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# Question 1

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**Question Type:** MultipleChoice

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Which of the following best describes a business capability map?

## Options:

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- A-** A self-contained view of the business that is independent of organizational structure, business processes, systems and applications.
- B-** The highest-level description of an organization, covering all missions and functions of the business.
- C-** A holistic representation of capabilities, including end-to-end delivery value, and the relationships between these capabilities.
- D-** A reference model that provides a conceptual definition of all the key building blocks within a business architecture

## Answer:

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C

## Explanation:

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A business capability map is a comprehensive representation that showcases an organization's abilities in a structured manner. It identifies and illustrates the various business capabilities that allow the enterprise to function and deliver value. These capabilities are often defined independently of the organizational structure, processes, or technology, focusing instead on what the business does and

can do. This map encompasses the end-to-end value delivery and how different capabilities interrelate and support one another, thus providing a holistic view of the business's functional abilities.

## Question 2

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**Question Type:** MultipleChoice

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Which approach to modeling business value is designed to create an end-to-end perspective of value from the customer's perspective?

### Options:

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

### Answer:

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B

## **Explanation:**

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A value stream is an approach to modeling business value that focuses on the end-to-end sequence of activities that an organization performs to deliver a product or service to the customer. This perspective is designed to help organizations understand the full lifecycle of value creation, from the initial customer demand to the final delivery of value. It provides a holistic view of the flow of value through the organization and is instrumental in identifying areas of waste and opportunities for improvement to enhance the overall customer experience. Value streams help in visualizing and optimizing the steps necessary to effect change in the business processes and systems that create value for the customers.

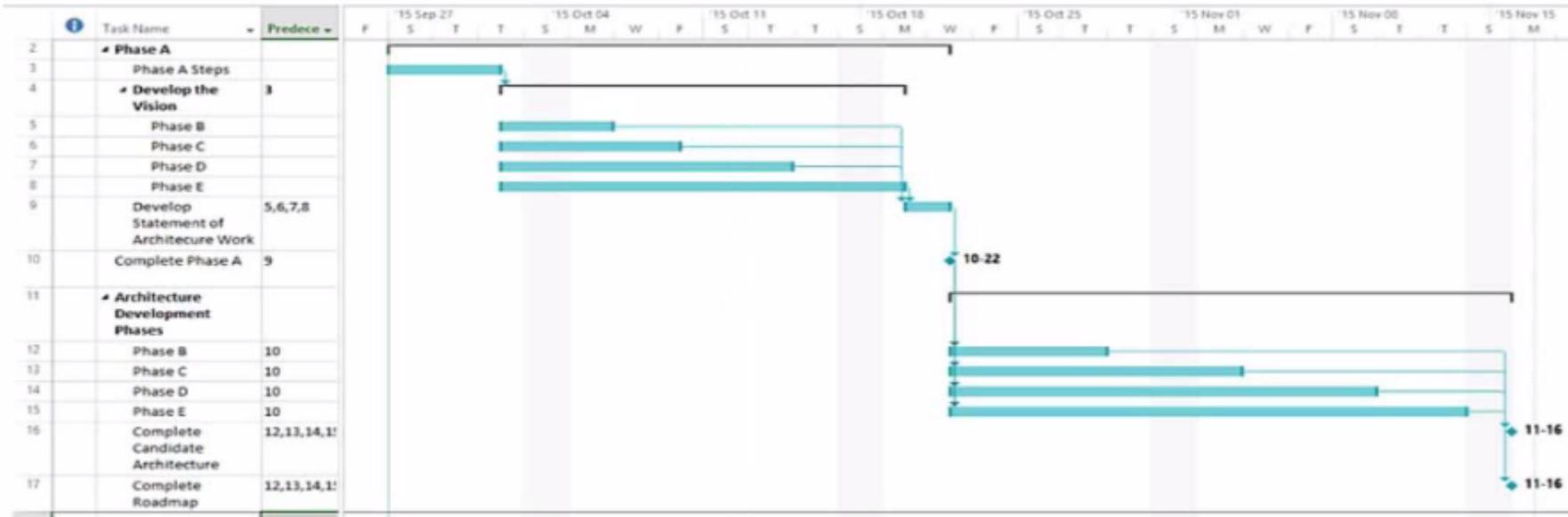
## **Question 3**

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**Question Type:** MultipleChoice

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Consider the following chart:



Which important concept for Enterprise Architecture Practitioners does it illustrate?

**Options:**

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

**Answer:**

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A

**Explanation:**

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The chart depicted is a Gantt chart, which typically represents the schedule for project activities. In the context of TOGAF's ADM, it is used to illustrate the sequence and interdependencies of tasks across different phases of architecture development. The ADM is an iterative cycle that includes various phases, from the preliminary phase, through architecture vision, business, information systems, and technology architectures, to opportunities and solutions, migration planning, implementation governance, and architecture change management. Each phase must be conducted in a sequence to ensure that the outputs of one phase feed into the next, thereby producing a coherent and structured architecture.

## Question 4

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**Question Type: MultipleChoice**

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Which of the following is an analysis technique which is used to show a range of different perspectives on the same set of business capabilities?

### Options:

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- A- Capability decomposition
- B- Heat mapping
- C- Relationship mapping
- D- Information mapping

### Answer:

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B

### Explanation:

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Heat mapping is an analysis technique used to provide a visual representation of data, often to show performance against a set of criteria. In the context of business capabilities, heat maps can be used to represent various dimensions such as maturity levels, investment priorities, risk levels, etc., on the same set of business capabilities. This allows different stakeholders to quickly grasp where attention is needed or how capabilities align with strategic priorities.

## Question 5

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**Question Type:** MultipleChoice

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Consider the following business capability map. where cells of a model are given different colors to represent desired maturity levels (Green (G) = level achieved, yellow (Y) = one level away, red (R) =two or more levels away, purple (P) = missing capability):

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

Which of the following best describes what this shows?

### Options:

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- A-** Policy Management, Government Relations Management, and HR Management need immediate attention. Partner Management, Account Management, and Training Management have issues but are of lower priority Agent Management Is a new business capability that does not exist
- B-** The Strategic capabilities need more attention in two areas. Policy Management, and Government Relations Management. Agent

Management is missing as a Core capability Information Management needs attention as a Supporting Capability.

**C-** Agent Management needs immediate attention. Market Planning. HR Management and Government Relations Management need attention. Customer Management. Training Management and Partner Management need attention but are of lower priority.

**D-** Agent Management needs immediate attention. Market Planning. Government Relations Management, and HR Management have Issues but are of lower priority Partner Management. Customer Management, and Training Management are new business capabilities that do not exist.

### **Answer:**

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A

### **Explanation:**

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The business capability map provided uses color coding to represent the maturity levels of various business capabilities in strategic, core, and supporting functions. The colors indicate the current state or priority for development, with red indicating capabilities that are significantly below desired maturity levels and thus require immediate attention. In this case, Policy Management, Government Relations Management, and HR Management are marked as red, signaling the need for urgent improvement. Yellow indicates capabilities that are closer to the desired state but still need attention, while green shows capabilities that have achieved the desired maturity level. Purple indicates a missing capability that does not currently exist in the enterprise, which is the case for Agent Management.

## **Question 6**

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**Question Type: MultipleChoice**

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Complete the sentence An information map is a\_\_\_\_\_.

**Options:**

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- A-** description of the business units that use capabilities and participate in value streams
- B-** target description of information assets needed to support the business
- C-** representation of where the business information is held within the enterprise
- D-** collection of information concepts and their relationships to one another

**Answer:**

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D

**Explanation:**

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An information map is essentially a collection of information concepts along with their relationships. It's a visual representation that shows how various types of information are related and used throughout the organization. This can include data entities, their attributes, and the flow of data between different business processes or systems. Information mapping helps in understanding the structure of an organization's data and is a key part of the information system architecture within TOGAF's content framework.

## Question 7

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**Question Type:** MultipleChoice

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In which part of a business scenario are business capabilities and value streams modelled?

### Options:

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- A- When identifying the business and technology environment
- B- When identifying the human actors
- C- When identifying and documenting desired outcomes
- D- When identifying, documenting and ranking the problem

### Answer:

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C

### Explanation:

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In the context of TOGAF's business scenarios, business capabilities and value streams are typically modeled during the phase of identifying and documenting the desired outcomes. This is because desired outcomes are directly related to what the business intends to achieve, and therefore, it makes sense to model the capabilities (what the business can do) and the value streams (the series of steps

the business undertakes to create value) at this stage. This helps in understanding the required changes or enhancements to business capabilities and processes to achieve those outcomes.

## Question 8

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**Question Type:** MultipleChoice

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Which of the following best describes a business model?

### Options:

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- A-** A visual model for business process management.
- B-** A representation of business assets in use.
- C-** A description of the structure and interaction of business applications.
- D-** A high-level visual representation of the design of a business.

### Answer:

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D

## **Explanation:**

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A business model is a high-level conceptual representation that explains how an organization creates, delivers, and captures value. This encompasses the organization's core logic for creating value, and may include its intended customer segments, the value propositions it offers, the channels through which it reaches customers, customer relationships it establishes, key activities, resources, and partnerships, as well as the revenue streams and cost structures. Thus, it is a visual and strategic representation of how a business operates and competes in the marketplace.

## **Question 9**

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### **Question Type: MultipleChoice**

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Consider the diagram of an architecture development cycle.

Which description matches the phase of the ADM labeled as item 2?

### **Options:**

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- 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:**

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B

**Explanation:**

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The Architecture Development Method (ADM) is the core process of TOGAF which outlines a method for developing and managing the lifecycle of enterprise architecture. Considering the phases of the ADM, the item labeled as '2' in the provided architecture development cycle diagram likely corresponds to the 'Architecture Change Management' phase, which is responsible for providing ongoing architectural oversight and guidance to ensure that the implementation remains aligned with the architecture defined in the previous phases. This includes managing changes to the architecture in a controlled manner as the implementation progresses and ensuring that the architecture continues to meet the business needs.

## Question 10

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**Question Type:** MultipleChoice

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

### **Options:**

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

### **Answer:**

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C

### **Explanation:**

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The purpose of Enterprise Architecture, within the context of TOGAF, is to establish a clear and comprehensive blueprint for how an organization can effectively achieve its current and future objectives through a structured approach. Enterprise Architecture guides effective change by providing a long-term view of the organization's processes, systems, and technologies so that individual projects can build capabilities that fit into a cohesive whole. It helps to ensure that IT investments are aligned with business goals, supports the management of complex IT landscapes, and provides a systematic approach for the adoption of emerging technologies. Essentially, it acts as a strategic framework that facilitates the translation of business vision and strategy into effective enterprise change.

# Question 11

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**Question Type:** MultipleChoice

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Explain how business models can be used according to the TOGAF standard.

## Options:

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- A- To estimate resource requirements for the definition of the architecture.
- B- To plan the Implementation activities for the architecture project.
- C- To identify new capabilities required to realize the target business model.
- D- To define a taxonomy of services needed to support the change

## Answer:

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C

## Explanation:

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According to the TOGAF standard, business models are used to understand and describe the business itself, including its organization, its objectives, and how it operates. This understanding is crucial when defining an enterprise architecture as it provides a frame of reference. Business models help in identifying new capabilities that the business must develop to achieve its future state as outlined in the target business model. These capabilities may be processes, information, or technologies that the business must adopt or adapt to

fulfill the strategic objectives and deliver value. TOGAF emphasizes the alignment of IT with business strategy, and the business model serves as a key link in ensuring that the capabilities delivered by the enterprise architecture will enable the desired business outcomes.

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