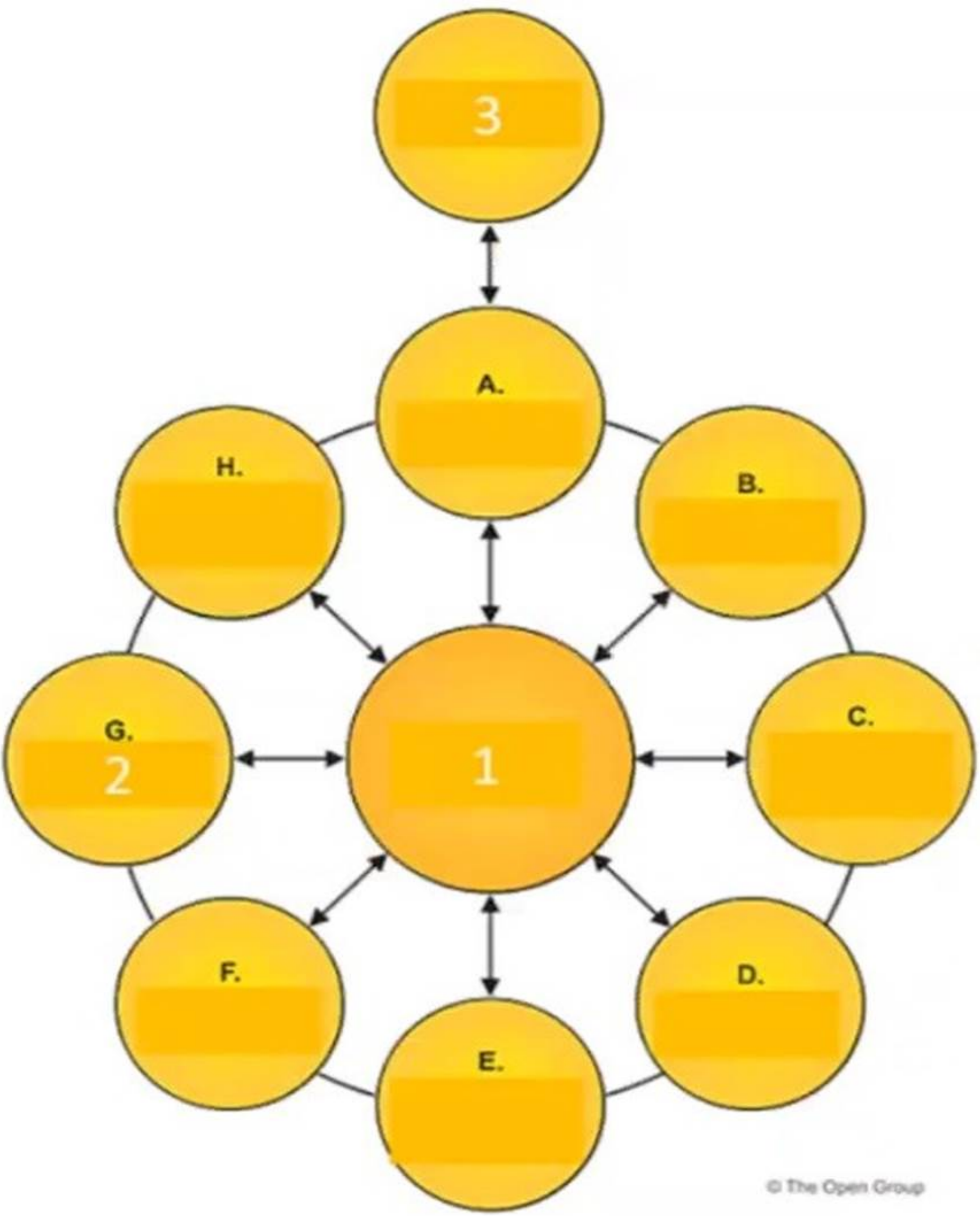
NEW QUESTION 44
- (Topic 1)
Which of the following best describes purpose of the Business Scenarios?

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
References: 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

NEW QUESTION 46
- (Topic 1)
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. References: : Implementation Governance

NEW QUESTION 47
- (Topic 1)
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. References: 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.

NEW QUESTION 52
- (Topic 1)
Which of the following best describes the purpose of the Architecture Roadmap?

A. It provides for effective communication of the end architecture project to thestakeholders
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.References:https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap20.html

NEW QUESTION 53
- (Topic 1)
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.

NEW QUESTION 56
- (Topic 1)
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.
References: : 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

NEW QUESTION 60
- (Topic 2)
Please read this scenario prior to answering the question
Your role is that of a consultant to the Lead Enterprise Architect to an international supplier of
engineering services and automated manufacturing systems. It has three manufacturing plants
where it assembles both standard and customized products for industrial production automation. Each of these plants has been operating its own planning and production scheduling systems, as well as applications and control systems that drive the automated production line.
The Enterprise Architecture department has been operating for several years and has mature,
well-developed architecture governance and development processes that are based on the TOGAF Standard. The CIO sponsors the Enterprise Architecture.
During a recent management meeting, a senior Vice-President highlighted an interview where
a competitor company's CIO is reported as saying that their production efficiency had been improved by replacing multiple planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in a central data center. Some discussion
followed,
with the CIO responding that the situations are not comparable, and the current architecture is
already optimized.
In response, the Architecture Board approved a Request for Architecture Work covering the investigations to determine if such an architecture transformation would lead to improvements in efficiency. You have been assigned to support the architecture team working on this project.
A well-known concern of the plant managers is about the security and reliability of driving their planning and production scheduling from a remote centralized system. Any chosen system would also need to support the current supply chain network consisting of local partners at each of the plants.
Refer to the scenario
You have been asked to explain how you will initiate the architecture project. Based on the TOGAF Standard, which of the following is the best answer?

A. You would research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier lis
B. Based on the findings from the research, you would define a preliminary Architecture Vision including summary views, high-level requirements, and high-level definitions of the baseline and target environments from a business, information systems, and technology perspectiv
C. You would then use that to build consensus among the key stakeholders.
D. You would conduct a pilot project that will enable vendors to demonstrate potential off-the-shelf solutions that address the concerns of the stakeholder
E. Running a pilot project will save time and money later in the proces
F. Based on the findings of that pilot project, a complete set of requirements can then be developed that will drive the evolution of the architectur
G. Once the requirements are completed, a formal stakeholder review should be held, and permission sought to proceed to develop the target architecture.
H. You would hold a series of interviews at each of the manufacturing plants using the business scenarios techniqu
I. This will allow you to understand the systems and integrations with local partner
J. You would use stakeholder analysis to identify key players in the engagement, and to understand their concern
K. You will then identify and document the key high-level stakeholder requirements for the architectur
L. You will then generate high level definitions of the baseline and target architectures.
M. You would develop baseline and target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholder
N. A business case, together with performance metrics and measures should be defined to ensure the architecture meets the business need
O. A consolidated gap analysis between the architectures will then validate theapproach and determine the capability increments needed to achieve the target state.

Answer: C

Explanation:
The best answer is C. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique. This will allow you to understand the systems and integrations with local partners. You would use stakeholder analysis to identify key players in the engagement, and to understand theirconcerns. You will then identify and document the key high-level stakeholder requirements for the architecture. You will then generate high level definitions of the baseline and target architectures.
This answer is based on the TOGAF standard, which recommends the following steps to initiate the architecture project1:
? Establish the architecture project
? Identify stakeholders, concerns, and business requirements
? Confirm and elaborate business goals, business drivers, and constraints
? Evaluate business capabilities
? Assess readiness for business transformation
? Define scope
? Confirm and elaborate Architecture Principles, including business principles
? Develop Architecture Vision
? Define the Target Architecture value propositions and KPIs
? Identify the business transformation risks and mitigation activities
? Secure stakeholder and sponsor approval
The answer C covers most of these steps, by using the business scenarios technique to elicit and validate the business requirements, goals, drivers, and constraints, as well as the current and future states of the architecture2.The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations3.The answer C also generates high level definitions of the baseline and target architectures, which can be used to develop the Architecture Vision and the value propositions4.
The other answers are not the best approach for architecture development, because:
? Answer A focuses on researching vendor literature and conducting briefings with vendors, which is not the best way to understand the business needs and the current situation of the enterprise. Answer A also defines a preliminary Architecture Vision without involving the stakeholders or validating the requirements, which may lead to misalignment and lack of consensus.
? Answer B conducts a pilot project that will enable vendors to demonstrate potential solutions, which is premature and costly at this stage of the architecture project. Answer B also does not address the stakeholder concerns or the current systems and integrations, which may result in gaps and risks. Answer B also

develops the requirements after the pilot project, which may not reflect the actual business needs and goals.
? Answer D develops baseline and target architectures for each of the manufacturing plants, which may not consider the enterprise-wide perspective and the potential benefits of a common ERP system. Answer D also does not involve the stakeholders or address their concerns, which may result in resistance and conflict. Answer D also does not define the business case or the performance
metrics, which are essential for demonstrating the value and feasibility of the architecture.
References:1:The TOGAF Standard, Version 9.2 - Architecture Vision2:The TOGAF Standard, Version 9.2 - Business Scenarios3: [The TOGAF Standard, Version 9.2 - Stakeholder Management]4: [The TOGAF Standard, Version 9.2 - Architecture Definition Document]

NEW QUESTION 62
- (Topic 2)
Please read this scenario prior to answering the question
You are working as Chief Enterprise Architect at a large Internet company. The company has many divisions, ranging from cloud to logistics. The company has grown rapidly, expanding from initially selling physical books and media to a range of services including an online marketplace, live-streaming. eBooks. and cloud services.
Overall management of the numerous divisions has become challenging. Recent high- profile projects have overrun on budget and under delivered, damaging the company's reputation, and adversely impacting its share price. There is a widely held view within the executive management that the organization structure has played a major role in these project failures.
The company has an established Enterprise Architecture program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). The CEO has decided that the company needs to reorganize its divisions around artificial intelligence and machine learning with a focus on automation. The CEO has worked with the Enterprise Architects to create a strategic architecture for the reorganization, including an Architecture Vision, together with definitions for the four domain architectures. This sets out an ambitious vision of the future of the company over a three-year period. This includes a set of work packages and includes three distinct transformations.
The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EAteam will need to assess the risks associated with the proposed architecture. He has received concerns from key stakeholders across the company that the proposed reorganization may be too ambitious and there is doubt whether it can produce sufficient value to warrant the risks.
Refer to the scenario
You have been asked to recommend an approach to satisfy these concerns. Based on the TOGAF Standard, which of the following is the best answer?

A. The Enterprise Architects should evaluate the organization's readiness to undergo chang
B. This will allow the risks associated with the transformations to be identified, classified, and mitigated fo
C. This should include identifying dependencies between the set of changes, including gaps and work packages.It will also identify improvement actions to be worked into the Implementation and Migration Pla
D. The business value, effort, and risk associated for each transformation should be determined.
E. The Enterprise Architects should bring together information about potential approaches and produce several alternative target transition architecture
F. They should then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs techniqu
G. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architecture
H. A value realization process should then be established to ensure that the concerns raised are addressed.
I. Establishing interoperability in alignment with the corporate operating model will ensure risks are minimize
J. The Enterprise Architects should apply an interoperability analysis to evaluate any potential issues across the architectur
K. This should include the development of a matrix showing the interoperability requirement
L. These can then be included within the transformation strategy embedded in the target transition architecture
M. The Enterprise Architects should then finalize the Architecture Roadmap and the Implementation and Migration Plan.
N. Before preparing the detailed Implementation and Migration plan, the Enterprise Architects should review and consolidate the gap analysis results from Phases B to This will identify the transformations required to achieve the proposed Target Architectur
O. The Enterprise Architects should then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identifie
P. The Transition Architecture should then be planned to use a state evolution table.

Answer: A

Explanation:
The Business Transformation Readiness Assessment is a technique that can be 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. This technique can help to address the concerns of the key stakeholders about the risks and value of the proposed reorganization. The technique involves assessing the following aspects of the organization: vision, commitment, capacity, capability, culture, and communication. Based on the assessment, the risks associated with the transformations can be identified, classified, and mitigated for. The technique also helps to identify the dependencies between the set of changes, including gaps and work packages, and the improvement actions to be worked into the Implementation and Migration Plan. The technique also supports the determination of the business value, effort, and risk associated for each transformation, which can be used to prioritize and sequence the work packages and the Transition Architectures1 References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment

NEW QUESTION 65
- (Topic 2)
Please read this scenario prior to answering the question
You are serving as the Lead Architect for an Enterprise Architecture team within a leading multinational biotechnology company. The company works in three major industries, including healthcare, crop production, and agriculture. Your team works within the healthcare division.
The healthcare division is developing a new vaccine, and has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the relevant health authorities. The clinical trials are undertaken by its research laboratories at multiple facilities worldwide. In addition to internal research and development activities, the healthcare division is also involved in publicly funded collaborative research projects with industrial and academic partners.
The Enterprise Architecture team has been engaged in an architecture project to develop a secure system that will allow the healthcare researchers to share information more easily about their clinical trials, and work more collaboratively across the organization and also with its partners. This system will also connect with external partners.
The Enterprise Architecture team uses the TOGAF ADM with extensions required to support healthcare manufacturing practices and laboratory practices. Due to the highly sensitive nature of the information that is managed, special care has been taken to ensure that each architecture domain considers the security and privacy issues that are relevant.
The Vice President for Worldwide Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that disruptions must be minimized for the clinical trials, and that the rollout must be undertaken incrementally.
Refer to the scenario
You have been asked to recommend the approach to identify the work packages for an incremental rollout meeting the requirements.
Based on the TOGAF standard which of the following is the best answer?

A. You recommend that the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix be grouped into a set of work package
B. Using the matrix as a planning tool, regroup the work packages to account for dependencie
C. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture, so that the implementation team can schedule the rollout one region at a time to minimize disruptio
D. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.
E. You recommend that a Consolidated Gap
F. Solutions and Dependencies Matrix is used as a planning tool for creating work package
G. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing produc
H. Group the similar solutions together to define the work package
I. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture considering the schedule for clinical trials, and document in an Architecture Definition Increments Table.
J. You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraint
K. A Consolidated Gap
L. Solutions and Dependencies Matrix should also be create
M. For each ga
N. identify a proposed solution and classify it as new development, purchased solution, or based on an existing produc
O. Group similar activities together to form work package
P. Identify dependencies between work packages factoring in the clinical trial schedule
Q. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.
R. You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procure
S. Eliminate any duplicate
T. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matri
. Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architecture
. Schedule the roll out of the work packages to be sequential across the geographic regions.

Answer: B

Explanation:
A Consolidated Gaps, Solutions and Dependencies Matrix is a technique that can be used to create work packages for an incremental rollout of the architecture. A work package is a set of actions or tasks that are required to implement a specific part of the architecture. A work package can be associated with one or more Architecture Building Blocks (ABBs) or Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. A work package can also be associated with one or more Capability Increments, which are defined, discrete portions of the overall capability that deliver business value. A Capability Increment can be realized by one or more Transition Architectures, which are intermediate states of the architecture that enable the transition from the Baseline Architecture to the Target Architecture123
The steps for creating work packages using this technique are:
? For each gap between the Baseline Architecture and the Target Architecture, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. A gap is a difference or deficiency in the current state of the architecture that needs to be addressed by the future state of the architecture. A solution is a way of resolving a gap by implementing one or more ABBs or SBBs.
? Group similar solutions together to define the work packages. Similar solutions are those that have common characteristics, such as functionality, technology, vendor, or location.
? Identify dependencies between work packages, such as logical, temporal, or resource dependencies. Dependencies indicate the order or priority of the work packages, and the constraints or risks that may affect their implementation.
? Regroup the work packages into a set of Capability Increments to transition to the Target Architecture. Capability Increments should be defined based on the business value, effort, and risk associated with each work package, and the schedule and objectives of the clinical trials. Capability Increments should also be aligned with the Architecture Vision and the Architecture Principles.
? Document the work packages and the Capability Increments in an Architecture
Definition Increments Table, which shows the mapping between the work packages, the ABBs, the SBBs, and the Capability Increments. The table also shows the dependencies, assumptions, and issues related to each work package and Capability Increment.
Therefore, the best answer is B, because it describes the approach to identify the work packages for an incremental rollout meeting the requirements, using the Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool.
References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 23: Phase E: Opportunities and Solutions : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : 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 III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles

NEW QUESTION 68
- (Topic 2)
Please read this scenario prior to answering the question
Your role is that of a consultant to the Lead Enterprise Architect in a multinational automotive manufacturer.
The company has a corporate strategy that focuses on electrification of its portfolio, and it has invested heavily in a new shared car platform to use across all its brands. The company has four manufacturing facilities, one in North America, two in Europe, and one in Asia.
A challenge that the company is facing is to scale up the number of vehicles coming off the production line to meet customer demand, while maintaining quality. There are significant supply chain shortages for electronic components, which are impacting production. In response to this the company has taken on new suppliers and has also taken design and production of the battery pack in-house.
The company has a mature Enterprise Architecture practice. The TOGAF standard is used for developing the process and systems used to design, manufacture, and test the battery pack. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.
As part of putting the new battery pack into production, adjustments to the assembly processes need to be made. A pilot project has been completed at a single location. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for implementation and migration at each plant.
Draft Architecture Contracts have been developed that detail the work needed to implement and deploy the new processes for each location. The company mixes internal teams with a few third-party contractors at the locations. The Chief Engineer has expressed concern that the deployment will not be consistent and of acceptable quality.
Refer to the scenario
The Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer's concern.
Based on the TOGAF Standard, which of the following is the best answer?

A. For changes requested by an internal team, you recommend a memorandum of understandingbetween the Architecture Board and the implementation organizatio

B. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contrac
C. You recommend thatthe Architecture Board reviews all deviations from the Architecture Contract and considers whether togrant a dispensation to allow the implementation organization to customize the process to meet theirlocal needs.
D. For changes undertaken by internal teams, you recommend a memorandum of understandingbetween the Architecture Board and the implementation organizatio
E. If a contract is issued to acontractor, you recommend that it is a fully enforceable legal contrac
F. If a deviation from theArchitecture Contract is found, you recommend that the Architecture Board grant a dispensation toallow the implementation organization to customize the process to meet their local needs.
G. You review the contracts ensuring that they address project objectives, effectiveness metrics,acceptance criteria, and risk managemen
H. Third-party contracts must be legally enforceabl
I. Yourecommend a schedule of compliance reviews at key points in the implementation process.You recommend that the Architecture Board reviews all deviations from the Architecture Contract andconsiders whether to grant a dispensation to allow the process to be customized for local needs.
J. You recommend that the Architecture Contracts be used to manage the architecture governanceprocesses across the location
K. You recommend deployment of monitoring tools to assess theperformance of each completed battery pack at each location and develop change requirements ifnecessar
L. If a deviation from the contract is detected, the Architecture Board should allow theArchitecture Contract to be modified meet the local need
M. In such cases they should issue a newRequest for Architecture Work to implement a modification to the Architecture Definition.

Answer: C

Explanation:
? According to the TOGAF Standard, Version 9.2, an Architecture Contract is a joint agreement between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture1. It defines the scope, responsibilities, and governance of the architecture work, and ensures the alignment and compliance of the architecture with the business goals and objectives1.
? In the scenario, the Lead Enterprise Architect has asked you to review the draft Architecture Contracts and recommend the best approach to address the Chief Engineer??s concern about the consistency and quality of the deployment of the new processes for the battery pack production at each location.
? The best answer is C, because it follows the guidelines and best practices for defining and using Architecture Contracts as described in the TOGAF Standard, Version 9.22. It ensures that the contracts cover the essential aspects of the project objectives, effectiveness metrics, acceptance criteria, and risk management, and that they are legally enforceable for third-party contractors. It also recommends a schedule of compliance reviews at key points in the implementation process, and a mechanism for handling any deviations from the Architecture Contract, involving the Architecture Board and the possibility of granting a dispensation to allow the process to be customized for local needs.
? The other options are not correct because they either23:
* A. For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that a memorandum of understanding is sufficient for internal teams, which may not be legally binding or enforceable.
* B. For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.: This option has the same problems as option A, and also implies that the Architecture Board should always grant a dispensation for any deviation, which may not be appropriate or desirable in some cases.
* D. You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified meet the local needs. In such cases they should issue a new Request for Architecture Work.: This option does not address the need to review the contracts to ensure that they address the project objectives, effectiveness metrics, acceptance criteria, and risk management. It also does not recommend a schedule of compliance reviews at key points in the implementation process. Moreover, it suggests that the Architecture Board should always allow the Architecture Contract to be modified for any deviation, which may not be appropriate or desirable in some cases. It also implies that a new Request for Architecture Work should be issued for each deviation, which may not be necessary or feasible.
References:
? 1: The TOGAF Standard, Version 9.2, Chapter 3: Definitions and Terminology, Section 3.1: Terms and Definitions
? 2: The TOGAF Standard, Version 9.2, Chapter 43: Architecture Contracts
? 3: The TOGAF Standard, Version 9.2, Chapter 44: Architecture Governance

NEW QUESTION 73
- (Topic 2)
Please read this scenario prior to answering the question
You have been appointed as senior architect working for an autonomous driving technology development company. The mission of the company is to build an industry leading unified technology and software platform to support connected cars and autonomous driving.
The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework. Architecture development within the company follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners'Approach to Developing Enterprise Architecture Following the TOGAF® ADM.
An architecture to support strategy has been completed defining a long-range Target Architecture with a roadmap spanning five years. This has identified the need for a portfolio of projects over the next twoyears. The portfolio includes development of travel assistance systems using swarm data from vehicles on the road.
The current phase of architecture development is focused on the Business Architecture which needs to support the core travel assistance services that the company plans to provide. The core services will manage and process the swarm data generated by vehicles, paving the way for autonomous driving in the future.
The presentation and access to different variations of data that the company plans to offer through its platform poses an architecture challenge. The application portfolio needs to interact securely with various third-party cloud services, and V2X (Vehicle-to-Everything) service providers in many countries to be able to manage the data at scale. The security of V2X is a key concern for the stakeholders. Regulators have stated that the user's privacy be always protected, for example, so that the drivers' journey cannot be tracked or reconstructed by compiling data sent or received by the car.
Refer to the scenario
You have been asked to describe the risk and security considerations you would include in the current phase of the architecture development?
Based on the TOGAF standard which of the following is the best answer?

A. You will focus on the relationship with the third parties required for the travel assistance systems and define a trust framewor
B. This will describe the relationship with each part
C. Digital certificates are a key part of the framework and will be used to create trust between partie
D. You will monitor legal and regulatory changes across all the countries to keep the trust framework in compliance.
E. You will perform a qualitative risk assessment for the data assets exchanged with partner
F. This will deliver a set of priorities, high to medium to low, based on identified threats, the likelihood of occurrence, and the impact if it did occu

G. Using the priorities, you would then develop a Business Risk Model which will detail the risk strategy including classifications to determine what mitigation is enough.
H. You will focus on data quality as it is a key factor in risk managemen
I. You will identify the datasets that need to be safeguarde
J. For each dataset, you will assign ownership and responsibility for the quality of data need
K. A security classification will be defined andapplied to each datase
L. The dataset owner will then be able to authorize processes that are trusted for a certain activity on the dataset under certain circumstances.
M. You will create a security domain model so that assets with the same level can be managed under one security polic
N. Since data is being shared across partners, you will establish a security federation to include the
O. This would include contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implication
P. You would undertake a risk assessment determining risks relevant to specific data assets.

Answer: D

Explanation:
A security domain model is a technique that can be used to define the security requirements and policies for the architecture. A security domain is a grouping of assets that share a common level of security and trust. A security policy is a set of rules and procedures that govern the access and protection of the assets within a security domain. A security domain model can help to identify the security domains, the assetswithin each domain, the security policies for each domain, and the relationships and dependencies between the domains1
Since the data is being shared across partners, a security federation is needed to establish a trust relationship and a common security framework among the different parties. A security federation is a collection of security domains that have agreed to interoperate under a set of shared security policies and standards. A security federation can enable secure data exchange and collaboration across organizational boundaries, while preserving the autonomy and privacy of each party. A security federation requires contractual arrangements, and a definition of the responsibility areas for the data exchanged, as well as security implications2
A risk assessment is a process that identifies, analyzes, and evaluates the risks that may affect the architecture. A risk assessment can help to determine the likelihood and impact of the threats and vulnerabilities that may compromise the security and privacy of the data assets. A risk assessment can also help to prioritize and mitigate the risks, and to monitor and review the risk situation3
Therefore, the best answer is D, because it describes the risk and security considerations that would be included in the current phase of the architecture development, which is focused on the Business Architecture. The answer covers the security domain model, the security federation, and the risk assessment techniques that are relevant to the scenario. References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 35: Security Architecture and the ADM 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 38: Security Architecture 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 32: Risk Management

NEW QUESTION 74
- (Topic 2)
Please read this scenario prior to answering the question
You are the Lead Enterprise Architect at a major agribusiness company. The company's main annual harvest is lentils, a highly valued food grown worldwide. The lentil parasite, broomrape, has been an increasing concern for many years and is now becoming resistant to chemical controls. In addition, changes in climate favor the propagation and growth of the parasite.
As a result, the parasite cannot realistically be exterminated, and it has become pandemic, with lentil yields falling globally.
The CEO appreciates the seriousness of the situation and has set out a change in direction that is effectively a new business for the company. There are opportunities for new products, and new markets. The company will use the fields for another harvest and will cease to process third-party lentils. Thus, the target market will change, and the end-products will be different and more varied. This is a major decision and the CEO has stated a desire to repurpose rather than replace so as to manage the risks and limit the costs.
The company has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The practice has an established Architecture Capability, and uses iteration for architecture development. The CIO is the sponsor of the activity.
The CIO has assigned the Enterprise Architecture team to this activity. At this stage there is no shared vision, or requirements. Refer to the scenario
You have been asked to propose the best approach for architecture development to realize the CEO's change in direction for the company.
Based on the TOGAF standard which of the following is the best answer?
A. You propose that the team focus on architecture definition, with emphasis on defining the change parameters to support this new business strategy that the CEO has identifie
B. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the chang
C. You would ensure that the architecture development addresses non-functional requirements to assure that the target architecture is robust and secure.
D. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability for the compan
E. Then the focus should be on transition planning and incremental architecture deployment.This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the change.
F. You propose that the priority is to understand and bring structure to the definition of the chang
G. The team should focus iteration cycles on a baseline first approach to architecture development, and then transition plannin
H. This will identify what needs to change in order to transition from the baseline to the target, and can be used to work out in detail what the shared vision is for the change.
I. You propose that the team focus its iteration cycles on architecture development by going through the architecture definition phases (B-D) with a baseline first approac
J. This will support the change in direction as stated by the CE
K. It will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.

Answer: C

Explanation:
Based on the TOGAF standard, this answer is the best approach for architecture development to realize the CEO??s change in direction for the company. The reason is as follows:
? The scenario describes a major business transformation that requires a clear understanding of the current and future states of the enterprise, as well as the gaps and opportunities for change. Therefore, the priority is to understand and bring structure to thedefinition of the change, rather than focusing on the implementation details or the technology aspects.
? The team should use the TOGAF ADM as the method and guiding framework for architecture development, and adapt it to suit the specific needs and context of the enterprise. The team should also leverage the existing Architecture Capability and the Architecture Repository to reuse and integrate relevant architecture

assets and resources.
? The team should focus iteration cycles on a baseline first approach to architecture development, which means starting with the definition of the Baseline Architecture in each domain (Business, Data, Application, and Technology), and then defining the Target Architecture in each domain. This will help to identify the current and desired states of the enterprise, and to perform a gap analysis to determine what needs to change in order to achieve the business goals and objectives.
? The team should then focus on transition planning, which involves identifying and prioritizing the work packages, projects, and activities that will deliver the change. The team should also create an Architecture Roadmap and an Implementation and Migration Plan that will guide the execution and governance of the change.
? The team should use the Architecture Vision phase and the Requirements Management phase to work out in detail what the shared vision is for the change, and to capture and validate the stakeholder requirements and expectations. The team should also use the Architecture Governance framework to ensure the quality, consistency, and compliance of the architecture work.
References: : The TOGAF Standard, Version 9.2 - Architecture Development Method : The TOGAF Standard, Version 9.2 - Architecture Vision : The TOGAF Standard, Version 9.2 - Requirements Management : [The TOGAF Standard, Version 9.2 - Architecture
Governance]

NEW QUESTION 75
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