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TOGAF Enterprise Architecture Combined Part 1 and Part 2 Exam

The Open Group OGEA-103

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QUESTION NO: 1

Full Question:

Complete the sentence. The assets in the B and C are structured from generic to specific to provide a consistent language to _____.

A. B = Architecture Building Blocks, C = Solution Building Blocks, manage the volume of architectural content

B. B = Business Architecture, C = Information Systems Solutions, define a taxonomy

C. B = Architectures, C = Solutions, make it easier to understand conflicts

D. B = Architecture Continuum, C = Solutions Continuum, communicate differences

ANSWER: D

Explanation:

“B = Architecture Continuum, C = Solutions Continuum, communicate differences” correctly completes the statement. In TOGAF, the Architecture Continuum and the Solutions Continuum are complementary classifications used to organize architecture and solution assets according to their degree of generality and specificity. The Architecture Continuum provides a way to describe reusable architectural definitions, from broad Foundation Architectures through common systems and industry architectures to organization-specific architectures. The Solutions Continuum provides the corresponding way to classify solution implementations, from generic building blocks and products through reusable solution patterns to deployed organization-specific solutions.

Using the two continua gives architecture stakeholders a common vocabulary for discussing where an asset belongs, how abstract or concrete it is, and how it relates to other assets. This consistent language is particularly important when communicating differences between an architecture definition and its possible solution realizations, as well as differences in scope, reusability, and specialization across the enterprise. The generic-to-specific ordering supports clear communication without requiring every stakeholder to interpret asset classifications differently. See The Open Group’s Architecture Continuum and Solutions Continuum documentation.

QUESTION NO: 2

Please read this scenario prior to answering the question

You are employed as an Enterprise Architect working at a vehicle manufacturing company. The company specializes in buses and coaches. You are part of an Enterprise Architecture (EA) team that has responsibilities across multiple divisions of the company. EA provides the company with a comprehensive framework to develop and manage their manufacturing infrastructure, processes for component production, and design and testing systems.

The company has a corporate strategy that focuses on switching to electric power for its vehicles. It has invested heavily in a new standardized design, production efforts, and major components to use across all its product range. The company has multiple manufacturing plants in North America, Europe, and in Asia.

Customer demand has caused a backlog of orders because many customers want to have more environmentally friendly public transportation. There are not enough electronic components available, which is making it hard to produce products and meet customer demand. To address this issue, the company has started making the

battery packs themselves and has hired new suppliers.

The EA team is working on a project to improve the process and systems to design, produce, and test the battery pack. As part of putting the new battery pack into production, changes to the assembly processes need to be made. A trial has been completed at a single location. The Chief Engineer, sponsor of the project, and the Architecture Board have approved the plan to roll out these changes to all plants. Preliminary Architecture Contracts are being developed to detail the work needed to put in place the new processes for each location. The EA team leader has called a meeting to discuss the contracts. It is emphasized that the Architecture Contract will serve as the key connection between architecture and implementation organizations.

The company mixes internal teams with a few third-party contractors at the locations. The Chief Engineer is worried that the implementation and deployment will not be consistent and of satisfactory quality.

The company has an established EA practice. It uses the TOGAF standard as the foundation for its work including the internal EA framework. Additionally, the company uses various management frameworks such as business planning, project management, and operations management.

Refer to the scenario

The EA team leader asks you how you would address the Chief Engineer ' s concern.

Based on the TOGAF standard, which of the following is the best answer?

A. The contracts must be checked to ensure they have flexibility. For changes undertaken by internal teams, a memorandum of understanding between the Architecture Board and the implementation organization is needed; if a contract is issued to a contractor, it must be a fully enforceable legal contract. If a deviation from the Architecture Contract is found, the Architecture Board must grant a dispensation to allow the implementation organization to customize the process for local needs.

B. The contracts must be checked to ensure they can be used to direct and control the implementation teams. For contracts issued to third-party contractors, they must be enforceable legal contracts; for internal development teams, a memorandum of understanding with the Architecture Board is needed. The Architecture Board must review all deviations from the Architecture Contract and decide whether to grant a dispensation to allow the implementation organization to customize the process for local needs.

C. The contracts must specify goals, measures, acceptance terms, and risks. Third-party contracts must be legally enforceable, and it is advisable to establish a schedule of compliance reviews at key points in the implementation process. The Architecture Board must review all deviations from the Architecture Contract and consider whether to grant a dispensation to allow the process to be customized for local needs; ensure that all dispensations are time-limited.

D. The contracts must be used to manage the architecture governance processes across the locations. Monitoring tools must be put in place to assess the performance of each completed battery pack at each location. If a deviation from the contract is needed, the Architecture Board should allow the Architecture Contract to be modified for the location and issue a new Request for Architecture Work to implement a modification to the contract.

ANSWER: C

Explanation:

The contracts must specify goals, measures, acceptance terms, and risks. Third-party contracts must be legally enforceable. It is advisable to establish a schedule of compliance reviews at key points in the implementation process. The Architecture

Board must review all deviations from the Architecture Contract and consider whether to grant a dispensation to allow the process to be customized for local needs. Ensure that all dispensations are time-limited.

This directly applies TOGAF Architecture Governance to the rollout risk. An Architecture Contract is the joint agreement between the architecture function and the implementation organization that makes expected outcomes, responsibilities, and conformance obligations explicit. Defining measurable goals, acceptance terms, and risks gives every plant a common basis for implementing and accepting the battery-pack process, despite local teams and suppliers. A legally enforceable form is appropriate where an external contractor is a party to the agreement.

Planned compliance reviews provide governance checkpoints at which implementation conformance can be assessed before local variations become embedded. Where a genuine local need requires deviation, formal Architecture Board consideration and a time-limited dispensation retain central control while allowing a managed exception. This preserves the approved target architecture and provides traceability for any later remediation or permanent architecture change. The TOGAF Standard describes Architecture Contracts as a key governance mechanism and identifies compliance assessment as an architecture-governance activity; see TOGAF Architecture Content and TOGAF Architecture Governance.

QUESTION NO: 3

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 correct. In the TOGAF Standard, risk management is described as the discipline of identifying, assessing, and responding to uncertainty that could affect the achievement of enterprise objectives. This explicitly includes balancing the potential positive and negative outcomes that may result when opportunities or threats are realized. An opportunity may produce beneficial outcomes but can also involve uncertainty and exposure, while a threat may have harmful consequences that need to be understood, treated, accepted, transferred, or otherwise addressed. Within enterprise architecture work, risk management supports informed decision-making throughout architecture development and change by ensuring that stakeholders understand uncertainty, its potential impact, and the appropriate response. It is not limited to avoiding negative events; rather, it considers both value creation and loss exposure in relation to enterprise objectives. This treatment aligns with the TOGAF Standard’s risk management guidance and its use of risk concepts in architecture governance and transformation planning. See The TOGAF Standard, Introduction to the ADM and TOGAF Standard resources from The Open Group.

QUESTION NO: 4

Which of the following best describes the purpose of the Architecture Requirements Specification?

A. It contains an assessment of the current architecture requirements

B. It provides a set of statements that outline what a project must do to comply with the architecture

C. It is sent from the sponsor and triggers the start of an architecture development cycle

D. It defines the scope and approach to complete an architecture project

ANSWER: B

Explanation:

The Architecture Requirements Specification provides a set of statements that outline what a project must do to comply with the architecture. It is a formal TOGAF deliverable that expresses the requirements for implementing the architecture in a form that can be used by implementation teams, project stakeholders, and governance functions. In particular, it gives a quantitative and measurable view of the solution: requirements may cover functional behavior, services, information, interoperability, quality attributes, constraints, and acceptance criteria. This enables conformance to be assessed during implementation rather than leaving architectural intent open to interpretation.

The specification is closely related to the Architecture Definition Document. The definition document communicates the architecture itself and its design intent, while the Architecture Requirements Specification states the implementable requirements that must be fulfilled. It can therefore be a significant component of an implementation contract, or provide the requirements basis for a subsequent, more detailed architecture effort. Its content is developed and refined throughout the ADM as requirements are identified, analyzed, prioritized, and managed, ensuring that delivery work remains traceable to the approved target architecture and its business objectives. The TOGAF 9.2 description of this deliverable is available in Architecture Requirements Specification; supporting terminology is defined in TOGAF Definitions.

QUESTION NO: 5

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 correct answer because it is the organizational ability and supporting capacity required to perform enterprise architecture work effectively. In the TOGAF Standard, an Enterprise Architecture Capability is established through the organization, roles, responsibilities, skills, processes, and supporting governance needed to develop, maintain, and use architecture. It makes architecture a managed, repeatable organizational practice rather than an isolated activity carried out only for a single project. An EA Capability provides the means to assign decision rights and accountability, develop the required architecture competencies, operate architecture processes, and govern the lifecycle and use of architecture deliverables. It also supports the ongoing operation of the architecture function, including its integration with business planning, portfolio activity, change initiatives, and implementation governance. Consequently, putting these organizational structures and operating mechanisms in place enables architectural activity to be performed consistently and to deliver value over time. This use of the term aligns directly with TOGAF guidance on establishing and maintaining an architecture capability and its Architecture Capability Framework. See The TOGAF Standard, Architecture Capability Framework and The TOGAF Standard, Introduction.

QUESTION NO: 6

You are working as an Enterprise Architect within the Enterprise Architecture (EA) team at a healthcare and life sciences company. The EA team is developing a secure system for researchers to share clinical trial information easily across the organization and with external partners.

Due to the highly sensitive nature of the information, each architecture domain must consider privacy and safety concerns. The healthcare division has been directed to minimize disruptions to clinical trials while introducing the new system gradually.

How would you identify the work packages for introducing the new system? Based on the TOGAF standard, which of the following is the best answer?

A. Use a Consolidated Gaps, Solutions, and Dependencies Matrix to create work packages and sequence them into Capability Increments. Document in a Transition Architecture State Evolution Table.

B. Identify Solution Building Blocks for development or procurement, then use a CRUD matrix to rank and select the most cost-effective work packages. Schedule the rollout sequentially across regions.

C. Use a Consolidated Gaps, Solutions, and Dependencies Matrix to classify each solution, group them into work packages, then regroup into Capability Increments. Document in an Architecture Definition Increments Table.

D. Draw up an Implementation Factor Catalog to indicate actions and constraints. Use a Consolidated Gaps, Solutions, and Dependencies Matrix, then group similar activities into work packages and identify dependencies.

ANSWER: C

Explanation:

Use a Consolidated Gaps, Solutions, and Dependencies Matrix to classify each solution, group them into work packages, then regroup into Capability Increments. Document in an Architecture Definition Increments Table. This follows the TOGAF Architecture Development Method approach in Phase E, Opportunities and Solutions. The team first consolidates the gaps identified across the architecture domains with the candidate solutions and their dependencies. This creates a coherent basis for determining which changes must be delivered together and which must precede others. Solutions can then be classified and combined into manageable work packages that can be assigned, estimated, governed, and implemented.

Because the organization must limit disruption to active clinical trials, work packages should not be treated as one large deployment. TOGAF groups related work packages into Capability Increments: planned, value-delivering stages that progressively establish the target capability while respecting dependencies, risk, and operational constraints. The Architecture Definition Increments Table records these planned increments and the architecture definition reached at each stage. It therefore provides an appropriate implementation roadmap for gradual introduction of the secure information-sharing capability. The method is consistent with the TOGAF ADM and its Architecture Content Framework, described by The Open Group TOGAF Standard and the TOGAF Architecture Content documentation.

QUESTION NO: 7

Scenario

You are working as an Enterprise Architect within a large manufacturing company. The company has multiple divisions located worldwide.

After a recent study, senior management is concerned about the impact of the companyâ€™s multiple data centers and duplication of applications on business efficiency. To address this concern, a strategic architecture has been defined; it will help improve the ability to meet customer demand and improve the efficiency of operations. The strategic architecture involves the consolidation of multiple application programs that are currently used in different divisions and putting them all onto a cloud-based solution instead.

Each division has completed the Architecture Definition documentation to meet its own specific operational requirements. The enterprise architects have analyzed the corporate changes and implementation constraints. A consolidated gap analysis has been completed. Based on its results, the architects have reviewed the requirements, dependencies, and interoperability requirements needed to integrate the cloud-based solution. The architects have completed the Business Transformation Readiness Assessment. Based on all these factors, they have produced a risk assessment. They have also completed the draft Implementation and Migration Plan, the draft Architecture Roadmap, and the Capability Assessment deliverables.

Due to the risks of changing from the current environment, the decision has been taken that a gradual approach is needed to implement the target architecture. It will likely take a few years to complete the whole implementation process.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is engaged throughout all the divisions, with implementation governance assigned to a business line. In addition to providing guidance on using architecture frameworks, including business planning, project/portfolio management, and operations management, the EA program is sponsored by the Chief Information Officer (CIO).

You have been asked to decide on the next steps for the migration planning.

Based on the TOGAF standard, which of the following is the best answer?

A. You update the Architecture Definition Document, which includes setting project objectives and documenting the final requirements. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You then

produce an Implementation Governance Model to manage the lessons learned prior to finalizing the Implementation and Migration Plan. You recommend that lessons learned be applied as changes to the arch

B. You conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment verifies that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then you would identify changes to performance requirements and update those in the Imp

C. You examine how the Implementation and Migration Plan affects the other frameworks being used in the organization. You coordinate the planning with the business planning, project/portfolio management, and operations management frameworks. You assign a business value to each project, considering the available resources and how well they align with the strategy. You then update the architecture roadmap and the Implementation and Migration Pla

D. You assess the business value for each project by applying the Business Value Assessment Technique. The assessment should focus on return on investment and performance evaluation criteria to prioritize the most progress of the architecture transformation. You confirm and plan a series of Transition Architecture phases using an Architecture Definition Increments Table. You document the lessons learned and generate the final Implementation an

ANSWER: C

Explanation:

The correct next step is to examine how the Implementation and Migration Plan affects the other frameworks being used in the organization, coordinate planning with business planning, project/portfolio management, and operations management, assign business value to projects, and update the Architecture Roadmap and Implementation and Migration Plan. This directly reflects the objectives of ADM Phase F, Migration Planning. At this point the organization has already developed the key draft migration deliverables, assessed readiness and risks, and decided that a multi-year, incremental migration is necessary. The architect must now turn those inputs into a prioritized, viable, and coordinated implementation program.

TOGAF emphasizes that migration planning is not performed in isolation. The resulting portfolio of work packages and projects must be reconciled with enterprise planning and management processes, available resources, timing, dependencies, and strategic value. Assigning business value supports prioritization of the transition steps and helps determine an effective sequence for the gradual cloud migration. Updating both the roadmap and implementation plan records the agreed priorities, sequencing, and resource-aware plan, making them suitable for governance and execution. This is especially important where divisions, shared cloud capabilities, and operational constraints must be coordinated across the enterprise. See TOGAF 9.2 ADM Phase F: Migration Planning and The TOGAF Standard, ADM Techniques.

QUESTION NO: 8

Complete the sentence A business scenario describes_____

A. shortfalls between the Baseline and Target Architectures

B. business domain gaps such as cross-training requirements

C. business and technology environment in which those problems occur

D. general rules and guidelines tor the architecture being developed

ANSWER: C

Explanation:

A business scenario describes the business and technology environment in which particular problems occur. In the TOGAF Architecture Development Method, Business Scenarios are a practical technique used to identify and understand business problems or opportunities in a realistic operational context. They help architecture stakeholders articulate the situation, the actors involved, desired outcomes, and the business and technology conditions that influence the problem. This shared, scenario-based understanding supports the creation and validation of architecture requirements, ensuring that the proposed architecture addresses genuine enterprise concerns rather than abstract technical assumptions. A scenario can therefore connect business needs and stakeholder concerns with the architectural work needed to resolve them, providing useful context for analyzing impacts on the enterprise architecture. The TOGAF Standard describes Business Scenarios as a method for identifying and documenting business requirements by describing the business and technology environment

where the problem exists. See The TOGAF Standard, ADM Techniques and TOGAF Standard information from The Open Group.

QUESTION NO: 9

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

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:

To verify that the method is being applied correctly is the best description of why the Architecture Development Method (ADM) needs governance. The TOGAF Standard identifies governance as an essential aspect of architecture practice and states that governance is required throughout the ADM cycle. In this context, governance provides oversight and control to confirm that architecture work follows the agreed process, complies with applicable architecture principles and standards, and produces deliverables of an appropriate quality. It establishes accountability for architecture decisions, supports conformance assessments, and ensures that relevant stakeholders have the appropriate authority to review, approve, and direct architecture activity. Governing the ADM is therefore not merely an administrative exercise; it provides the checks needed to ensure that the method is used effectively and consistently in the enterprise's specific operating context. The Architecture Board commonly has a key role in this oversight, including monitoring conformance and managing architecture governance processes. This allows the enterprise to maintain confidence that architecture development and implementation remain controlled, traceable, and aligned with established governance arrangements. See TOGAF Standard, Version 9.2 — Architecture Governance and The Open Group TOGAF Certification and Standard resources.

QUESTION NO: 10

What is the purpose of a Request for Architecture Work?

A. To initiate an architecture development cycle in response to a business need or change

B. To approve a completed Target Architecture for implementation

C. To record exceptions found during an Architecture Compliance Review

D. To define the products that will be procured for a solution

ANSWER: A

Explanation:

To initiate an architecture development cycle in response to a business need or change is correct. A Request for Architecture Work is used to trigger architecture activity. It may originate from a sponsor, a business unit, a governance body, a program, or another source of enterprise change. The request provides the initial impetus for assessing the need, scope, stakeholders, and approach for the architecture engagement.

The request is considered during the Preliminary Phase or Phase A, where the architecture capability and project context are applied to establish the Architecture Vision and the Statement of Architecture Work. It is not itself the approved architecture definition or the implementation plan. See The TOGAF Standard, Architecture Development Method.

QUESTION NO: 11

What is present in all phases within the ADM and should be identified, classified and mitigated before starting a transformation effort?

A. Budgetary constraints

B. Risk

C. Schedule constraints

D. Information gaps

ANSWER: B

Explanation:

Risk is correct. The TOGAF Standard identifies risk management as an important technique that applies throughout the Architecture Development Method (ADM). Risk is the effect of uncertainty on objectives, and architecture work necessarily involves uncertainty relating to the proposed target state, stakeholder concerns, dependencies, capabilities, implementation, and realization of expected business value. Consequently, risks need to be recognized early, assessed and classified according to their nature and potential impact, assigned appropriate ownership, and treated through mitigation or other response actions. This is especially important before a transformation effort begins, because unmanaged risks can undermine the feasibility, sequencing, governance, funding, and benefits realization of the change initiative. Risk management is not a one-time activity: risks are monitored and reassessed as the ADM progresses and as decisions, requirements, and implementation plans evolve. Applying this discipline across the ADM supports informed trade-offs and helps ensure that transformation planning reflects both opportunities and threats. The TOGAF Standard's Risk Management technique describes how risk assessment and mitigation support architecture development and transformation. See The TOGAF Standard, ADM Techniques and The TOGAF Standard, Introduction.

QUESTION NO: 12

Which of the following best describes the class of information known as the Reference Library within the Architecture Repository?

A. Guidelines and templates used to create new architectures

B. Specifications to which architectures must conform

C. A record of the governance activity across the enterprise

D. Processes to support governance of the Architecture Repository

ANSWER: A

Explanation:

Guidelines and templates used to create new architectures is correct because the Reference Library is the part of the Architecture Repository that supplies reusable source material for architecture work. It provides resources that architects can consult, adopt, tailor, and apply when developing an enterprise-specific architecture. These resources include reference models, generic architecture and solution building blocks, patterns, standards, templates, techniques, and examples of best practice. The library therefore supports consistency and efficiency by preventing teams from having to create every method, model, or reusable asset from the beginning.

The Reference Library is intentionally broad: its contents may originate from internal enterprise experience, industry sources, or external standards bodies, provided they are useful as reference material during architecture development. Its purpose is not merely archival; it actively enables architects to create, customize, and communicate new architectures using established and reusable guidance. This description aligns directly with The Open Group's definition of the Architecture Repository and its Reference Library class. See The TOGAF Standard, Architecture Content — Architecture Repository and The Open Group TOGAF Standard overview.

QUESTION NO: 13

Complete the sentence: The purpose of the Preliminary Phase is to develop the:

A. Organization Model for Enterprise Architecture

B. Architecture Roadmap

C. Implementation Governance Model

D. Architecture Vision for the project

ANSWER: A

Explanation:

Organization Model for Enterprise Architecture is correct because the Preliminary Phase establishes the foundation needed for the enterprise to perform architecture work effectively and consistently. A central activity is defining the organization-specific Architecture Capability, including the organizational structures, roles, responsibilities, governance arrangements, processes, and skills needed to use the Architecture Development Method. The Organization Model for Enterprise Architecture records how that capability operates: it identifies architecture stakeholders and decision-making authorities, the Architecture Board or equivalent governance structures, reporting relationships, and interfaces with portfolio, program, project, and operational governance. Establishing this model at the outset gives architecture activity appropriate authority, accountability, and integration with the enterprise's existing management environment. It also supports a repeatable approach to architecture across initiatives rather than treating each effort as an isolated project. The TOGAF Standard describes the Preliminary Phase as the preparation of the organization for successful architecture work and includes establishing the Architecture Capability and its governance context. The TOGAF 9.2 ADM guidance specifically identifies defining and establishing the Organization Model for Enterprise Architecture as an objective of this phase. See TOGAF 9.2 Preliminary Phase and The Open Group TOGAF Standard.

QUESTION NO: 14

Which of the following statements about the Enterprise Continuum is correct?

A. It provides guidance for organizations implementing their architecture within a tool.

B. It contains general rules and guidelines relating to architecture work.

C. It is a structural framework for an Architecture Repository.

D. It provides a classification for artifacts as they evolve from generic to organization-specific.

ANSWER: D

Explanation:

The Enterprise Continuum provides a conceptual classification framework for architecture and solution artifacts. It helps architects understand and communicate how reusable assets range from highly generic, industry-independent material through to assets tailored for a particular enterprise. On its architecture side, this evolution progresses from the Foundation Architecture, through Common Systems Architectures and Industry Architectures, to Organization-Specific Architectures. The complementary Solutions Continuum classifies solution building blocks and implementations along a comparable path. This classification supports reuse and makes clear that an organization-specific architecture is not created in isolation: it can be derived from, specialized from, or informed by more general reference architectures, models, patterns, and building blocks. The Continuum is therefore a way of organizing and viewing architecture-related content according to its degree of generality and specificity, rather than a physical repository or a prescribed tool implementation. The Open Group TOGAF Standard describes the Enterprise Continuum and its Architecture and Solutions Continuums in its enterprise architecture content. See The TOGAF Standard, Architecture Content and The Open Group TOGAF overview.

QUESTION NO: 15

Consider the following ADM phases objectives.

	Objective
1	Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
2	Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
3	Define the overall Solution Building Blocks (SBBs) to finalize the Target Architecture based on the ABBs
4	Ensure conformance with the Target Architecture by implementation projects

Which phase does each objective match?

A. 1F-2G-3F-4F

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

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

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

ANSWER: B

Explanation:

The mapping **1E-2F-3E-4G** is correct because it aligns each stated objective with the purpose of the relevant Architecture Development Method phase. Phase E, Opportunities & Solutions, identifies the major implementation initiatives—such as work packages, projects, programs, and portfolios—needed to realize the Target Architecture. This phase also determines whether the target should be reached incrementally and, where appropriate, identifies Transition Architectures that provide ongoing business value during the journey. Phase F, Migration Planning, confirms organizational readiness for change and develops the detailed implementation and migration planning needed to move from the Baseline to the Target Architecture. Phase G, Implementation Governance, provides architectural governance while implementation is underway, ensuring that delivered solutions remain consistent with the Architecture Definition and applicable architecture requirements. Together, these responsibilities distinguish solution identification and transition definition in Phase E, practical migration preparation in Phase F, and governance during delivery in Phase G. The ADM phase descriptions and objectives are defined in The TOGAF Standard: Architecture Development Method; see also The Open Group TOGAF information page.

QUESTION NO: 16

In which ADM phase are projects prioritized and sequenced to produce the detailed Implementation and Migration Plan?

A. Phase D, Technology Architecture

B. Phase E, Opportunities & Solutions

C. Phase F, Migration Planning

D. Phase G, Implementation Governance

ANSWER: C

Explanation:

Phase F, Migration Planning is correct. Phase F takes the implementation approach, work packages, and candidate Transition Architectures identified in Phase E and develops a detailed Implementation and Migration Plan. This includes prioritizing and sequencing projects, confirming dependencies, addressing costs and benefits, and assigning work packages to the Transition Architectures and Architecture Roadmap.

Phase E identifies major implementation projects and creates the initial Architecture Roadmap. Phase F refines that work into a coordinated plan for realizing the Target Architecture. Phase G then governs the implementation as it proceeds. See The TOGAF Standard, Architecture Development Method.

QUESTION NO: 17

Which ADM phase focuses on defining the problem to be solved, identifying the stakeholders, their concerns, and requirements?

A. Phase

B. Preliminary Phase

C. Phase

D. Phase A

ANSWER: D

Explanation:

Phase A: Architecture Vision is correct. It establishes the initial direction, scope, and business context for an architecture engagement. A central activity in this phase is identifying the stakeholders who are relevant to the architecture work, understanding their concerns, and capturing the high-level requirements that the architecture must address. This creates a shared understanding of the problem or opportunity, the desired business outcomes, and the value expected from the proposed architecture.

Phase A develops an Architecture Vision: a high-level, aspirational description of the target architecture and its benefits. It also confirms the architecture project's scope, identifies key constraints and assumptions, gains commitment from sponsors and stakeholders, and obtains approval of the Statement of Architecture Work. These activities ensure that subsequent ADM work is driven by agreed stakeholder needs and business objectives, rather than beginning detailed domain architecture development without a clear mandate.

The Open Group describes Phase A as the phase for establishing the Architecture Project and developing the Architecture Vision, including identification of stakeholders and their concerns. See TOGAF Standard Version 9.2, Phase A: Architecture Vision and The TOGAF Standard, ADM Techniques.

QUESTION NO: 18

Complete the sentence. The "Statement" part of the recommended TOGAF template for Architecture Principles

A. should highlight the requirements for carrying out the principle

B. should highlight the business benefits

C. should be easy to remember

D. should clearly communicate the fundamental rule

ANSWER: D

Explanation:

The correct completion is "should clearly communicate the fundamental rule". In the TOGAF Architecture Principles template, the Statement is the concise, unambiguous expression of the principle itself. It communicates the enduring rule or direction that is to guide architecture-related decisions and behavior. A well-written statement is sufficiently clear that stakeholders can understand the intended governing rule without needing supporting detail in the statement itself.

This is important because principles are used to provide stable guidance across projects, domains, and time. The statement therefore establishes the core normative position—for example, a direction that information is to be managed as an enterprise asset—rather than describing a particular solution or implementation approach. Supporting material is

documented separately in the principle's rationale and implications. The rationale records the business reason and value of adopting the principle, while implications identify the consequences, responsibilities, and likely actions required when applying it. Keeping the fundamental rule clear and distinct enables principles to be communicated consistently and applied reliably during architecture governance.

TOGAF's Architecture Content guidance describes architecture principles and their recommended structure in the TOGAF Architecture Content documentation. Further TOGAF standard resources are available from The Open Group TOGAF page.

QUESTION NO: 19

Which of the following describes the concept of an Enterprise Architecture Capability?

A. The ability to distinguish between different types of architectural assets that exist at different levels of abstraction in the enterprise.

B. The ability to follow general rules and guidelines that relate to Enterprise Architecture work and that enable decision-making.

C. The ability to develop, use, and sustain the architecture of a particular enterprise using architecture to govern change.

D. The ability to strike a balance between positive and negative outcomes resulting from the realization of opportunities.

ANSWER: C

Explanation:

The ability to develop, use, and sustain the architecture of a particular enterprise using architecture to govern change is the TOGAF definition of an Enterprise Architecture Capability. It is not merely an architecture deliverable, repository, method step, or set of principles. Rather, it is the enduring organizational ability to perform enterprise architecture work effectively and to apply its results in guiding transformation and operational change.

In practice, this capability brings together the people, skills, roles, processes, governance arrangements, information, tools, and funding needed to establish and operate architecture as a business discipline. It allows an enterprise to develop architectures appropriate to its needs, maintain them as the enterprise evolves, and use architecture governance to ensure that change initiatives conform to agreed direction, standards, and target-state decisions. The emphasis on both sustaining the architecture and governing change is important: enterprise architecture must remain useful beyond an initial architecture-development effort and must influence real investment and delivery decisions.

This aligns directly with TOGAF's Architecture Capability Framework, which addresses the capabilities and operational structures needed to establish an enterprise architecture function. See The Open Group TOGAF resource page and TOGAF Architecture Capability Framework.

QUESTION NO: 20

Consider the following statement:

Separate projects may operate their own ADM cycles concurrently, with relationships between the different projects

What does it illustrate?

A. Implementation governance

B. Enterprise Architecture

C. Iteration

D. Requirements management

ANSWER: C

Explanation:

Iteration is correct. The TOGAF Architecture Development Method (ADM) is designed to be applied iteratively rather than as a single, strictly linear sequence. Iteration enables architecture work to be revisited, refined, and coordinated as new information, requirements, decisions, or implementation feedback emerge. It can occur within an ADM phase, across several phases, or through repeated complete ADM cycles.

The stated situation is specifically an example of iteration at the enterprise level: distinct projects can each conduct an ADM cycle concurrently while maintaining relationships and coordination between their architecture efforts. This supports the development of architectures at different levels of scope and detail, such as enterprise, segment, capability, or solution architecture, while ensuring that the work remains aligned. The ADM therefore provides a method that can be tailored and reused across interconnected initiatives instead of requiring all architecture activity to be performed by one project in one cycle.

The Open Group describes iteration as a core concept in applying the ADM and notes that the ADM may be executed at different levels, with multiple cycles operating in parallel where appropriate. See The TOGAF Standard, Architecture Development Method and TOGAF certification and standard information from The Open Group.

QUESTION NO: 21

Full Scenario (Complete and Unmodified):

You are employed as an Enterprise Architect at a healthcare company. The company operates over 250 hospitals and is dedicated to transforming healthcare with new ideas and advancements. The company has multiple divisions including surgery centers, freestanding emergency departments, urgent care clinics, and physician practices. They also develop and supply a range of products and services, many with specialized systems and clinical needs.

The company ' s Enterprise Architecture (EA) department has been operating for several years and has mature, well-developed architecture governance and development processes following the TOGAF standard. The Chief Information Officer (CIO) is the sponsor of the Enterprise Architecture program.

Healthcare is a highly controlled sector, and the company must maintain robust security practices to keep patient information private and prevent data breaches. The company shares electronic health records with multiple providers and has standardized its medical coding for billing and reporting.

Many of the company’s rivals have begun using Artificial Intelligence (AI) in their operations, and the indications are that this will be transformative for healthcare delivery. This is something the EA department has been interested in for a while, and they had recently submitted an architecture Change Request which was approved. As a result, the CIO has approved a Request for Architecture Work to implement AI-based solutions in the company.

The project has been established and you have been assigned to work on it. Stakeholders, concerns, and business requirements have been identified. The stakeholders have made it clear that timely implementation of changes can be life-critical, and that changes should be focused on improving patient outcomes. They also have a concern about disruption due to the changes and require the systems to preserve clinical data access and maintain critical life-support systems during any outages.

The scope of what is inside and what is outside the architecture efforts has now been confirmed. Your task is to revisit and review the Architecture Principles, as they form part of the constraints on architecture work.

Question:

The EA team leader has asked you to explain which Architecture Principles are most relevant for this project.

Based on the TOGAF standard, which of the following is the best answer?

(Assume the company follows the example Architecture Principles from the TOGAF ADM Techniques – Architecture Principles chapter.)

A. Compliance with the Law, Interoperability, Control Technical Diversity

B. Responsive Change Management, Primacy of Principles, Maximize Benefit to the Enterprise

C. Common Vocabulary and Data Definitions, Data Security, Requirements-Based Change

D. Common Use Applications, Information Management Is Everybody’s Business, Data Is Accessible

ANSWER: C

Explanation:

Common Vocabulary and Data Definitions, Data Security, Requirements-Based Change is the best fit because it directly expresses the constraints that the architecture must honor for the AI initiative. Common Vocabulary and Data Definitions is especially significant where electronic health records are exchanged across providers and medical codes have been standardized. AI capabilities depend on consistently understood clinical concepts, data elements, and meanings; shared definitions reduce ambiguity and enable information to be interpreted consistently across systems and organizational units.

Data Security is fundamental because patient information is sensitive, the organization is subject to healthcare regulation, and the architecture must protect information while sustaining access for clinical care. The principle guides architecture work toward appropriate protection of data and supports the dependable handling of information needed by care teams and critical services.

Requirements-Based Change is equally central because the approved work must deliver changes in response to identified stakeholder and business requirements. Here, those requirements explicitly prioritize patient outcomes, life-critical timeliness, preservation of clinical-data access, and continuity of life-support systems. This principle keeps AI adoption traceable to those needs rather than treating technology adoption as an end in itself. The TOGAF example principles describe their rationale and implications as constraints and guidance for architecture decisions; see TOGAF Architecture Principles and The TOGAF Standard.

QUESTION NO: 22

Scenario:

You are working as an Enterprise Architect within a company providing legal services. The company operates in many countries and has a complicated structure. Every office must follow the local regulations in their country.

The company's Enterprise Architecture (EA) department has been operating for several years and has mature, well-developed architecture governance and development processes based on the TOGAF standard. In addition to the EA program, the company has several management frameworks, including business planning, project/portfolio management, and operations management. The Architecture Board includes representatives from all parts of the company.

The Chief Information Officer (CIO) is the sponsor of the Enterprise Architecture program. The CIO has actively encouraged architecting with agility within the EA department as the preferred approach for projects. The CIO has given approval for a Request for Architecture Work to explore the adoption of an AI-powered system for managing legal cases and financial processes.

Senior management has become more concerned about business performance, especially with the advancements in Artificial Intelligence (AI). Many of the company's competitors have started using AI to assist with legal strategies, streamline processes, and boost productivity. One of the most important benefits AI has for the business is its ability to increase accuracy and minimize mistakes.

Some of the top managers are worried about a change in the way of working, and if it will achieve the business goals. Their staff also fear that management will use the AI system to measure their performance. The CIO wants to know how to address these concerns and reduce risks.

The new system is expected to guide legal professionals and analysts on which tasks to focus on. The main goals are to improve productivity and make better use of staff. In addition, the CIO hopes these changes will lead to higher customer satisfaction.

Refer to the scenario:

You have been asked to respond to the Chief Information Officer (CIO) recommending an approach that would enable the development of an architecture that addresses the concerns of the top managers and the multiple branches in different parts of the company.

Based on the TOGAF standard, which of the following is the best answer?

A. You recommend that models be created for each of the Business, Application, and Technology architectures. These can be used to ensure that the system will be compliant with the local regulations for each operating entity. This ensures that all

necessary data and detail is addressed. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models.

B. You recommend that an analysis of the stakeholders is undertaken. This will allow the architects to define groups of partners (the stakeholders) who have common concerns and include development of a Stakeholder Map. The concerns and relevant views should then be defined for each group and recorded in the Architecture Vision document. To reduce risk, you include a requirement that there be progressive development of the target architecture through a series of Transition Architectures.

C. You recommend creation of a set of business models that can be applied uniformly across all AI-related architecture projects. These should be developed in a portable format to ensure maximum portability across the many tools used in the firm. Each architecture should then be defined based on this fixed set of models. All concerned stakeholders can then examine the models to ensure that their needs have been addressed.

D. You recommend that a Communications Plan be created to address the key stakeholders, particularly influential partners. This plan should include a report summarizing the key features of the architecture with respect to each location and reflect the stakeholders' requirements. You will check with each key stakeholder that their concerns have been addressed. Risk mitigation should be explicitly addressed as a component of the architecture being developed.

ANSWER: B

Explanation:

The recommendation to undertake stakeholder analysis, develop a Stakeholder Map, identify concerns and relevant views, and record them in the Architecture Vision is the appropriate TOGAF approach. The organization has diverse and potentially conflicting interests: senior managers need confidence that business outcomes will be achieved, staff have concerns about the use of AI in performance management, and offices must meet differing local regulatory obligations. Stakeholder management makes these interests explicit and groups stakeholders with common concerns, enabling the architecture effort to provide focused views that communicate the relevant information to each group.

In the TOGAF ADM, Phase A establishes the Architecture Vision, identifies stakeholders and their concerns, and defines the communications needed to secure agreement on the scope and direction of the work. Capturing these concerns and views early creates an agreed basis for subsequent requirements work, governance, and decision-making. Progressive development through transition architectures is also well suited to the CIO's agile preference: it delivers controlled increments of value, permits validation with affected offices and management, and reduces implementation and change risks while moving toward the target architecture. See the TOGAF guidance on ADM techniques and the TOGAF ADM.

QUESTION NO: 23

Please read this scenario prior to answering the question

You have been appointed as Chief Enterprise Architect (CEA). reporting to the Chief Technical Officer (CTO), of a company established as a separate operating entity by a major automotive manufacturer. The mission of the company is to build a new industry leading unified technology and software platform for electric vehicles.

The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework, and architecture development 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 end-to-end Target Architecture has been completed with a roadmap for change over a five-year period. The new platform will be a cross-functional effort between hardware and software teams, with significant changes over the old platform. It is expected to be developed in several stages over three years. The EA team has inherited the architecture for the previous generation hardware and software automotive platform, some of which can be carried over to the new unified platform. The EA team has started to define the new platform, including defining which parts of the architecture to carry forward.

Enough of the Business Architecture has been defined, so that work can commence on the Information Systems and Technology Architectures. Those need to be defined to support the core business services that the company plans to provide. The core services will feature an innovative approach with 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 pose an architecture challenge. The application portfolio and supporting infrastructure need to interact with various existing cloud services and data-

Refer to the scenario

You have been asked what approach should be taken to determine and organize the work to deliver the requested architectures?

Based on the TOGAF standard which of the following is the best answer?

A. You would look outside the enterprise to research data models and application portfolios of leading big data businesses. You would develop just enough applications, data, and technology architecture to identify options. For each project this should include identification of candidate architecture and solution building blocks. You will identify solution providers, perform a readiness assessment, and assess the viability and fitness of the so

B. You would refer to the end-to-end Target Architecture for guidance and direction. The first objective should be to identify projects, dependencies and synergies, then prioritize before initiating the projects. You will develop high-level architecture descriptions. For each project you would estimate effort size, identify reference architectures, and candidate building blocks. You will identify the resource needs considering cost and value.

C. You will revisit ADM Phase

D. You will research leading data businesses, developing high-level Target Data, Application and Technology Architectures. You would review the Architecture Vision in order to estimate the level of detail, time, and breadth of the ADM cycle phases that will be needed to develop the architecture. You will identify and cost major work packages, and then develop an Architecture Roadmap. You would then seek approval by the Architecture Board and i

ANSWER: B

Explanation:

The approach that refers to the end-to-end Target Architecture and first identifies projects, dependencies, and synergies is correct because the organization already has a target state and a strategic roadmap. The immediate architecture-management need is therefore to structure the remaining delivery effort into coherent, prioritized initiatives rather than restart the enterprise-level architecture definition. Identifying dependencies and synergies ensures that the data, application, and technology work is sequenced appropriately across the hardware and software teams, particularly where legacy assets may be retained and cloud-service integrations create shared constraints.

High-level architecture descriptions, reference architectures, and candidate building blocks provide enough architectural direction to define and compare viable implementation increments. Estimating effort and identifying resource needs in terms of cost and value supports prioritization and investment decisions, while retaining traceability to the target state. This aligns with TOGAF implementation and migration planning, in which projects are grouped and prioritized as work packages and dependencies are used to sequence the roadmap. The TOGAF Standard describes this planning focus in ADM Phase F: Migration Planning and identifies relevant techniques, including interoperability and business-scenario considerations, in the ADM Techniques.