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# Question 1

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**Question Type:** MultipleChoice

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What fundamental business architecture concepts should be considered when creating an Architecture Vision?

## Options:

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- A- Business use-cases, event diagrams, class models
- B- Business capabilities, organization maps, value streams
- C- Business data model, business roles, business processes
- D- Information exchange matrix, class models, node connectivity diagrams

## Answer:

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B

## Explanation:

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This answer is based on the TOGAF Series Guide: Business Capabilities , which states that "The fundamental concepts that should be considered when creating an Architecture Vision are business capabilities, organization maps, and value streams." These concepts help to define and communicate the essence of what a business does or can do, how it is organized and structured, and how it delivers value

to its stakeholders. The other options are not correct, as they are not fundamental business architecture concepts that should be considered when creating an Architecture Vision.

## Question 2

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**Question Type:** MultipleChoice

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Complete the sentence. An objective of Phase B is to identify candidate architecture Roadmap components based upon\_\_\_\_\_.

### Options:

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- A- the Architecture Requirements Impact Assessment
- B- the Architecture Vision created in Phase
- C- gaps between the Baseline and Target Business Architectures
- D- a cross-mapping of Value Stream Stages to Business Capabilities

### Answer:

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C

### **Explanation:**

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This answer is based on the TOGAF Standard, Version 9.2 - Phase B: Business Architecture , which states that "The objective here is to identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Business Architectures." The Architecture Roadmap is a document that outlines the work packages, projects, and programs required to implement the target architecture. The gaps between the Baseline and Target Business Architectures are the differences or deficiencies in the current and future states of the business that need to be addressed by the architecture project. The other options are not correct, as they are not the basis for identifying candidate Architecture Roadmap components.

## **Question 3**

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**Question Type:** MultipleChoice

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Consider the following table of techniques used w decompose a business architecture:

| Technique | Description   |
|-----------|---|
| <b>W</b>  | Identifies, categorizes, and decomposes the business capabilities required for the business to have the ability to deliver value to one or more stakeholders  |
| <b>X</b>  | The breakdown of business-level functions across actors and organizations allows the actors in a function to be identified and permits a breakdown into services supporting/delivering that functional capability |
| <b>Y</b>  | The breakdown of activities that an organization performs to create the value being exchanged with stakeholders   |
| <b>Z</b>  | A representation of the organizational structure of the business, depicting business units, the decomposition of those units into lower-level functions, and organizational relationships                         |

What is the technique marked W?

**Options:**

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- A- Value Stream Mapping
- B- Organization Mapping
- C- Process Modeling
- D- Business Capability Mapping

**Answer:**

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D

## Explanation:

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This answer is based on the definition of business capability mapping as "a technique for the representation of an organization's business anchor model, independent of the organization's structure, processes, people, or domains" . Business capability mapping identifies, categorizes, and decomposes the business capabilities required for the business to have the ability to deliver value to one or more stakeholders. The other options are not correct, as they do not match the description of the technique marked W.

## Question 4

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### Question Type: MultipleChoice

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Which Input to Phase B is a document that may form the basis of a contractual agreement between the supplier and consumer of the architecture services?

### Options:

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- A- Architecture Vision
- B- Business principles, goals, and drivers
- C- Statement of Architecture Work

D- Architecture Road map

**Answer:**

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C

**Explanation:**

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This answer is based on the definition of Statement of Architecture Work in the TOGAF Standard, Version 9.2 - Phase A: Architecture Vision<sup>3</sup>, which states that "The Statement of Architecture Work is a document that may form the basis of a contractual agreement between the supplier and consumer of architecture services. It defines what will be delivered by an architecture project, how it will be delivered, when it will be delivered, and how much it will cost." The Statement of Architecture Work is an input to Phase B, as it provides the scope, approach, constraints, assumptions, risks, and deliverables of the architecture project. The other options are not correct, as they are not documents that may form the basis of a contractual agreement between the supplier and consumer of architecture services.

## Question 5

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**Question Type:** MultipleChoice

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Which of the following is the element of a value stream stage mat describes the end state condition denoting the completion of the value stream stage?

**Options:**

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A- Exit criteria

B- Target stale

C- End point

D- Completion stage

**Answer:**

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A

**Explanation:**

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This answer is based on the definition of exit criteria in the TOGAF Series Guide: Value Streams2, which states that "Exit criteria are a set of conditions that must be met before proceeding to the next stage in a value stream. They are used to ensure that the value stream stage has been completed successfully and that the required outputs have been produced." Exit criteria describe the end state condition that denotes the completion of a value stream stage, as they indicate that the stage has achieved its objectives and can move on to the next stage. The other options are not correct, as they do not describe the element of a value stream stage that denotes its completion.

## Question 6

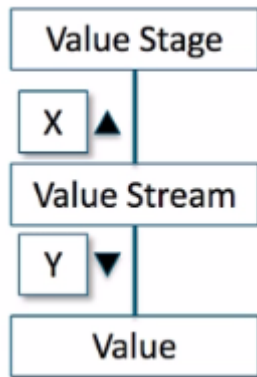
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**Question Type:** MultipleChoice

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Consider the following extract of a model showing relationships between Business Architecture concepts:



What is the relationship labeled Y?

**Options:**

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

**Answer:**

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C

### **Explanation:**

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This answer is based on the definition of the enables relationship in the ArchiMate 3.1 Specification<sup>1</sup>, which states that "An enabling relationship describes how an element (e.g., a node, device, or system software) enables another element (e.g., a business process, service, or function) to function." In this case, the value stream stage enables the business capability to function, as it provides the necessary inputs, outputs, and resources for the capability to deliver value. The other options are not correct, as they do not describe the relationship between a value stream stage and a business capability.

## **Question 7**

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### **Question Type: MultipleChoice**

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In which ADM Phase does the detailed assessment of business capability gaps occur?

### **Options:**

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**A-** Preliminary Phase

**B-** Phase A

C- Phase C

D- Phase B

**Answer:**

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D

**Explanation:**

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This answer is based on the TOGAF Standard, Version 9.2 - Phase A: Architecture Vision<sup>3</sup>, which states that "The detailed assessment of business capability gaps belongs in Phase B as a core aspect of the Business Architecture, where the architect can help the enterprise understand gaps throughout the business, of many types, that need to be addressed in later phases of the architecture." Therefore, Phase B is where the detailed assessment of business capability gaps occurs. The other phases are not correct for this purpose.

## Question 8

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**Question Type:** MultipleChoice

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Which of the following best describes a benefit of business models?

### Options:

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- A- They can be used to resolve conflict amongst different stakeholders.
- B- They can improve communication among business executives.
- C- They can be used to calculate detailed cost estimates.
- D- They have a consistent format that can be easily understood.

### Answer:

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B

### Explanation:

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This answer is based on the benefit of business models as communication tools, as stated in the article "Business Models - Example, Types, Importance & Advantages"<sup>2</sup>. According to this article, "Advantages of Business Models. A good business model gives the company a competitive edge in the industry. A strong business model provides the company good reputation in the market place encouraging investors to remain invested in the company." One of the ways that a good business model can achieve these advantages is by improving communication among business executives, as well as with other stakeholders such as customers, suppliers, and investors. A clear and concise business model can help convey the value proposition, target market, revenue streams, and cost structure of the business in an effective way. The other options are not as accurate or relevant as benefits of business models.

## Question 9

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**Question Type:** MultipleChoice

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What Business Architecture concept is most related to an Information Map?

### Options:

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- A- Value Stream Map
- B- Heal Map
- C- Organization Map
- D- Business Capability Map

### Answer:

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D

### Explanation:

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This answer is based on the relationship between information maps and business capability maps as described in the TOGAF Series Guide: Information Mapping<sup>1</sup>. According to this guide, "Information Maps are a part of the core set of artifacts that provide a powerful representation of the business. Information Maps are also a high-level description of the informational requirements of a business and are a key input into its Information Systems Architecture design." Therefore, information maps are most related to business capability

maps, which define "what" a business does at its core. The other options are not as closely related to information maps, as they focus on different aspects of the business architecture.

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