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# Question 1

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**Question Type:** MultipleChoice

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

**Options:**

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- 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:**

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B

**Explanation:**

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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 phases<sup>3</sup>Reference:3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 26: Business Scenarios : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision

## Question 2

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**Question Type:** MultipleChoice

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

**Options:**

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- A- Phase B
- B- Phase C
- C- Phase D
- D- Phase E

**Answer:**

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D

### **Explanation:**

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Building blocks are reusable components of business, IT, or architectural capability that can be combined to deliver architectures and solutions. Building blocks can be defined at various levels of detail, depending on the stage of architecture development. In the earlier phases of the ADM cycle (A to D), building blocks are defined in generic terms, such as logical or physical, to provide a high-level view of the architecture. In Phase E: Opportunities and Solutions, building blocks become implementation-specific, meaning that they are linked to specific products, standards, technologies, and vendors that are available in the market. This phase also identifies the delivery vehicles, such as projects, programs, or portfolios, that will realize the building blocks<sup>12</sup>Reference:1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 23: Phase E: Opportunities and Solutions2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks

## **Question 3**

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**Question Type:** MultipleChoice

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Consider the following statement.

Projects may cycle between ADM phases, in planned cycles covering multiple phases.

What does it illustrate?

### Options:

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- A- Requirements management
- B- Iteration
- C- Implementation governance
- D- Enterprise Architecture

### Answer:

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B

### Explanation:

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The statement 'Projects may cycle between ADM phases, in planned cycles covering multiple phases' illustrates the concept of iteration, which is the process of repeating the ADM phases or steps within a phase to refine the architecture outputs and address the changing requirements and stakeholder concerns. Iteration can occur at different levels of granularity and scope, such as within a single phase, across multiple phases, or across the entire ADM cycle. Iteration can also be applied to different architecture domains, such as business, data, application, and technology. Iteration is a key feature of the ADM that enables the development of architectures that are fit for purpose, adaptable, and responsive to change. Reference: : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 24: Applying Iteration to the ADM

## Question 4

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**Question Type:** MultipleChoice

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Consider the following ADM phases objectives.

	<b>Objective</b>
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?

**Options:**

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A- 1C-2B-3A-4C

B- 1A-2B-3C-4D

C- 1B-2D-3A-4C

D- 1C-2D-3B-4A

### Answer:

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A

### Explanation:

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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 architecture<sup>1</sup>.

The ADM consists of nine phases, each with a specific purpose and output. The phases are<sup>1</sup>:

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

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

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

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

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

Phase E: Opportunities and Solutions: To identify and evaluate the opportunities and solutions for implementing the target architecture, and to define the work packages and transition architectures.

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

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

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

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

Objective 1: Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision. This objective is achieved in Phase C: Information Systems Architectures, where the data architecture is defined as a subset of the information systems architecture<sup>2</sup>.

Objective 2: Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals. This objective is achieved in Phase B: Business Architecture, where the business architecture is defined as a subset of the enterprise architecture<sup>3</sup>.



Objective 3: Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture. This objective is achieved in Phase A: Architecture Vision, where the architecture vision is defined as a high-level description of the target architecture and its benefits<sup>4</sup>.

Objective 4: Develop the Target Application Architecture that enables the Business Architecture and the Architecture Vision, in a way that addresses the Statement of Architecture Work and stakeholder concerns. This objective is achieved in Phase C: Information Systems Architectures, where the application architecture is defined as a subset of the information systems architecture<sup>2</sup>.

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

2: The TOGAF Standard, Version 9.2, Chapter 9: Phase C: Information Systems Architectures

3: The TOGAF Standard, Version 9.2, Chapter 8: Phase B: Business Architecture

4: The TOGAF Standard, Version 9.2, Chapter 7: Phase A: Architecture Vision

## Question 5

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**Question Type: MultipleChoice**

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The \_\_\_\_\_ ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance.

**Options:**

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

**Answer:**

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C

**Explanation:**

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The Implementation Governance Model is a framework that defines the roles, responsibilities, processes, and standards for governing the implementation of the target architecture. It ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance, which is the practice of ensuring compliance with the enterprise architecture and its principles, standards, and goals. The Implementation Governance Model is part of the Implementation and Migration Plan, which is the output of Phase F: Migration Planning of the Architecture Development Method (ADM)<sup>12</sup>Reference:1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning<sup>2</sup>: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance

## Question 6

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**Question Type:** MultipleChoice

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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?

### Options:

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- A- Reference Library
- B- Architecture Metamodel
- C- Architecture Landscape
- D- Governance Log

### Answer:

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C

### Explanation:

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The Architecture Landscape is a class of information within the Architecture Repository that shows an architectural view of the building blocks that are in use within the organization today (the Baseline Architecture), as well as those that are planned for the future (the Target Architecture). The Architecture Landscape typically contains a list of the applications in use within the enterprise, along with their

relationships and dependencies, as well as other relevant architectural information. The Architecture Landscape helps to identify opportunities for re-use, consolidation, or retirement of existing applications, as well as gaps or overlaps in the current or future architecture. Reference: : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 34: Architecture Landscape : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47: Architecture Repository

## Question 7

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**Question Type:** MultipleChoice

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Which of the following describes a purpose of Architecture Principles?

### Options:

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- 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:

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B

**Explanation:**

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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 architecture<sup>3</sup>Reference:3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles : The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 31: Architecture Principles

## Question 8

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**Question Type: MultipleChoice**

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Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the

**Options:**

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

**Answer:**

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D

**Explanation:**

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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 Contract<sup>12</sup>Reference:1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 27: Business Transformation Readiness Assessment<sup>2</sup>: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning

## Question 9

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**Question Type: MultipleChoice**

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What should be put in place through organization structures, roles, responsibilities, skills and processes to carry out architectural activity effectively?

**Options:**

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

**Answer:**

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A

**Explanation:**

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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 agility<sup>12</sup>Reference:1: The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 44: Introduction<sup>2</sup>: The TOGAF Standard,

## Question 10

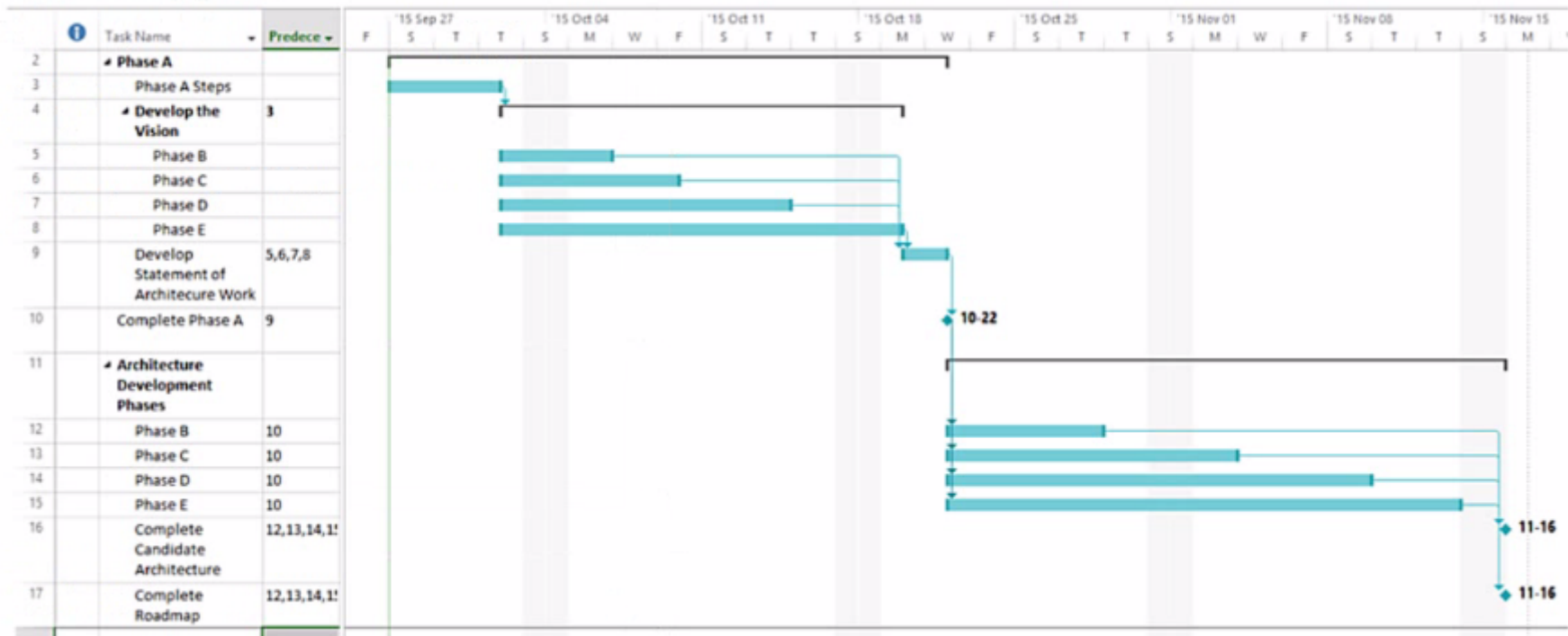
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**Question Type:** MultipleChoice

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Consider the following chart:





Which important concept for Enterprise Architecture Practitioners does it illustrate?

**Options:**

- A- Enterprise Architects must use Gantt charts to communicate with Stakeholders.
- B- An Enterprise Architecture must be developed in phases with a limited fixed duration.
- C- ADM phases must be run in a sequenced approach to produce the Architecture.

**D-** ADM phases must be run simultaneously until the relevant information has been produced.

**Answer:**

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C

**Explanation:**

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The chart shown is a Gantt chart, which is commonly used for project management to illustrate a project schedule. In the context of TOGAF (The Open Group Architecture Framework), which is a framework for enterprise architecture, this Gantt chart is demonstrating the sequenced approach to the Architecture Development Method (ADM). The ADM is the core process of TOGAF which provides a tested and repeatable process for developing architectures. The ADM is described as being iterative, over the whole process, between phases, and within phases. For each iteration of the ADM, a fresh decision must be taken about each of the parameters (scope, granularity, time period, and architecture assets).

The ADM consists of a number of phases that have to be followed in sequence:

Preliminary Phase: Framework and principles

Phase A: Architecture Vision

Phase B: Business Architecture

Phase C: Information Systems Architectures, including Data and Application Architectures

Phase D: Technology Architecture

Phase E: Opportunities and Solutions

Phase F: Migration Planning

Phase G: Implementation Governance

Phase H: Architecture Change Management

Requirements Management

Each phase is dependent on the outputs of the previous phase and the Requirements Management phase runs throughout. The Gantt chart clearly shows the dependency and sequence in which these phases occur, implying that a structured approach is followed to produce the enterprise architecture.

The TOGAF Standard, Version 9.2, a standard of The Open Group

The TOGAF documentation available at <https://publications.opengroup.org/standards/architecture> and <https://publications.opengroup.org/guides/architecture>

## Question 11

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**Question Type:** MultipleChoice

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

**Options:**

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

**Answer:**

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C

**Explanation:**

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

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