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Question 1

Question Type: MultipleChoice

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

Options:

- A- Determining the scope of an architecture compliance review
- B- Allocating resources for architecture projects
- C- Conducting assessments of the maturity level of architecture discipline within the organization
- D- Achieving consistency between sub-architectures

Answer:

D

Explanation:

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

(like Business Architecture, Data Architecture, Application Architecture, and Technology Architecture) work together cohesively and support the overall enterprise architecture vision and strategy.

Question 2

Question Type: MultipleChoice

Refer to the table below:

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

Which ADM Phase does this describe?

Options:

- A- Phase E
- B- Phase G
- C- Phase A
- D- Phase F

Answer:

B

Explanation:

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

Question 3

Question Type: MultipleChoice

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

Options:

- 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.

Question 4

Question Type: MultipleChoice

Consider the following ADM phases objectives.

Objective

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

Which phase does each objective match?

Options:

A- 1E-2F-3E-4F

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

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

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

Answer:

B

Explanation:

According to the TOGAF standard, the objectives of each ADM phase are as follows1:

* Phase E: Opportunities and Solutions

- o Determine whether an incremental approach is required, and if so identify Transition Architectures that will deliver continuous business value
- o Identify and group major work packages within the Architecture Roadmap
- o Identify and group major implementation projects to realize the Architecture Roadmap
- o Identify dependencies between increments and projects

- o Estimate cost, benefit, and risk at a high level for each increment and project
- o Conduct initial prioritization and sequencing of the Architecture Roadmap and projects
- * Phase F: Migration Planning
 - o Generate the initial complete version of the Architecture Roadmap, based upon the gap analysis and candidate Architecture Roadmap components from Phases B, C, and D
 - o Confirm the Transition Architectures with relevant stakeholders
 - o Create the Implementation and Migration Plan, including Transition Architectures, work packages, projects, and other activities
 - o Confirm and agree the Architecture Roadmap and Implementation and Migration Plan with relevant stakeholders
- * Phase G: Implementation Governance
 - o Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
 - o Ensure conformance with the Target Architecture by implementation projects
 - o Perform appropriate Architecture Governance functions for the solution and any implementation-driven architecture Change Requests
 - o Ensure that the architecture lifecycle is maintained
 - o Ensure that the Architecture Governance Framework is executed
- * Phase H: Architecture Change Management

- o Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
- o Manage risks and issues related to the Architecture Roadmap and Implementation and Migration Plan
- o Monitor the implementation projects and Transition Architectures
- o Manage changes to the architecture baseline
- o Manage changes to the Architecture Capability

Therefore, the correct matching of the objectives and the phases is:

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

Question 5

Question Type: MultipleChoice

What is the purpose of the Preliminary Phase?

Options:

- A- Developing an Enterprise Architecture Capability.
- B- Describing the target architecture.
- C- Defining the Enterprise Strategy.
- D- Identifying the stakeholders and their requirements.

Answer:

A

Explanation:

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

- * Reviewing the organizational context, scope, and drivers for conducting Enterprise Architecture
- * Establishing the Architecture Capability desired by the organization, including the maturity level, roles, responsibilities, processes, and tools

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

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

Question 6

Question Type: MultipleChoice

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

Options:

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

Answer:

B

Explanation:

According to the TOGAF standard, the need for the ADM process to be governed is to ensure that the architecture development and implementation activities are conducted in a consistent, coherent, and compliant manner¹. Governance provides the means to verify that the method is being applied correctly and effectively, and that the architecture deliverables and artifacts meet the quality and standards criteria¹. Governance also enables the management of risks, issues, changes, and dependencies that may arise during the ADM process¹.

Some of the benefits of governing the ADM process are²:

- * Improved alignment of the architecture with the business strategy and objectives
- * Enhanced stakeholder engagement and communication

- * Increased reuse and integration of architecture assets and resources
- * Reduced complexity and duplication of architecture efforts
- * Increased agility and adaptability of the architecture to changing needs and requirements
- * Improved compliance and auditability of the architecture outcomes and outputs

Question 7

Question Type: MultipleChoice

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

Options:

- A-** Solutions and Applications
- B-** Alternatives and Trade-offs
- C-** Business Scenarios and Business Models

D- Architecture Views and Architecture Viewpoints

Answer:

D

Explanation:

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

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

Architects can present architecture views and viewpoints to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture, because²³:

Architecture views and viewpoints help to communicate and visualize the architecture in a way that is meaningful and relevant to different stakeholders, addressing their specific interests and needs.

Architecture views and viewpoints help to elicit and validate the stakeholder concerns and requirements, ensuring that they are aligned with the business goals and objectives, and that they are consistent and feasible within the architecture context.

Architecture views and viewpoints help to identify and resolve any conflicts, gaps, or trade-offs among the stakeholder concerns and requirements, ensuring that they are balanced and prioritized in the architecture design and decision-making.

Architecture views and viewpoints help to demonstrate and verify the value and benefits of the architecture to the stakeholders, ensuring that they are satisfied and committed to the architecture outcome and governance.

1: [The TOGAF Standard, Version 9.2, Chapter 22: Architecture Views, Viewpoints, and Stakeholders](#)

2: [The TOGAF Standard, Version 9.2, Chapter 4: Introduction to Part II, Section 4.2: What is an Architecture Framework?](#)

3: [The TOGAF Standard, Version 9.2, Chapter 31: Architectural Artifacts, Section 31.1: Basic Concepts](#)

Question 8

Question Type: MultipleChoice

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?

Options:

- A-** 1 Architecture Principles -2 Architecture Contracts - 3 Request for Architecture Work - 4 Architecture Requirements Specification
- B-** 1 Architecture Contracts - 2 Architecture Requirements Specification - 3 Architecture Vision - 4 Architecture Principles
- C-** 1 Architecture Requirements Specification -2 Architecture Principles - 3 Architecture Vision - 4 Architecture Contracts
- D-** 1 Architecture Principles -2 Architecture Contracts - 3 Architecture Requirements Specification-4 Request for Architecture Work

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.

Question 9

Question Type: MultipleChoice

What is an objective of the ADM Preliminary Phase?

Options:

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

Answer:

B

Explanation:

The Preliminary Phase is the preparatory phase of the Architecture Development Method (ADM) cycle, which sets the context and direction for the architecture work. One of the objectives of this phase is to select and implement tools to support the Architecture Capability, which is the ability of an organization to perform enterprise architecture effectively and efficiently. Tools can include software applications, methods, techniques, standards, and frameworks that assist the architecture development and governance processes. The selection and implementation of tools should be based on the requirements and constraints of the organization, and the alignment with the Architecture Principles and the Architecture Vision.

Reference:3: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 6: Preliminary Phase : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 45: Establishing and Maintaining an Enterprise Architecture Capability : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 46: Tools for Architecture Development

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