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TOGAF 9.2 Combined Part 1 and Part 2

The Open Group OG0-093

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QUESTION NO: 1

In which Phase of the TOGAF ADM is the focus the creation of an Implementation and Migration Plan in co-operation with the portfolio and project managers?

A. Phase F

B. Phase D

C. Phase G

D. Phase E

E. Phase A

ANSWER: A

Explanation:

Phase F is correct because it is the Migration Planning phase of the TOGAF Architecture Development Method (ADM). Its central purpose is to turn the implementation approach and the identified architecture work packages into a practical, coordinated Implementation and Migration Plan. This includes prioritizing projects, determining their sequence and dependencies, assigning business value, and confirming the transition architectures needed to move from the baseline to the target architecture.

A key activity in this phase is collaboration with portfolio and project-management functions. Architecture delivery must be aligned with the organization's project portfolio, available resources, governance arrangements, costs, benefits, risks, and scheduling constraints. The resulting plan provides the roadmap for executing the approved architecture changes and supports decisions about which initiatives should be undertaken, in what order, and under what conditions.

TOGAF describes Phase F as establishing the implementation and migration plan and ensuring that the architecture roadmap is coordinated with enterprise portfolio management. The phase therefore bridges architectural planning and the managed delivery of change. See TOGAF 9.1 ADM Phase F: Migration Planning and TOGAF 9.1 ADM Guidelines and Techniques.

QUESTION NO: 2

You are 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.

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 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 company has a well-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. The Chief Information Officer (CIO) and the Chief Operating Officer (COO) jointly sponsor the Enterprise Architecture program.

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 activity, and the Architecture Board have approved the plan to roll out these changes to all plants.

Preliminary Architecture Contracts have been developed that detail the work needed to put in place the new processes for each location. The company mixes internal teams with a few third-party contractors at the locations. The Chief Engineer is worried that the deployment will not be consistent and of satisfactory quality.

Refer to the scenario:

The EA team leader has asked you to review the preliminary Architecture Contracts and recommend the best approach to address the Chief Engineer ' s concern.

A. You check the contracts ensuring that they address project objectives, effectiveness metrics, acceptance criteria, and risk management. Third-party contracts must be legally enforceable. You advise that there be a schedule of compliance reviews at key points in the implementation process. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet local needs.

B. You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified to meet the local needs.

C. For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet local needs.

D. For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet local needs.

ANSWER: A

Explanation:

The appropriate approach is to check the contracts ensuring that they address project objectives, effectiveness metrics, acceptance criteria, and risk management; require legal enforceability for third-party contracts; schedule compliance reviews; and have the Architecture Board review deviations and consider dispensations. This applies TOGAF architecture governance directly to the rollout risk: the contracts establish the agreed obligations and measurable conditions for implementing the approved architecture at every plant. Clear objectives, measures, acceptance criteria, and risk provisions enable consistent assessment of whether each location has delivered the required assembly-process changes to the necessary quality.

Architecture compliance reviews at defined implementation milestones provide active governance rather than waiting until a deployment is complete. They give the Architecture Board timely evidence that the approved target architecture is being implemented consistently across internal teams and suppliers. Where a local circumstance creates a genuine need to depart from the contract, the Architecture Board retains authority to assess the deviation and formally decide whether a dispensation is justified. This preserves enterprise-wide standardization while allowing controlled, documented exceptions. TOGAF also recognizes that an Architecture Contract involving an external supplier should be legally enforceable, whereas the governance mechanism can be adapted to the parties involved. See TOGAF 9.2, Architecture Contracts and TOGAF 9.2, Architecture Compliance.

QUESTION NO: 3

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

A. To validate non-functional requirements

B. To establish quality metres for the architecture

C. To determine service levels for the architecture

D. To identify missing functions

ANSWER: D

Explanation:

To identify missing functions is correct because Gap Analysis compares the Baseline Architecture with the Target Architecture in order to identify what must change to reach the desired future state. In TOGAF, the technique is used across architecture domains to identify items that are present in the target but absent from the baseline, as well as components that need to be removed, replaced, or otherwise changed. A function needed by the Target Architecture but not supplied by the Baseline Architecture is therefore a gap. Identifying such missing capabilities provides a clear basis for defining work packages, transition architectures, and the implementation roadmap in later ADM work. The analysis is not limited to business functions: it can also expose gaps in data entities, applications, technology components, services, processes, or organizational capabilities. The key purpose is the structured discovery and documentation of differences between the current and required architecture, so that the enterprise can plan the changes necessary to achieve the target state. The Open Group describes this use of Gap Analysis in the TOGAF Standard's Gap Analysis chapter; related ADM deliverables and architecture-definition concepts are available in the Architecture Content Framework.

QUESTION NO: 4

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

A. A description of the organization specific architecture framework and method

B. A record of the governance activity across the enterprise

C. Guidelines and templates used to create new architectures

D. Processes to support governance of the Architecture Repository

E. Specifications to which architectures must conform

ANSWER: C

Explanation:

Guidelines and templates used to create new architectures is correct because the Reference Library is the portion of the TOGAF Architecture Repository that provides reusable reference material for architecture work. It contains guidelines, templates, patterns, and other reference assets that help architects develop architectures consistently and efficiently. These materials support the practical execution of architecture development by giving teams established structures and reusable content rather than requiring each engagement to begin from scratch.

TOGAF describes the Architecture Repository as a structured collection of architectural output, including distinct classes of information with different purposes. Within that structure, the Reference Library serves as a source of reusable guidance and resources that can be applied when creating new architecture deliverables. Its contents can include reference models, generic architectural patterns, and templates appropriate to the organization's architecture practice. This promotes common ways of working and improves the quality and comparability of architecture descriptions across initiatives. See The Open Group's TOGAF 9 Architecture Repository chapter and the Reference Library description.

QUESTION NO: 5

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for an Enterprise Architecture project team within a multinational oil and gas corporation. It is organized into two major business groupings:

-Upstream operations which include exploration for crude oil and natural gas and operating the infrastructure necessary to deliver oil and gas to the market.

-Downstream operations which include the manufacturing, distribution and marketing activities for oil products and chemicals

Safety is a priority for the company, with the aim to ensure id causes zero harm to people and the environment. The company has to satisfy the regulatory requirements of each of the countries it operates in.

The downstream business generates a third of the company's profits worldwide and includes more than 30,000 petrol stations and various oil refineries. In some countries it also includes oil refining, a retail station network, lubricants manufacture and marketing, industrial fuel and lubricants sales. The practice for the downstream business has been to operate locally managed by local "operating companies".

The Governing Board is concerned about the risk posed by operating in this complex global environment with a large part of the downstream business represented by local operating companies. As a result, the Chief Executive Officer (CEO) has appointed a Chief Compliance Officer (CEO) to be responsible for overseeing and managing compliance issues for the corporation. The CCO reports directly to the CEO.

The CCO has approved the expenditure of resources to establish an Enterprise Architecture program, and has mandated the use of the TOGAF standard as the framework. He has requested to be informed about the status of downstream operations that could impact regulatory compliance. He also wants the corporate legal staff and auditors to analyze all proposed new downstream operations to ensure that they are within the legal guidelines for each country. In addition, the local operating companies should be able to see that the architecture is appropriate for their needs.

The architecture project team has worked within the sponsor to complete a detailed Request for Architecture Work providing the high level project description. As the project commences the next phase, the necessary approvals from corporate and line management have been …..

Refer to the Scenario

You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of the Chief Compliance Officer, legal staff, auditors and the local operating companies.

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

A. You recommend that a set of models be created for each project architecture that can be used to ensure that the system will be compliant with the local regulations. 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, including development of a Stakeholder Map. This will allow the architectures to define groups of stakeholders who have common concerns. The concerns and relevant viewpoints should be defined for each group of stakeholders, and recorded in the Architecture Vision document.

C. You recommend that the ArchiMate modeling language is used to create a set of models that can be applied uniformly across all architecture projects. Each architecture should then be defined based on this fixed set of models. All concerned parties 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 powerful and influential stakeholders. This plan should include a report that summarizes the key features of the architecture with respect to each location and reflect the stakeholders' requirements. You will check with each stakeholder that their concerns are being addressed.

ANSWER: B

Explanation:

You recommend that an analysis of the stakeholders is undertaken, including development of a Stakeholder Map. This will allow the architectures to define groups of stakeholders who have common concerns. The concerns and relevant viewpoints should be defined for each group of stakeholders, and recorded in the Architecture Vision document.

This approach is appropriate because the architecture must serve several stakeholder communities with materially different concerns: corporate compliance leadership needs visibility of regulatory exposure; legal staff and auditors need evidence that proposed operations conform to country-specific obligations; and local operating companies need assurance that the resulting architecture is useful and suitable in their operating context. Stakeholder analysis identifies those parties, their influence, and their concerns. A Stakeholder Map then helps organize stakeholders with common concerns so that the architecture effort can define relevant viewpoints and produce the architecture views needed for each audience.

In the TOGAF Architecture Development Method, stakeholder identification, concerns, viewpoints, and communications are established early, during development of the Architecture Vision. This creates a clear basis for scoped, governed architecture work and for demonstrating that regulatory and local operational concerns have been addressed throughout subsequent development. The Architecture Vision is therefore the appropriate place to record this stakeholder-oriented framing. See The Open Group's ADM Techniques and its Phase A: Architecture Vision guidance.

QUESTION NO: 6

You are working as an Enterprise Architect. The company you work for creates and sells products targeted at the end-user market, which are sold through retail organizations worldwide.

The company is embarking on a Digital Transformation where it will expand its offerings from physical products to also include digital products and digital services. This includes enabling each of its product lines to offer digital products or services associated with their existing physical products.

The feedback from customers is that they do not find much value in these direct-to-consumer digital products. Analysis of the data on how the products are being used and who is using them shows that the products are not reaching the target audience that they were designed for, leading to a failure to meet the revenue goals. The product manager is seeking advice on how to tackle these problems, while making sure that the products still comply within the guardrails set by the EA team.

You are part of the Enterprise Architecture Team. The company uses Agile product management techniques and Agile development practices. The EA team works with the product management teams, supporting and enabling the Agile development teams.

You are working with the EA Team Leader to develop a plan for the overall Digital Transformation project. You have been asked to work on a specific product line, which is experimenting with new direct-to-consumer digital products using a third-party platform. The product development for this experiment took a Minimum Viable Architecture approach, including a shallow architecture development iteration with a focus on the Application Architecture, followed by a quick and minimal implementation.

The Enterprise Architecture practice at the company is sponsored by the Chief Technology Officer. The EA team has operated successfully for several years and has well-developed processes based on the TOGAF standard. The EA team's responsibilities include architecting product development processes and customer experience.

The EA team leader wants to know how to gather information in order to respond to the product manager.

A. You would revise the target architecture for ADM Phase B and create new architecture models to address the issues raised. The modeling techniques should identify different groups of customers, what they find valuable, how much it costs to serve them, and the resulting revenue. You would examine the customer value by use of value stream mapping to break down the activities for the direct-to-consumer products.

B. You would review the baseline architecture for ADM Phase B to determine what gaps in functionality have been missed in the target architecture that would meet the customer's needs and attract the target audience. You would research emerging new technologies and draw up a list of alternatives that would increase the value proposition for the target audience. You would then define candidate roadmap components from the alternatives and develop

C. You would perform another iteration of ADM Phases B-C. This would include the development of a description in the Architecture Definition Document of how the product architecture needs to operate to achieve the business goals, and how the application will support the needs of the business as well as the customers. The Data Architecture should identify tools for data capture that would help with analysis of the concerns raised by the product

D. You would focus on the target Application Architecture, revising it to better align with the overall Digital Transformation plan. You would write a new Statement of Architecture Work and submit it for review by the EA team leader. The Statement of Architecture Work should include a detailed project description and a work plan. Once approved by the EA team leader, you would conduct a full ADM cycle based on the Statement of Architecture Work

ANSWER: A

Explanation:

You would revise the target architecture for ADM Phase B and create new architecture models to address the issues raised. The modeling techniques should identify different groups of customers, what they find valuable, how much it costs to serve them, and the resulting revenue. You would examine the customer value by use of value stream mapping to break down the activities for the direct-to-consumer products. This is the appropriate next step because the evidence points to a business and customer-value problem: the offerings are not reaching their intended segments and are not delivering sufficient perceived value to meet revenue goals. ADM Phase B develops the Target Business Architecture and identifies the business capabilities, value delivered, stakeholders, organizational impacts, and business-model implications needed to address such a problem. Customer segmentation, value propositions, cost-to-serve, and revenue information provide an explicit basis for deciding how the product should be positioned and operated within the enterprise guardrails. Value stream mapping then makes the end-to-end customer-facing activities visible, helping the team locate where the intended experience, channel, or value delivery is breaking down. This supplies focused, actionable architectural information while remaining compatible with

an iterative Minimum Viable Architecture and Agile product-management approach. The TOGAF Standard describes Business Architecture as the architecture domain concerned with business strategy, governance, organization, and key business processes; value streams are a useful means of representing how an organization creates and delivers value. See The TOGAF Standard and The Open Group TOGAF resources.

QUESTION NO: 7

Which of the following describes an objective of the Preliminary Phase?

A. To ensure conformance requirements for the target architecture are defined

B. To develop the Implementation and Migration Plan

C. To operate the governance framework

D. To establish the architecture governance process

E. To develop the Architecture Vision document

ANSWER: D

Explanation:

To establish the architecture governance process is correct because the Preliminary Phase prepares the organization to undertake architecture work by establishing the required architecture capability. A central objective is to define and implement the organizational structures, roles, responsibilities, processes, and governance needed to control and support enterprise architecture activity. This includes establishing an Architecture Board or equivalent governance body where appropriate, defining governance principles and processes, and determining how architecture compliance will be assessed and managed.

Architecture governance ensures that architecture development and subsequent change are directed, monitored, and evaluated in a consistent manner. Establishing this process at the outset gives the organization a foundation for accountable decision-making, stakeholder engagement, standards compliance, and effective use of architecture throughout the architecture development lifecycle. The Preliminary Phase also tailors the architecture framework and confirms the scope of the enterprise architecture capability, but governance is explicitly identified as part of setting up that capability. The Open Group's description of the Preliminary Phase lists establishing the architecture governance process among its objectives. See the TOGAF 9.1 Preliminary Phase and the TOGAF Architecture Development Method.

QUESTION NO: 8

Scenario:

Please read this scenario prior to answering the Question.

The ABC Ltd. is a leading medical device manufacturer in the highly competitive market for Migraine Headache Pain Management (MHPM) devices. These tiny wireless devices are implanted in the brain and can deliver a precise electric shock when the wearable Pain Control Unit (PCU) detects an increase in stress induced by the onset of a migraine headache. This technology will be a breakthrough in the treatment of this condition, and several competitors are striving to be the first to introduce a product into the market. However, all of them must demonstrate the effectiveness and safety of their products in a set of clinical trials that will satisfy the regulatory requirements of the countries in the target markets.

The Enterprise Architecture group at the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials. The Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. The company Architecture Development Method is strictly based on TOGAF 9 with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. The project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain. A corresponding Security Architecture has been defined.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. He has stated that the changes to the enterprise architecture for the new system will need to be rolled out on a geographic basis that will minimize disruptions to ongoing clinical trials. The work will need to be done in stages and rolled out in geographical regions.

Refer to the Scenario

You are serving as the Lead Architect for the project team.

You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture(s).

Based on TOGAF 9, which of the following is the best answer?

A. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar solutions together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the packages into a set of Capability

B. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procured. Eliminate any duplicate building blocks. Group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule

C. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

D. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture. Schedule the rollout one region at a time. Document the progression of the enterprise architecture using an Enterprise Architec

ANSWER: C

Explanation:

Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials. is correct because it follows the TOGAF Phase E approach for moving from the completed architecture definitions to an actionable implementation and migration plan. The Consolidated Gaps, Solutions, and Dependencies Matrix brings together gaps identified across the architecture domains and records a solution direction and relevant dependencies for each. Classifying solutions by delivery approach helps the architecture team assemble related changes into coherent, implementable work packages.

TOGAF then uses work packages as the basis for Capability Increments: discrete, valuable stages of change that progressively realize the Target Architecture through one or more Transition Architectures. In this scenario, the staged regional deployment and the need to avoid interrupting clinical trials are critical dependency and scheduling constraints. They should therefore directly influence how work packages are grouped and sequenced into Capability Increments. This produces Transition Architectures that are both technically feasible and aligned with the sponsor's required rollout strategy. See the TOGAF 9 Phase E guidance on Opportunities and Solutions and its implementation and migration deliverables.

QUESTION NO: 9

Please read this scenario prior to answering the question.

You are employed as an Enterprise Architect within a large law firm. The firm operates in many countries and has a complicated structure. Every office must follow the local regulations in its country.

The firm has an established Enterprise Architecture department, which has been operating for several years. It has architecture governance and development processes based on the TOGAF standard. In addition to the Enterprise Architecture program, the firm has several management frameworks in use, including business planning, project and

portfolio management, and operations management. The Architecture Board includes representatives from all parts of the firm.

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

Senior management has become increasingly worried about how well the business is running, especially with the advancements in Artificial Intelligence. Many of the firm'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 whether it will achieve the goals. Their staff also fear that management will use the system to measure their performance. The Chief Information Officer wants to know how to address these concerns and reduce risks. The new system would provide guidance to 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 Chief Information Officer hopes these changes will lead to higher customer satisfaction.

Refer to the scenario.

The Chief Information Officer has asked you how to address the concerns and lower risks when introducing Artificial Intelligence in the firm.

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

A. A set of business models should be developed with a focus on the essential business problem and the vision of the proposed change. These models will be used to build consensus with the top managers on the approach for deployment of the AI-based solution. A meeting should be held with the key stakeholders to explain how to use and understand the models. Risk will be managed as part of the Security Architecture development.

B. Models should be created for each of the high-level Business, Application, and Technology Architectures included in the Architecture Vision. The models can be used to help top management understand the new business direction and make sure that the system will be compliant with the local regulations for each operating entity. A formal review should be held with the stakeholders to confirm that their concerns have been properly addressed.

C. The stakeholders should be identified, and their concerns documented in the Architecture Vision. A Communications Plan should be created to address the stakeholders. This plan should include a report that summarizes the key features of the architecture with respect to each location and the stakeholders' requirements. You will check with key stakeholders that their concerns are being addressed. Risk mitigation should be addressed as part of the architecture development.

D. An analysis of the stakeholders should be carried out. This will allow the architects to define groups of 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 to get regular feedback.

ANSWER: D

Explanation:

An analysis of the stakeholders should be carried out. This will allow the architects to define groups of 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 to get regular feedback.

This is the best answer because it applies TOGAF stakeholder management directly to the firm's central risks: acceptance of changed ways of working, concerns about possible performance monitoring, achievement of business outcomes, and compliance across jurisdictions. Stakeholder analysis identifies the affected parties, their interests, influence, and concerns. Grouping stakeholders with shared concerns and maintaining a Stakeholder Map provides a structured basis for engagement throughout the architecture effort.

TOGAF Phase A uses the Architecture Vision to establish the scope, value proposition, constraints, stakeholder concerns, and high-level requirements for the work. Defining architecture views that respond to each stakeholder group's concerns makes the architecture understandable and relevant to decision-makers, staff, and local operating entities. Progressive development of the Target Architecture supports the stated agile preference by obtaining frequent feedback, validating

assumptions early, and adapting the architecture as concerns or risks emerge. This creates an effective, governed route to improve confidence in the AI initiative while maintaining stakeholder involvement. See TOGAF stakeholder management and ADM Phase A: Architecture Vision.

QUESTION NO: 10

Consider the following statements:

The TOGAF ADM requires a partitioning model for architecture development.

Architectures are partitioned when different teams need to work on different elements of the architecture at the same time.

Partitions can be used to facilitate architecture re-use.

Which statements about Architecture Partitioning are correct?

A. 2 and 3

B. 1, 2, and 3

C. 1 and 2

D. 1 and 3

ANSWER: A

Explanation:

2 and 3 is correct. TOGAF describes architecture partitioning as a means of dividing the Architecture Landscape into manageable elements. It is particularly useful where different teams must develop, govern, or maintain different elements of an architecture concurrently. Partitioning gives those teams defined areas of responsibility while allowing their work to be coordinated within the broader enterprise architecture effort.

Partitioning also supports architecture re-use. TOGAF explains that effective re-use depends on modular architecture segments that can be taken from one context and incorporated into wider architectures and solution developments. Well-defined partitions make those segments easier to identify, govern, maintain, and reuse across initiatives. This helps an enterprise avoid repeatedly creating equivalent architectural content and supports consistency across its architecture capability.

The choice of an appropriate partitioning approach is tailored to the enterprise's operating model, organizational structure, and architecture governance needs. The relevant TOGAF guidance is available in TOGAF 9.2, Architecture Partitioning. For the related ADM context and architecture-development guidance, see TOGAF 9.2, Introduction to the ADM.

QUESTION NO: 11

Which of the following best describes the relationship between an Architecture Building Block and a Solution Building Block?

A. An ABB defines required capability, while an SBB defines its implementation

B. An ABB is a deployed product, while an SBB is a business requirement

C. An ABB is used only in Phase A, while an SBB is used only in Phase H

D. An ABB and an SBB are alternative names for the same architecture artifact

E. An ABB defines governance rules, while an SBB defines stakeholder concerns

ANSWER: A

Explanation:

An Architecture Building Block describes the required capability, while a Solution Building Block describes a specific component or product that realizes that capability. The ABB states what is needed in architecture terms, including required functionality and interfaces. The SBB identifies how that requirement is implemented in a particular solution.

This separation supports reuse and maintains loose coupling between architectural intent and implementation choice. A single ABB can be realized by different SBBs in different contexts, provided that the selected solution meets the required specification. See TOGAF 9.2 Building Blocks.

QUESTION NO: 12

Scenario:

Please read this scenario prior to answering the question

The ABC company is a large, global commodities trading company which has been growing rapidly through a series of acquisitions.

Each new business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information. The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.

As a result, the company has begun implementing a single Enterprise Resource Planning (ERP) system to consolidate information from several applications that exist across the lines of business.

The Corporate Board is concerned that the new ERP system must be able to manage and safeguard customer information in a manner that meets or exceeds the legal requirements of the countries in which the company operates. This will be an increasingly important capability as the company expands its online services offered to clients and trading partners.

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the ERP implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture. The company has selected TOGAF 9 as the basis for its Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

Refer to the Scenario

You are serving as the Chief Architect.

You have been asked to recommend the approach to take in the Preliminary Phase to ensure that the Corporate Board's concern is addressed.

Based on TOGAF 9, which of the following is the best answer?

A. You evaluate the implications of the Board's concern in terms of regulatory and security policy requirements. You then update the company security policy to reflect the concern, ensuring that this policy is communicated across the organization. You allocate a security architecture team to ensure that security considerations are included in ongoing architecture planning. You then assess the security implications and agreements within the company.

B. You start by clarifying the intent that the Board has for raising this concern. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objectives. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture.

C. You evaluate the implications of the Board's concern in terms of regulatory requirements and their impact on business goals and objectives. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the Board's concern. You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed.

D. You evaluate the implications of the Board's concern by examining the potential impacts on business goals and objectives. Based on your understanding, you then update the current company security policy to include an emphasis on

the Board's concern. In addition, you allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

ANSWER: A

Explanation:

You evaluate the implications of the Board's concern in terms of regulatory and security policy requirements. You then update the company security policy to reflect the concern, ensuring that this policy is communicated across the organization. You allocate a security architecture team to ensure that security considerations are included in ongoing architecture planning. You then assess the security implications and agreements within the company.

This is the appropriate Preliminary Phase response because the Board's requirement is an enterprise-wide driver: customer information must be safeguarded consistently while complying with the laws of every jurisdiction in which the company operates. TOGAF treats security as a cross-cutting concern that must be established early through governance, policy, accountable architecture capability, and integration into all relevant architecture work. Translating the Board concern into regulatory and security-policy requirements makes it actionable and provides a basis for consistent decisions throughout the ERP migration and future online-service expansion. Updating and communicating the enterprise security policy establishes direction for all acquired business units, rather than addressing security only as an implementation feature of one ERP project. Assigning a security architecture team ensures the required specialist capability is available to incorporate these concerns into ongoing planning across business, data, application, and technology domains. The assessment of organizational security implications and agreements supports aligned governance and implementation across the enterprise. See the TOGAF 9 guidance on the Preliminary Phase and Security Architecture.

QUESTION NO: 13

Complete the sentence. The purpose of Enterprise Architecture is to _____.

A. control the bigger changes.

B. guide effective change

C. take major improvement decisions.

D. govern the stakeholders.

ANSWER: B

Explanation:

The correct completion is **"guide effective change"**. In TOGAF, Enterprise Architecture is not simply a control mechanism or a decision-making body; it provides the structured, enterprise-wide understanding needed to direct and coordinate change toward business objectives. Architecture describes the organization's current and desired future states across business, data, application, and technology domains, then supports the transition between them through coherent roadmaps, target architectures, requirements, and governance. This enables leaders and delivery teams to make changes that are aligned with strategy, mutually consistent, and practical to implement. The wording is also a direct expression of TOGAF's stated purpose for Enterprise Architecture: to guide effective change. It emphasizes that architecture is an ongoing capability for helping an enterprise respond deliberately to strategic drivers, opportunities, risks, and changing needs, rather than treating change as a series of disconnected projects. The TOGAF Architecture Development Method provides the repeatable process used to develop and govern this guidance throughout the architecture lifecycle. See The Open Group's overview of TOGAF and its description of the TOGAF Standard.

QUESTION NO: 14

Consider the following statements:

1. Each contracted party is required to act responsibly to the organization and its stakeholders.

2. All decisions taken, processes used, and their implementation will not be allowed to create unfair advantage to any one particular party.

3. Digital Transformation and operations will be more effective and efficient.

4. Strategic decision-making by C-Level executives and business leaders will be more effective.

Which statements highlight the value and necessity for Architecture Governance to be adopted within organizations?

A. 2 & 3

B. 1 & 2

C. 3 & 4

D. 1 & 4

ANSWER: B

Explanation:

1 & 2 correctly identify core reasons for adopting Architecture Governance. In TOGAF, governance concerns the practice and organizational orientation used to direct, manage, and control enterprise architecture. Its value is grounded in establishing accountability, appropriate conduct, and equitable decision-making across the parties involved in architecture work. Requiring every contracted party to act responsibly toward the organization and its stakeholders establishes clear accountability for obligations, decisions, and outcomes. This is especially important where architecture activities involve multiple internal teams, suppliers, partners, and outsourced service providers.

Preventing decisions, processes, and implementations from creating an unfair advantage for a particular party expresses the governance principle of fairness. Governance provides transparent, consistently applied mechanisms for oversight and decision-making so that architecture-related authority is exercised in the organization's interests rather than being unduly influenced by an individual stakeholder or supplier. Together, responsibility and fairness support trustworthy architecture direction and control, which are fundamental characteristics of an effective Architecture Governance capability.

See The Open Group's TOGAF 9 Architecture Governance chapter and the TOGAF 9 documentation.

QUESTION NO: 15

When considering the scope of an architecture, what dimension considers to what level of detail the architecting effort should go?

A. Depth

B. Architecture Domains

C. Breadth

D. Project

ANSWER: A

Explanation:

Depth is correct because it defines the level of detail to which the architecture development effort will be carried out. When establishing the scope of an architecture, the architect must determine not only which parts of the enterprise are included, but also how far the work should progress from high-level principles and conceptual structures into logical and physical detail. The required depth is driven by the purpose of the architecture, stakeholder concerns, the decisions it must support, and the level at which implementation guidance is needed. For example, an enterprise-wide strategic architecture may intentionally remain at a conceptual level, whereas an architecture intended to guide a delivery initiative may need detailed logical building blocks, interfaces, standards, and implementation constraints. Defining depth early helps set realistic expectations for the ADM effort, appropriate deliverables, necessary stakeholder involvement, and the amount of analysis required. The TOGAF standard identifies depth as a key dimension for scoping architecture activity, specifically describing it as the level of detail to which the architecting effort should go. See The Open Group's TOGAF 9 Architecture Development Method documentation and the TOGAF Standard overview.

QUESTION NO: 16

Please read this scenario prior to answering the question

Your role is that of Enterprise Architect for a chain of convenience stores. The chain includes over five thousand retail outlets. Each store in the chain is an independently owned and operated franchise. The stores operate 24 hours a day and 7 days a week. Many of the stores have been with the franchise for more than 10 years and still use the original IT systems deployed at that time.

The chain has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework.

The CEO of the chain has stated concerns about the inefficiencies of the current systems and identified the need to change. He has defined a strategic vision that will enhance the business by providing its franchisees new services to help them compete with other retail outlets and online retailers. This strategy is part of the long-term commitment to enhance the brand image and increase revenue for the chain.

The Chief Architect engaged the services of a leading consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO's vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations. Based on the recommendations from the study, the decision has been made for the chain to adopt a packaged suite of integrated applications that is tailored to the needs of the franchise.

The changes will help provide the chain with improved products, and more efficient operations. The stores will also act as delivery and return locations for a large online retailer which will further increase the number of potential customers. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising and new products to specific regions.

Refer to the scenario

You have been asked by the Chief Architect to propose the best approach for architecture development to realize the CEO's vision.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. Begin by assessing the current infrastructure capacity and capability, since the initial study was focused on strategy.

B. Begin architecture development by going through the Architecture Definition phases (B-D), using the approved strategic architecture as direction.

C. Begin with transition planning, because the vision is well understood and the package decision has been made.

D. Begin with an emphasis on understanding the strategic change parameters of the business.

ANSWER: B

Explanation:

The best approach is to begin architecture development through the Architecture Definition phases (Business, Information Systems, and Technology Architecture), using the approved strategic architecture as a governing input. The strategy study has already established the enterprise-wide direction, key requirements, and the decision to use an integrated packaged application suite. The next architectural task is therefore to develop the architecture in sufficient detail to make that strategic direction implementable across the franchise network.

TOGAF ADM Phases B through D define the Baseline and Target Architectures for the business, data, application, and technology domains. This work enables the organization to determine how the package will support franchise operations, online-retailer pickup and returns, regional marketing analytics, integration with legacy store systems, and the supporting technology needed for continuously operating outlets. It also establishes the gaps between the existing estate and the target state. Those gaps subsequently provide the essential input to Opportunities and Solutions and Migration Planning, where viable work packages, transition architectures, and implementation increments are produced.

This approach maintains traceability from the CEO's approved strategic intent to detailed, deployable architecture deliverables. See the TOGAF ADM overview in The Open Group TOGAF 9 documentation and the Architecture Definition phases in ADM Phase B: Business Architecture.

QUESTION NO: 17

Scenario

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a company that manufactures electromechanical devices. The company is organized as independent operational divisions.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for the basis of its architecture framework. In addition to the EA program, the company has a number of management frameworks in use, including business planning, portfolio/project management, and operations management. The EA program is sponsored by the CIO.

A strategic architecture has been approved that includes consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating in several of the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

Each division has completed the Architecture Definition documentation required to tailor and configure the environment to meet its own specific manufacturing requirements.

The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains.

Using the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase

A.

Based on all of these factors they have produced a risk assessment.

The implementation process is estimated to take four years. Because of the risks posed by the complexity of the current environment, a phased approach is needed to implement the target architectures. The Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete.

You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

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

A. You would assess how the plan impacts the other frameworks in use in the organization. The plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. You would then assign a business value to each project, considering available resources and priorities for the projects. Finally, you would generate the Implementation and Migration Plan.

B. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the projects. You would then document the less

C. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycle. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be accepted by the Arc

D. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contract. The Compliance Assessment should verify 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 changes to performance requirements should be identi

ANSWER: A

Explanation:

You would assess how the plan impacts the other frameworks in use in the organization. The plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. You would then assign a business value to each project, considering available resources and priorities for the projects. Finally, you would generate the Implementation and Migration Plan. This follows the TOGAF Implementation and Migration Planning phase, where the draft roadmap and initial plan are refined into a prioritized, coordinated, and achievable implementation plan. The scenario has already established the essential technical and architectural groundwork: gaps, dependencies, interoperability needs, transformation readiness, risks, transition planning, and capability considerations have been assessed. The remaining planning work is therefore to make the migration executable in the wider enterprise context.

Coordination with business planning, portfolio/project management, and operations management is particularly important because the ERP program spans independent divisions, has a multi-year duration, and competes for organizational resources. The architects must assess the impact on these management frameworks so that implementation projects can be governed, funded, sequenced, and staffed consistently. Assigning business value supports prioritization of projects and increments against enterprise priorities and available resources. This converts the Architecture Roadmap into a final Implementation and Migration Plan that identifies the practical order and basis for delivering the target architecture. The TOGAF 9.2 description of this ADM phase is available in TOGAF ADM Phase F: Migration Planning, with ADM deliverable context in The TOGAF ADM.

QUESTION NO: 18

Which of the following is defined by TOGAF as a representation of a system from the perspective of a related set of concerns?

A. Architecture Building Block

B. Capability Architecture

C. Statement of Work

D. View

E. Viewpoint

ANSWER: D

Explanation:

View is correct. TOGAF defines a view as a representation of a system from the perspective of a related set of concerns. A view is produced for stakeholders so that architecture information is communicated in a form relevant to their particular concerns, such as operational performance, security, usability, cost, or regulatory compliance. It may consist of one or more architecture models, diagrams, matrices, or other representations selected to address those concerns.

In TOGAF terminology, the related concerns and the conventions used to construct a view are established by a viewpoint. The viewpoint therefore provides the specification or template for constructing a view, while the view is the actual representation presented to stakeholders. This distinction supports effective architecture communication: stakeholders receive architecture descriptions tailored to what they need to understand and decide, rather than an undifferentiated collection of all architecture artifacts.

The TOGAF Standard's core concepts describe views and viewpoints as mechanisms for organizing and communicating an architecture description in accordance with stakeholder concerns. See TOGAF 9, Architecture Views and Viewpoints and TOGAF 9, Definitions.

QUESTION NO: 19

Complete the sentence: TOGAF provides a set of reference materials for establishing an architecture function within an organization known as the_____.

A. Architecture Capability Framework

B. Architecture Content Framework

C. Architecture Landscape

D. Architecture Repository

E. Architecture Roadmap

ANSWER: A

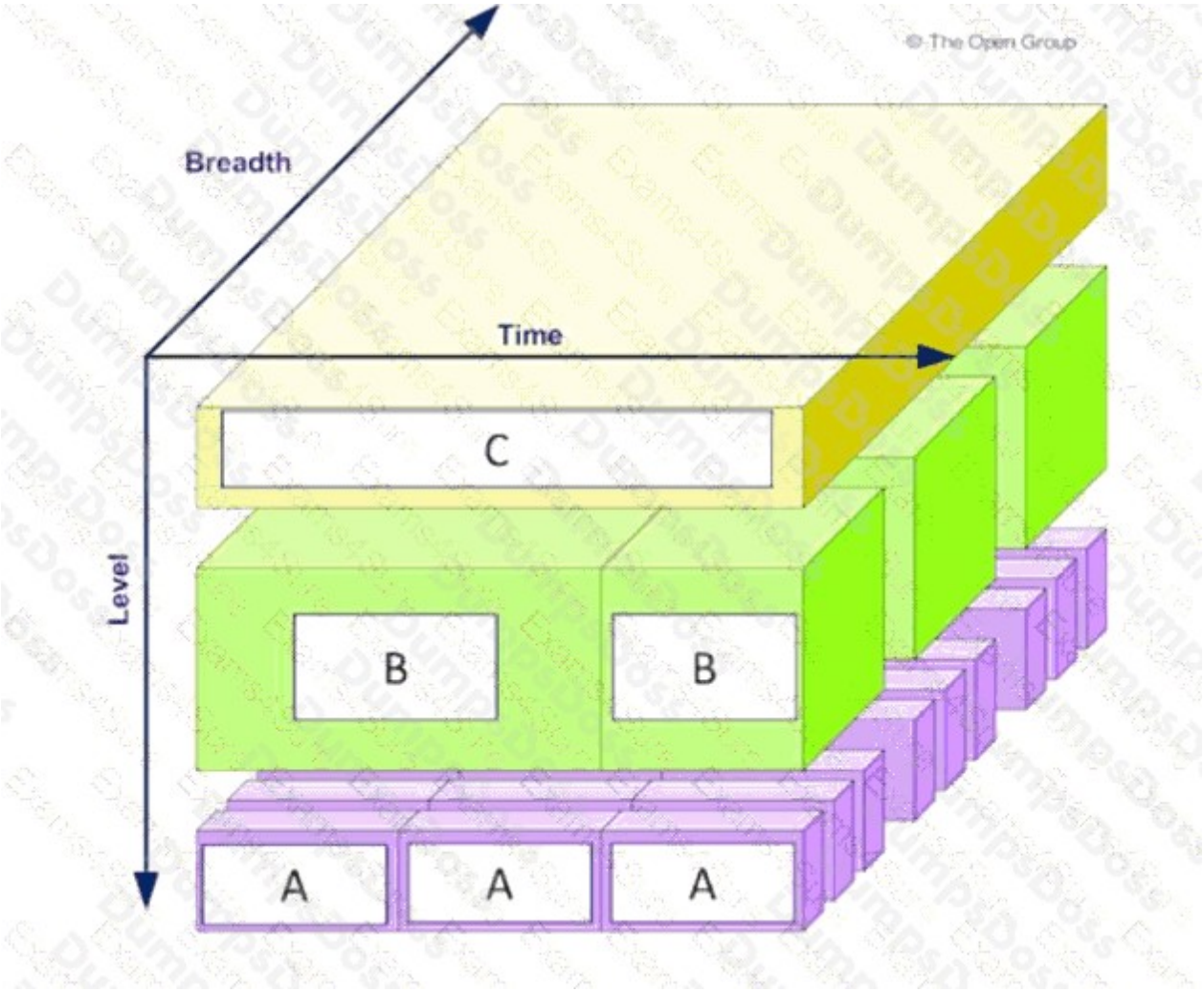
Explanation:

The correct completion is **Architecture Capability Framework**. In TOGAF, an architecture capability is the organizational ability to establish, operate, govern, and continually improve an Enterprise Architecture practice. The Architecture Capability Framework is the TOGAF set of reference materials intended to help an organization establish that capability. It addresses the practical structures and processes needed to run the architecture function, including architecture governance, architecture boards, roles and responsibilities, skills, process support, and the relationship of the architecture function to the wider enterprise.

This framework is particularly relevant when architecture is being made a sustainable business capability rather than treated as a one-time project. It supports the organization in defining how architectural work will be managed, controlled, staffed, and embedded into its operating model. The TOGAF Standard describes the Architecture Capability Framework as reference material for establishing an architecture function, and its Enterprise Architecture Capability guidance expands on operating and governing that function. See TOGAF 9.2, Architecture Capability Framework and The TOGAF Standard, Enterprise Architecture Capability.

QUESTION NO: 20

Consider the following classification model for Architecture Landscapes.



What are the items labelled A, B, and C?

A. A = Operational Architecture, B = Tactical Architecture, C = Strategy Architecture

B. A = Capability Architecture, B = Segment Architecture, C = Enterprise Strategic Architecture

C. A = Corporate Capability, B = Portfolio Capability, C = Project Capability

D. A = Architecture Vision, B = Business Architecture, C = Architecture Development

ANSWER: B

Explanation:

The correct classification is “A = Capability Architecture, B = Segment Architecture, C = Enterprise Strategic Architecture”. TOGAF’s Architecture Landscape provides a structured view of architectural assets at different levels of abstraction and scope. Capability Architecture is the most focused level: it addresses a particular business capability and typically defines the architecture needed to deliver a discrete, bounded increment of change. Segment Architecture sits above this level and describes the architecture for a coherent enterprise segment, such as a business area, product line, or shared service. It provides a more integrated view that guides and constrains the capability-level work within that segment. Enterprise Strategic Architecture is the broadest level, expressing the long-term enterprise-wide direction, principles, and strategic intent that shape the portfolio of segments and capabilities. Thus, the model progresses from specific, implementation-oriented capability concerns through segment-level architecture to enterprise strategic direction. This hierarchy enables architecture work to remain traceable from detailed change initiatives to the organization’s overarching strategy. The TOGAF 9 Architecture Landscape section describes these Strategic, Segment, and Capability Architecture levels and their intended use. See TOGAF 9, Architecture Landscape and The Open Group TOGAF information page.

QUESTION NO: 21

Which of the following best describes an approach for adapting the ADM in the situation where the business case for doing architecture is not well recognized?

A. Completion of the Business Architecture should follow the Information Systems Architecture

B. Create an Architecture Vision and then a detailed Business Architecture

C. Produce a "cut-down" version of the ADM suitable to the resources available

D. Tailor the ADM in conjunction with another architecture framework that has deliverables specific to the vertical sector

E. Tailor the ADM to reflect the relationships with, and dependencies on other management processes within the organization

ANSWER: B

Explanation:

Create an Architecture Vision and then a detailed Business Architecture is the appropriate adaptation when the value of enterprise architecture is not yet accepted by business stakeholders. The Architecture Vision establishes the initial, high-level case for change: it identifies the problem or opportunity, stakeholders, expected value, scope, and a shared statement of the target direction. This gives the architecture effort an understandable purpose and provides a basis for gaining commitment before extensive work proceeds.

A detailed Business Architecture then makes that value concrete in business terms. It can show how capabilities, organization, processes, information, and business services need to change to achieve the desired outcomes. In this situation, producing a stronger and more detailed business-focused view early helps demonstrate that architecture is directly relevant to business priorities, rather than appearing to be a purely technical exercise. The resulting evidence supports sponsorship, investment decisions, and wider acceptance of the architecture initiative. The ADM is intended to be tailored to enterprise circumstances, including the order and emphasis of its work, while retaining the method's governance and iterative character. See The Open Group's ADM Guidelines and Techniques and Phase A: Architecture Vision.

QUESTION NO: 22

Which of the following describes the Architecture Vision document?

A. A description of individual change increments showing progression from the baseline to target architecture

B. A detailed schedule for implementation of the target architecture

C. A high level description of the baseline and target architectures

D. A joint agreement between the development team and sponsor on the deliverables and quality of an architecture

E. A set of rules and guidelines to support fulfilling the mission of the organization

ANSWER: C

Explanation:

The Architecture Vision is correctly described as *"A high level description of the baseline and target architectures."* In the TOGAF Architecture Development Method, it is a key deliverable of Phase A: Architecture Vision. Its purpose is to establish a shared, high-level view of the proposed architecture effort before detailed architecture definition and planning begin. It communicates the business value, scope, stakeholders, key concerns, and the essential features of both the current (baseline) environment and the intended (target) environment.

This high-level characterization lets sponsors and stakeholders understand the direction of change, assess whether the proposed work addresses the identified business need, and provide authorization to proceed with the architecture development. The Architecture Vision is therefore deliberately concise and outcome-focused; it provides enough architectural context to gain agreement on the initiative and its objectives, while the ADM's later phases develop the detailed domain architectures, transition planning, and implementation governance materials. The Open Group describes Phase A as establishing the architecture project, including the Architecture Vision and the agreed statement of architecture work. See TOGAF 9, Phase A: Architecture Vision and TOGAF 9, Architecture Vision deliverable.

QUESTION NO: 23

Complete the sentence. There are five criteria that distinguish a good set of principles: Understandable, Robust, Complete, Consistent and _____.

A. Agile

B. Dynamic

C. Comprehensive

D. Rational

E. Stable

ANSWER: E

Explanation:

Stable completes the set of five criteria for a good set of architecture principles in TOGAF. Principles are intended to provide enduring guidance for architecture and governance decisions, rather than being rewritten whenever a particular project, technology, organizational structure, or short-term business priority changes. Stability therefore means that a principle should remain applicable over time, although it can be reviewed and evolved when there is a substantial and lasting change in the enterprise's direction or context.

This characteristic is important because principles form a foundation for consistent decision-making across architecture domains and initiatives. When principles are stable, stakeholders can rely on them as durable constraints and guidance while developing architectures, evaluating alternatives, managing change, and resolving disputes. Their continued applicability supports coherent governance and avoids uncertainty caused by frequently changing fundamental rules. TOGAF lists stability together with understandability, robustness, completeness, and consistency as the characteristics that distinguish a good set of principles. The official TOGAF 9 documentation discusses these characteristics in its Architecture Principles chapter: The Open Group TOGAF 9 — Architecture Principles. The broader TOGAF documentation library is available from The Open Group TOGAF page.

QUESTION NO: 24

Which of the following statements does NOT correctly describe Architecture Principles?

A. They are most effective when they are embraced and used across the organization

B. They are based on enterprise principles

C. They are detailed policies that prescribe behaviors and requirements

D. Even though they may appear generic, they should be tailored to reflect an organization's cul-ture and goals

ANSWER: C

Explanation:

"They are detailed policies that prescribe behaviors and requirements" does not correctly describe Architecture Principles. TOGAF defines architecture principles as general rules and guidelines that are intended to be enduring and seldom amended. Their role is to guide and govern architecture-related decisions consistently, rather than to provide detailed, prescriptive policy language. A principle normally has a concise statement, a rationale explaining its value, and implications that identify the consequences and actions required when applying it. This structure ensures that the principle can guide decision-making across a broad range of situations while remaining understandable to stakeholders.

Architecture Principles are derived from, and support, the enterprise's broader principles, strategy, goals, and culture. Their effectiveness depends on organization-wide acceptance and use, because they provide a common basis for making trade-offs and maintaining consistency across business, data, application, and technology architectures. Detailed policies, standards, procedures, and requirements may be created to implement or enforce a principle, but they are distinct

governance instruments rather than the principles themselves. See the TOGAF 9 guidance on Architecture Principles and the current Open Group TOGAF Standard overview.

QUESTION NO: 25

An association of companies has defined a data model for sharing inventory and pricing information. Which of the following best describes where this model would fit in the Architecture Continuum?

A. Foundation Architecture

B. Common Systems Architecture

C. Industry Architecture

D. Organization Specific Architecture

E. Product Line Architecture

ANSWER: C

Explanation:

Industry Architecture is correct because the model has been defined by an association of companies for use across a shared business domain. In TOGAF's Architecture Continuum, an Industry Architecture represents architectures, building blocks, models, and standards that are tailored to the common needs of a specific industry or vertical market. A shared inventory and pricing data model is a domain-specific information structure intended to promote interoperability among multiple participating companies, rather than an architecture unique to one enterprise.

The Architecture Continuum provides a way to classify reusable architecture assets from highly generic through increasingly specific forms. Industry Architectures sit at the level where general architectural concepts are specialized for a particular sector's business processes, terminology, data exchanges, and integration needs. An industry association's agreed model is therefore a reusable industry asset: individual member organizations may adopt and further specialize it within their own organization-specific architectures. This classification helps architects identify the model as an external, sector-level reference that can be used as a basis for enterprise implementation and governance.

See The Open Group's TOGAF 9 Architecture Continuum and the Solutions Continuum documentation.

QUESTION NO: 26

Which ADM phase starts with the receipt of a Request for Architecture Work from the sponsoring organization?

A. Phase A

B. Phase B

C. Phase H

D. Preliminary Phase

E. Requirements Management

ANSWER: A

Explanation:

Phase A is correct because the Architecture Vision phase formally initiates a specific ADM cycle in response to a Request for Architecture Work from a sponsoring organization. TOGAF describes this request as the trigger that identifies the need for architecture activity and provides the initial business context, such as drivers, goals, constraints, and expectations. In Phase A, the architecture team confirms the scope and stakeholders for the engagement, establishes the Architecture Project, develops a high-level Architecture Vision, and gains the appropriate approval and commitment to continue the ADM work.

This initiation is important because it connects architecture effort to an authorized business need rather than treating architecture development as an isolated technical exercise. The resulting Statement of Architecture Work provides the agreed basis for the subsequent architecture definition activities and records the scope, approach, governance, deliverables, and resource expectations. Phase A therefore provides the controlled entry point from a sponsor's request into a particular architecture-development engagement. The TOGAF ADM overview and the Architecture Vision phase specification identify the Request for Architecture Work as the relevant initiating input and describe the purpose and outputs of this phase. See TOGAF ADM Introduction and TOGAF Phase A: Architecture Vision.

QUESTION NO: 27

What does the TOGAF standard describe as a structure which can be used for developing a broad range of architectures?

A. Architecture Viewpoint

B. Work Package

C. Metamodel

D. Architecture Framework

E. Deliverable

ANSWER: D

Explanation:

Architecture Framework is correct. The TOGAF Standard defines an architecture framework as a structure that can be used for developing a broad range of different architectures. It provides a foundational set of concepts, methods, and supporting assets that enable organizations to undertake architecture work consistently. In TOGAF, the framework is centered on the Architecture Development Method (ADM), an iterative process for developing and governing enterprise architecture, together with guidance, content, and reference resources that can be tailored to an enterprise's particular context. This broad applicability is essential: the framework is not itself a single architecture for an organization, but a reusable structure for creating architectures across business, data, application, and technology domains. The wording in the question closely reflects TOGAF's formal definition of an architecture framework. The Open Group's TOGAF documentation describes TOGAF as an enterprise architecture framework and explains that it supports the development of architectures through its method and associated content. See The TOGAF Standard, Version 9.2 and The Open Group TOGAF overview.

QUESTION NO: 28

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for an enterprise architecture project team within a leading multinational pharmaceutical and medical devices manufacturer. Its brands include numerous household names for medications and first aid supplies.

The company has a long history of innovating new treatments for many common illnesses and diseases. Prior to launching a new treatment, the company has to demonstrate Its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the countries in the target markets. All clinical trials are undertaken by its research laboratories, which employ over 10,000 people at separate facilities in the United Kingdom, United States, Sweden, France, Canada, India, China and Japan. In addition to internal research and development activities the company is also involved in publicly funded collaborative research projects, with other industrial and academic partners.

The Enterprise Architecture group within the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners.

The Enterprise Architecture group within the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners.

The Enterprise Architecture group is a mature organization. They use the TOGAF 9 ADM with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that the changes to the enterprise architecture for the new system will need to be rolled out in stages on a regional basis that minimizes disruptions to ongoing clinical trials.

Refer to the Scenario

You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture(s).

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

A. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procured. Eliminate any duplicate building blocks. Group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.

B. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar solutions together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures.

C. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture. Schedule the rollout one region at a time. Document the progression of the enterprise architecture using a state evolution table.

D. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

ANSWER: D

Explanation:

Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials. This follows the TOGAF ADM approach in Phase E, Opportunities & Solutions. The consolidated matrix brings together gaps identified across the architecture domains and records the solution direction and dependencies for each one. Classifying the solution as development, procurement, or reuse of an existing product makes the implementation approach explicit before related solutions are grouped into coherent work packages.

TOGAF then uses those work packages as the basis for Capability Increments and Transition Architectures. A Capability Increment represents a planned, valuable and implementable portion of the target capability, rather than simply a technical deployment. In this scenario, clinical-trial schedules are a critical business constraint: they must influence how packages are regrouped and staged so that regional rollout minimizes operational disruption while progressing toward the Target Architecture. This creates a practical sequence of Transition Architectures that respects dependencies and the sponsor's required implementation constraints. See The Open Group's Architecture Development Method and its TOGAF Standard overview.

QUESTION NO: 29

Scenario

Please read this scenario prior to answering the Question

Your role is consultant to the Lead Architect within a multinational semiconductor and software design company. Its largest business is in processors, although it also designs system-on-a-chip infrastructure and manufactures memory chips. A characteristic feature of its processors is their low electric power consumption, which makes them particularly suitable for use in portable devices. As well as licensing its technology, the company has several manufacturing divisions.

The company has a mature enterprise architecture practice and uses TOGAF 9 for the basis of its architecture framework. In addition to the EA program, the company has a number of management frameworks in use, including business planning, portfolio/project management, and operations management. The EA program is sponsored by the CIO.

The company has defined a strategic architecture to improve its ability to meet customer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions ' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company ' s primary data center.

Each division has completed the Architecture Definition documentation required to tailor and configure the environment to meet its own specific manufacturing requirements.

The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Based on the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase

A.

Based on all of these factors they have produced a risk assessment. They have also completed the Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables.

Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.

Refer to the Scenario

You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

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

A. You recommend that the enterprise architects apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. They should confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the projects.

B. You recommend that the enterprise architects conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment should verify 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 changes to performance requirements should be made.

C. You recommend that the enterprise architects assess how the plan impacts the other frameworks in use in the organization. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. They should then assign a business value to each project, taking into account available resources and priorities for the projects. Finally, they should generate the Implementation and Migration Plan.

D. You recommend that the enterprise architects place the Architecture Definition Document under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. They should then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture without review.

ANSWER: C

Explanation:

The recommendation to assess how the plan impacts the other frameworks in use in the organization, coordinate it with business planning, portfolio/project management, and operations management, assign business value to each project, and generate the Implementation and Migration Plan is correct. The scenario is at the point in ADM Phase F where an initial plan, roadmap, readiness assessment, capability assessment, gap analysis, and risk assessment already exist. Phase F turns those inputs into an executable, enterprise-coordinated implementation and migration plan.

TOGAF directs the architecture team to coordinate the implementation and migration plan with the enterprise's broader approach to managing change. This is especially important here because the ERP consolidation spans manufacturing divisions, has substantial dependencies, and will be delivered through phased Transition Architectures over several years. The team must therefore determine project priorities and sequencing in a way that reflects business value, available resources, risks, and dependencies. Assigning value to the implementation projects and increments provides the basis for prioritization and for an implementation sequence that can realistically be governed through the organization's existing portfolio and operational mechanisms. These activities lead directly to finalizing the Implementation and Migration Plan and its associated roadmap. See TOGAF 9, ADM Phase F: Migration Planning, and the Implementation Governance phase.

QUESTION NO: 30

Complete the sentence. According to TOGAF, a view is used to describe how the _____ of a stakeholder are being met.

A. concerns

B. constraints

C. interests

D. perspective

E. requirements

ANSWER: A

Explanation:

concerns is correct. In TOGAF, stakeholders have key interests in, or concerns about, the architecture and its outcomes. A view is a representation of a system or architecture from the perspective of a related set of stakeholders. Its purpose is to communicate the architecture in a form that addresses the concerns relevant to those stakeholders, rather than presenting every architectural detail to every audience. For example, a security-oriented view can address concerns about risk, controls, and protection of information, while an operational view can address concerns about service delivery and manageability. Views are constructed using viewpoints, which establish the conventions, techniques, and model types used to frame and communicate the architecture for the intended stakeholder group. Consequently, the key test of a useful view is whether it shows how the identified stakeholder concerns are addressed or met by the architecture. This terminology is part of TOGAF's stakeholder management and architecture-view guidance. See The Open Group's Architecture Views and Viewpoints guidance and the TOGAF Standard overview.

QUESTION NO: 31

Which one of the following statements about viewpoints is correct?

A. A viewpoint is always specific to an architecture

B. A viewpoint is used to create views in Phases E and F

C. A viewpoint is used as a template to create a view

D. A viewpoint is what a stakeholder sees

ANSWER: C

Explanation:

A viewpoint is used as a template to create a view. In TOGAF, a viewpoint defines the conventions, languages, and techniques for constructing a view so that it addresses particular stakeholder concerns. It provides the specification or pattern for the representation: it identifies the stakeholders and concerns to be addressed and establishes how the relevant architecture information should be organized and communicated. A view is then the actual representation of the architecture produced by applying that viewpoint to a particular system or architecture. For example, a viewpoint intended for operational stakeholders may prescribe a representation of processes, actors, and operational interactions; the resulting view contains the specific architecture content for the enterprise being described. This distinction enables architecture teams to reuse consistent viewpoint definitions while creating views tailored to a given architecture and its stakeholders. TOGAF describes viewpoints and views as core elements of the Architecture Content Framework and uses them to ensure that architecture descriptions communicate effectively with their intended audiences. See The Open Group's TOGAF 9 Architecture Content Framework and its discussion of stakeholders, concerns, views, and viewpoints.

QUESTION NO: 32

Which one of the following is an essential aspect of architecture governance?

A. Authoring the Architecture Definition Document

B. Ensuring the compliance of individual projects to the enterprise architecture

C. Controlling the implementation and deployment organizations

D. Authoring the Communications Plan for a given architecture project

E. Conducting Business Scenarios

ANSWER: B

Explanation:

Ensuring the compliance of individual projects to the enterprise architecture is an essential aspect of architecture governance. TOGAF defines architecture governance as the practice and orientation by which enterprise architectures and other architectures are managed and controlled. A central purpose is to provide effective oversight of architecture-related activities and to ensure that implementation work realizes the approved architecture, its principles, standards, and requirements. This is applied in practice through architecture compliance reviews: structured assessments of projects or solution implementations against the relevant architecture. Such reviews identify whether a project conforms, where justified dispensations or changes may be needed, and what corrective actions are required to maintain alignment. Governance therefore operates across the architecture lifecycle and provides accountability, decision rights, and control mechanisms that preserve the integrity of the enterprise architecture while projects are delivered. The Architecture Board commonly has a key role in this oversight, including monitoring compliance and handling exceptions. This focus on project conformance is directly described in TOGAF's architecture compliance guidance and is fundamental to making architecture actionable rather than merely documenting it. See TOGAF 9, Architecture Compliance and TOGAF 9, Architecture Governance.

QUESTION NO: 33

What is an objective of the Preliminary Phase?

A. To develop the Implementation and Migration Plan

B. To establish the architecture governance process

C. To ensure conformance requirements for the target architecture are defined

D. To operate the governance framework

E. To develop the Architecture Vision document

ANSWER: B

Explanation:

To establish the architecture governance process is correct because the Preliminary Phase prepares the organization to undertake architecture work effectively and establishes the Architecture Capability needed to govern that work. A central objective is to define the organizational structures, roles, responsibilities, processes, and supporting mechanisms through which architecture development and compliance will be directed and controlled. This includes establishing an architecture governance framework, identifying the governance body or bodies involved, and defining how architecture-related decisions and oversight will be managed.

In TOGAF, governance is not merely an activity performed after an architecture has been designed. It must be set up at the outset so that the ADM is applied consistently, stakeholder responsibilities are clear, architecture principles can be enforced, and subsequent architecture deliverables are subject to appropriate review and control. The Preliminary Phase also tailors the TOGAF framework and ADM to the enterprise context, making the governance process practical and aligned with existing enterprise governance arrangements. Establishing this capability creates the foundation for all later ADM phases and enables architecture work to be conducted in a controlled, repeatable manner. See the TOGAF 9.2 Preliminary Phase documentation and its discussion of Architecture Governance.

QUESTION NO: 34

In which part of the ADM cycle do the earliest building block definitions start as abstract entities?

A. Phase A

B. Preliminary Phase

C. Phases B, C, and D

D. Phases G and H

E. Phases E and F

ANSWER: A

Explanation:

Phase A is correct because the Architecture Vision establishes the initial, high-level description of the target architecture and its scope. At this point, architecture work is deliberately expressed at a conceptual level: the enterprise is identifying the capabilities and major architectural components it needs, rather than selecting or specifying implementable products and components. Consequently, the earliest building block definitions are abstract Architecture Building Blocks, describing required capabilities, interfaces, and relationships without committing to a particular solution.

This abstraction supports stakeholder agreement on the architecture's intended business value and direction before detailed domain architecture work begins. The subsequent architecture-development activities progressively refine these initial building blocks, adding sufficient detail to define the Business, Data, Application, and Technology Architectures and, later, to identify realizable solution components. Starting with abstract building blocks in the Architecture Vision also preserves flexibility: alternative solution implementations can be assessed while remaining aligned to the approved target direction and architecture principles.

The Open Group describes Phase A as establishing the Architecture Vision and initiating the architecture-development cycle. Its building-block guidance explains that building blocks begin at an abstract level and become more specific as development proceeds. See TOGAF 9.2, Phase A: Architecture Vision and TOGAF 9.2, Building Blocks.

QUESTION NO: 35

According to TOGAF, which of the following are the architecture domains that are commonly accepted subsets of an overall enterprise architecture?

A. Application, Business, Data, Technology

B. Capability, Segment, Strategic

C. Context, Definition, Governance, Transformation

D. Definition, Realization, Transition, Vision

ANSWER: A

Explanation:

TOGAF identifies four architecture domains that are commonly accepted as subsets of an overall enterprise architecture: Business, Data, Application, and Technology Architecture. Therefore, **Application, Business, Data, Technology** is correct. These domains provide a practical way to organize architecture work while maintaining a coherent enterprise-wide view. Business Architecture describes the business strategy, governance, organization, and key business processes. Data Architecture defines the structure of an organization's logical and physical data assets and its data-management resources. Application Architecture provides a blueprint for the individual applications to be deployed, their interactions, and their relationships with core business processes. Technology Architecture describes the logical software and hardware capabilities required to support the deployment of business, data, and application services.

TOGAF also emphasizes that the boundaries between these domains are not necessarily rigid; organizations can use the domains as a partitioning mechanism appropriate to their needs. Together, however, they are the standard set of architecture domains used throughout the TOGAF Architecture Development Method and its architecture content. See The Open Group's TOGAF Architecture Domains and ADM Phases documentation.

QUESTION NO: 36

Please read this scenario prior to answering the question.

You are employed as an Enterprise Architect working within the Enterprise Architecture team at an electric vehicle manufacturer. The company focuses on designing, manufacturing, and advancing battery technology for sustainable transportation. The goal of the company is to build the best technology and software platform to support self-driving cars.

An architecture to support strategy has been completed, defining a long-term Target Architecture with a roadmap over five years. This has identified the need for a portfolio of projects over the next two years. The portfolio includes development of an advanced driver assistance system using data gathered from multiple vehicles on the road.

The design of the presentation and accessibility of different types of data that the company plans to offer through its platform is challenging. It is important for the application portfolio to work securely with third-party cloud services and V2X Vehicle-to-Everything service providers across many countries in order to effectively manage large amounts of data. Stakeholders are particularly concerned about the security of V2X. Regulations in various markets mandate that user privacy must always be safeguarded to prevent tracking and compiling of data that could reveal the drivers' journeys.

The company follows the TOGAF standard as the basis for its Enterprise Architecture practice and uses the purpose-based EA Capability model as described in the TOGAF Series Guide: *A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF ADM* . The EA team reports to the Chief Information Officer, who is the sponsor of the EA program.

You have been assigned to lead the architecture development effort for the driver assistance system. A security resource plan and a vision for a security-specific architecture design have been completed. You have a meeting with the EA team leader to talk about the progress of your work.

Refer to the scenario.

You have been asked how you will address risk and security at this stage of the architecture project.

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

A. Data quality is a key factor in risk management. The datasets that need to be safeguarded should be identified. For each dataset, ownership and responsibility for the quality of data should be assigned. A security classification will be defined and applied to each dataset. The dataset owner will then be able to authorize processes that are trusted for a certain activity on the dataset under specific circumstances.

B. A trust framework should be established with the third parties required for the travel assistance systems. This will describe the relationship with each party and establish the foundation for secure cloud operations. Digital certificates should be a key part of the framework and will be used to create trust between the parties. Regular monitoring for legal and regulatory changes across all the countries should occur to keep the trust framew

C. Since data is being shared across multiple service providers, a security federation should be established. This includes contractual arrangements and a definition of the responsibility areas for the data exchanged, as well as security implications.

Assets with the same security criteria should be grouped together so they can be managed under one security policy. A risk assessment should be carried out to determine the risks relevant to spec

D. A qualitative risk assessment should be carried out for the data assets exchanged with the service providers. This will deliver a set of priorities, high to medium to low, based on identified threats, the likelihood of occurrence, and the impact. Using the priorities, a Business Risk Model can then be developed detailing the risk strategy, including classifications to determine what mitigation is sufficient. This model can then be used to d

ANSWER: C

Explanation:

“Since data is being shared across multiple service providers, a security federation should be established” is the best answer because the architecture must support trusted data exchange among the manufacturer, cloud providers, and V2X partners across multiple jurisdictions. TOGAF security guidance treats security federation as a key concern where organizations share data objects or business activities. The federation must be founded on appropriate contractual arrangements, with the security implications of those agreements understood and governed.

The answer also correctly applies security domains. A security domain groups assets that share common security criteria and are managed under a common security policy. Defining these domains makes accountability explicit at the boundaries where vehicle, journey, and platform data are exchanged with external organizations. This is especially important for privacy-sensitive data that could enable tracking of drivers.

Finally, carrying out a risk assessment for the relevant assets and objectives is essential to identify the risks arising from the shared services, data flows, and cross-border processing. The resulting assessment informs the security controls, policies, and governance needed to protect privacy while enabling the driver-assistance capability. The TOGAF security architecture guidance discusses security domains, federation, and risk assessment in TOGAF 9.2, Security Architecture. The broader ADM security considerations are also described in TOGAF 9.2, ADM Guidelines and Techniques.

QUESTION NO: 37

Refer to the scenario

Please read this scenario prior to answering the question

Your role is that of Enterprise Architect for a chain of convenience stores. The chain includes over five thousand retail outlets. Each store in the chain is an independently owned and operated franchise. The stores operate 24 hours a day and 7 days a week. Many of the stores have been with the franchise for more than 10 years and still use the original IT systems deployed at that time.

The chain has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework.

The CEO of the chain has stated concerns about the inefficiencies of the current systems and identified the need to change. He has defined a strategic vision that will enhance the business by providing its franchisees new services to help them compete with other retail outlets and online retailers. This strategy is part of the long-term commitment to enhance the brand image and increase revenue for the chain.

The Chief Architect engaged the services of a leading consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO ' s vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations. Based on the recommendations from the study, the decision has been made for the chain to adopt a packaged suite of integrated applications that is tailored to the needs of the franchise.

The changes will help provide the chain with improved products, and more efficient operations. The stores will also act as delivery and return locations for a large online retailer which will further increase the number of potential customers.

The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising and new products to specific regions.

You have been asked by the Chief Architect to propose the best approach for architecture development to realize the

CEO ' s vision

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. You recommend that the architecture development define the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

B. You recommend that the baseline architecture be developed first in order to assess the current infrastructure capacity and capability. This is since the initial priority is to understand the problem. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision of the CEO.

C. You recommend that the focus be on the architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and sec

D. You recommend that the target architecture is defined first, followed by transition planning. This is because the vision is well understood, and the strategic architecture agreed. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.

ANSWER: D

Explanation:

You recommend that the target architecture is defined first, followed by transition planning. This is appropriate because the enterprise has already completed and approved a strategic architecture study that defines the strategic changes, detailed requirements, and a recommended packaged integrated-application direction. The Architecture Vision and much of the strategic direction are therefore sufficiently established to allow the architecture team to concentrate on specifying the target Business, Data, Application, and Technology Architectures needed to realize that direction.

TOGAF permits the ADM to be tailored to the context and the information already available. In this case, a target-first emphasis avoids allowing the long-lived and heterogeneous store systems to dictate the desired future state. The target architecture can express the integrated suite, the enterprise data warehouse and analytics capability, franchise-facing services, operational availability expectations, and support for delivery and return services. It also provides a stable basis for identifying the gaps between current capabilities and the required future capabilities.

Once the target is defined, transition planning can organize those gaps into practicable work packages, transition architectures, and an implementation roadmap. That sequencing is particularly important for a large franchise network that must maintain continuous operations while changes are introduced incrementally. The ADM's architecture-definition phases and subsequent opportunities, solutions, and migration planning activities support this progression. See the TOGAF ADM overview and Phase E: Opportunities and Solutions.

QUESTION NO: 38

Which of the following best describes the purpose of architecture partitioning?

A. To divide the architecture into manageable areas with defined boundaries and responsibilities

B. To replace the need for an enterprise-wide Architecture Vision

C. To ensure that each architecture domain uses a different architecture framework

D. To separate baseline requirements from target requirements

E. To assign individual solution products to implementation projects

ANSWER: A

Explanation:

Architecture partitioning is used to simplify architecture development and governance by dividing the enterprise architecture into manageable areas with clear boundaries, ownership, and relationships. It enables different parts of an enterprise to be developed at appropriate levels of detail while preserving their alignment with the overall enterprise architecture.

Partitions can reflect factors such as business units, capabilities, architecture domains, or programs. They help prevent unnecessary duplication of architecture effort and make it possible to assign responsibility for specific architecture areas without losing visibility of dependencies across the enterprise. Architecture partitioning is a technique that may be applied when tailoring the ADM to the enterprise context. See The TOGAF Standard Library.

QUESTION NO: 39

Which of the following is described by the TOGAF document as â€œa detailed plan of the system at component level to guide its implementationâ€□?

A. Architecture

B. Artifact

C. Deliverable

D. Model

E. View

ANSWER: A

Explanation:

Architecture is correct because TOGAF defines architecture as either a formal description of a system or a detailed plan of the system at component level that guides implementation. In this sense, an architecture is not merely a high-level idea: it provides an organized and sufficiently detailed description of the system's constituent elements, their relationships, and the principles governing their design and evolution. It gives implementation teams a coherent blueprint for realizing the intended enterprise, business, data, application, or technology solution while maintaining alignment with stakeholder concerns and architectural objectives.

The quoted wording is part of TOGAF's terminology for architecture and reflects the role architecture plays throughout the Architecture Development Method: establishing a target structure that can be governed, communicated, and implemented in a controlled way. The TOGAF Standard also grounds the term in the ISO/IEC/IEEE 42010 view of architecture as fundamental concepts or properties of a system embodied in its elements, relationships, and principles. See TOGAF 9.2 Part I, Definitions and The Open Group TOGAF Standard overview.

QUESTION NO: 40

Which of the following best describes the Reference Library within the Architecture Repository?

A. Guidelines and templates used to create new architectures

B. Processes to support governance of the Architecture Repository

C. A description of the organization specific architecture framework and method

D. Specifications to which architectures must conform

E. A record of the governance activity across the enterprise

ANSWER: A

Explanation:

Guidelines and templates used to create new architectures is correct because the Reference Library is the portion of the TOGAF Architecture Repository that holds reusable reference material for architecture work. Its purpose is to make proven

material readily available so that architects can develop consistent architectures more efficiently rather than starting from scratch. Typical Reference Library content includes architecture patterns, reference models, templates, guidelines, and other supporting material that can be applied when creating new Architecture Deliverables. This reusable knowledge supports the practical execution of the ADM and encourages repeatable architecture development across the enterprise. The Reference Library is distinct from the repository areas that retain the organization's adopted standards, describe its architecture capability and method, or record governance activity. In TOGAF, the Architecture Repository is deliberately structured into several classes of information so that reusable guidance can be maintained and accessed independently from architecture descriptions and governance records. The definition and examples for the Reference Library are described in the TOGAF Architecture Repository chapter: TOGAF 9.2 Architecture Repository. Additional TOGAF Standard resources are available from The Open Group TOGAF page.

QUESTION NO: 41

Which of the following architectures in the Architecture Continuum contains the most re-usable architecture elements?

A. Common Systems Architectures

B. Foundation Architectures

C. Industry Architectures

D. Organization-Specific Architectures

ANSWER: B

Explanation:

Foundation Architectures is correct because it is the most generic level of the Architecture Continuum and therefore provides the broadest potential for reuse. The Architecture Continuum organizes architecture assets from highly generalized, foundational material to increasingly specialized and organization-specific architectures. At the foundation level, the architecture contains fundamental building blocks, principles, services, standards, and models that are intended to be applicable across many kinds of enterprises, industries, and solution contexts. Because these elements have not yet been tailored to a particular domain or organization, they can be reused in the largest number of situations.

TOGAF describes the continuum as progressing from Foundation Architectures through Common Systems Architectures and Industry Architectures to Organization-Specific Architectures. Moving in that direction adds context and specialization, which makes an architecture more directly usable for a narrower target environment but reduces its general reusability. Foundation Architectures consequently contain the most reusable architecture elements, even though they may require further specialization before they can be implemented in a particular enterprise. This distinction is central to using the Architecture Continuum as a way to classify and select reusable architecture assets. See TOGAF 9, Architecture Continuum and The Open Group TOGAF overview.

QUESTION NO: 42

Which of the following is described by the TOGAF Architecture Content Framework as a type of artifact that shows lists of things?

A. Building Block

B. Catalog

C. Diagram

D. Matrix

E. Deliverable

ANSWER: B

Explanation:

Catalog is correct. In the TOGAF Architecture Content Framework, an artifact is a work product that describes an aspect of the architecture. TOGAF identifies three general artifact categories: catalogs, matrices, and diagrams. A catalog presents a list of relevant architectural items, usually with supporting details for each item. For example, an application portfolio catalog can list the applications in use, while a technology standards catalog can list the technologies approved or permitted for use. Catalogs provide an organized inventory of architecture building blocks, components, stakeholders, requirements, or other entities, making them particularly useful for completeness checks, governance, and repository management. The Architecture Content Framework also distinguishes artifacts from deliverables: a deliverable is a formally reviewed, agreed, and signed-off work product that may contain one or more artifacts. The definition of a catalog as a list of things directly matches the wording in the question. See The Open Group's TOGAF Standard, Version 9.2: Architecture Content Framework and the current TOGAF Standard documentation.

QUESTION NO: 43

An ADM cycle can be used to establish an Architecture Capability within an organization. Which architecture produced in such a cycle would describe the architecture processes and organization structure?

A. Business Architecture

B. Application Architecture

C. Technology Architecture

D. Data Architecture

ANSWER: A

Explanation:

Business Architecture is correct because, when the ADM is used to establish an Architecture Capability, the capability itself is treated as a business undertaking that needs defined operating arrangements. Its Business Architecture describes the organizational structure, roles, responsibilities, governance relationships, and the processes through which architecture work is requested, developed, reviewed, approved, maintained, and governed. This provides the operating model for the enterprise architecture function rather than describing the target applications, data assets, or infrastructure of the wider enterprise.

TOGAF defines Business Architecture as encompassing business strategy, governance, organization, and key business processes. Those concerns directly cover how an Architecture Capability is organized and how its architecture processes operate. Establishing this architecture helps make the capability repeatable and governable, with clear accountability for architecture decision-making and delivery. The ADM's Preliminary Phase addresses preparation and initiation activities required to establish the Architecture Capability, including its organizational context, governance, processes, and support. See TOGAF Standard, Version 9.2: Architecture Capability Framework and TOGAF Standard, Version 9.2: Preliminary Phase.

QUESTION NO: 44

Which phase of the ADM is used to finalize a set of transition architectures that will support implementation?

A. Phase D

B. Phase E

C. Phase F

D. Phase G

E. Phase H

ANSWER: C

Explanation:

Phase F is correct because Migration Planning takes the implementation approach developed in the preceding ADM work and turns it into a coordinated, actionable migration plan. A Transition Architecture describes an intermediate, architecturally coherent state between the Baseline Architecture and the Target Architecture. It is needed where the target state cannot, or should not, be implemented in a single step. During Phase F, the enterprise prioritizes work packages and projects, confirms dependencies and sequencing, and finalizes the Architecture Roadmap and Implementation and Migration Plan. Consequently, this is the phase in which the set of Transition Architectures is finalized to provide practical support for implementation and controlled change toward the Target Architecture. The finalized plan provides the basis for governance of implementation activity in the subsequent Implementation Governance phase. The Open Group's ADM overview identifies Phase F as Migration Planning and places it after Opportunities and Solutions, reflecting its purpose of planning and prioritizing the migration needed to realize the architecture. See TOGAF 9, Phase F: Migration Planning and TOGAF 9, ADM Architecture Requirements Management and deliverables context.

QUESTION NO: 45

Scenario:

Please read this scenario prior to answering the Question.

The ABC company is a mobile telecommunications company formed through a series of mergers and acquisitions. They are yet to fully integrate the customer service systems for the most recent acquisitions, and as result, customer service has been a major concern for the Chief Technology Officer. Results for the last two quarters have shown that Average Revenue Per User (ARPU) and the customer retention (Churn) rate have fallen below the industry average.

The Corporate Marketing group has published some new findings about customer satisfaction. The customers appear to be switching to AirLight, a competitor, because of superior customer service. The company actually has better coverage in nearly all markets than AirLight, and good roaming agreements that keep rates low for business travelers. But, customer satisfaction has remained low. The Business Strategy group and the Enterprise Architecture group have conducted a high-level project to develop the enterprise-wide strategic plan.

They have developed a business scenario which contains a good conceptual model of what needs to be done, and also identifies the key requirements. This was used in preparing the proposal presented to the Executive Council and the Corporate Board. The planning for the program has been underway for several months. The company has selected TOGAF 9 as the basis for its Enterprise Architecture. The Corporate Board has approved funding for a multi-million Euro conversion to transition to a packaged Customer Service System. It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation.

The Executive Council has stated that the program should define specific initiatives to enable each regional business unit to create an implementation of the Customer Service System. The implementation must meet the needs of the business unit and still provide the information needed to enable major improvements to the customer.

Refer to the Scenario

You are serving as the Lead Architect for the Performance and Integrity project of the Customer Service System program.

The project has been chartered to address the architecture(s) required to support the Customer Service System from an infrastructure perspective. At the present time, the project team is conducting an architecture development project that is focused on the customer self-service capability, which was defined as part of the earlier strategic planning activities. This capability will enable customers to access their accounts, pay bills, request account reviews, and provision services from any web-enabled device.

The project team has gathered information about the self-service capability, developed a business scenario, and used the results to define an Architecture Vision for achieving the capability. You have been asked to recommend the course of action to complete the project. Based on TOGAF 9, which of the following is the best answer?

A. In the remaining architecture definition phases, the project team should map out the capability in the Technology domain. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that define the Target Architecture. Where possible, the Solution Building Blocks should be drawn from the Architecture Repository.
The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will conduct Compliance Assessments to ensure that the Target Architecture is properly implemented.

B. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domains. In Phases E and F, the capability should be broken down into a set of increments that are sequenced into Transition Architectures that will lead to the realization of the Target Architecture.

The resulting Solution Building Blocks will then provide the basis for the capability increment solutions. The completed Architecture Definition Document and the implementation end Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.

C. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domains. In Ftiases E and F, the capability should be broken down into a set of increments that define the Target Architecture. The resulting Solution Building Blocks will provide the basis for the capability increment solutions. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.

D. The remaining architecture definition work should be focused on mapping out the technology and infrastructure capability in the Technology domain. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that will be implemented to realize the Target Architecture.
The Solution Building Blocks will provide the basis for the completed Architecture Definition Document that will be submitted for approval. Upon approval, the implementation team will conduct Compliance Assessments to ensure that the self-service capability is compliant with the overall Enterprise Architecture.

ANSWER: B

Explanation:

In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domains. In Phases E and F, the capability should be broken down into a set of increments that are sequenced into Transition Architectures that will lead to the realization of the Target Architecture.
The resulting Solution Building Blocks will then provide the basis for the capability increment solutions. The completed Architecture Definition Document and the implementation end Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.

This approach correctly applies the ADM after an Architecture Vision has established the scope and intended capability. The self-service capability is not solely an infrastructure concern: it must be defined coherently across the Business, Information Systems, and Technology Architecture domains, so that business services, applications and data, and supporting platforms remain aligned. TOGAF treats architecture work as a whole-enterprise, cross-domain activity even when a project has a strong technology focus.

Opportunities and Solutions identifies major implementation projects and groups work into capability increments. Migration Planning then prioritizes and sequences these increments into Transition Architectures, providing practical intermediate states on the route to the Target Architecture. Solution Building Blocks provide the implementable components for those increments. After approval of the Architecture Definition Document and Implementation and Migration Plan, governance continues through Architecture Contracts and compliance reviews, ensuring implementation conforms to the approved architecture. This lifecycle is described in the TOGAF ADM guidance on Opportunities and Solutions and Implementation Governance.

QUESTION NO: 46

Which of the following best describes the concept of Boundaryless Information Flow?

A. Enabling the vision of an integrated information infrastructure

B. Getting information to the right people at the right time in a secure, reliable and timely manner

C. Enabling effective global communications between countries

D. Enabling the flow of information to all stakeholders

E. Providing a visual representation of information provider, consumer and brokering applications

ANSWER: B

Explanation:

“Getting information to the right people at the right time in a secure, reliable and timely manner” best captures the practical intent of Boundaryless Information Flow in TOGAF. It describes an enterprise capability in which information is available to those who need it, when it is needed, while maintaining the quality attributes essential for business use: security, reliability, and timeliness. The concept is not simply unrestricted access to data; information must flow appropriately across organizational, process, and technology boundaries in a controlled and dependable way.

Boundaryless Information Flow is a central Open Group vision that supports interoperability and integrated information use across the enterprise and with relevant external parties. Enterprise Architecture helps realize this vision by aligning business needs, information, applications, and technology so that information can be exchanged and used effectively. The emphasis on the right recipients and the right time ensures that the flow is purposeful and supports business operations and decision-making, while the security and reliability requirements ensure that the flow can be trusted. See the TOGAF Standard introductory material from The Open Group TOGAF 9 documentation.

QUESTION NO: 47

Scenario:

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a company that develops wind turbines for use in wind farms. The company has three manufacturing facilities, one in North America, one in Asia, and one in Europe. Each of these facilities supplies the power industry in its region.

The company recognizes that the long-term technical potential of wind energy can address the current global dependency on carbon fuels. In order to do so this will require wind turbines to be installed over large areas of higher wind resources. In particular offshore wind farms can contribute substantially more energy than land stationed turbines.

The research arm of the company has pioneered the development of an offshore wind turbine design, with an improved turbine blade and power system, that will produce up to 20% more energy. This will allow the production of significantly more saleable energy. This new design is ready to go into production.

The company has a mature Enterprise Architecture practice supported by a cross-functional Architecture Board and uses the TOGAF standard. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new design into production, a pilot architecture project has defined an updated standard approach for controlling the automated test systems used to perform final quality assurance to perform final quality assurance. The Architecture Board approved the plan for immediate implementation at each plant.

Architecture Contracts have been developed that detail the work needed to implement and deploy the new Automated Test System controller for each location. The Chief Engineer, sponsor of the activity, has expressed concern that a uniform process be employed at each location to ensure consistency.

Refer to the Scenario

You have been asked to recommend the best approach to address the Chief Engineer's concern. Based on the TOGAF standard, Version 9.2, which of the following is the best answer?

A. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract.
You schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

B. You create an Architecture Contract to manage and govern the implementation and migration process at each location. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

C. You create an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the implementation

organization.
You recommend that if a deviation from the Architecture Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.

D. You use the Architecture Contracts to manage the architecture governance processes for the project across the locations. You deploy monitoring tools to assess the performance of each completed turbine at each location and develop change requirements if necessary.
You recommend that if a deviation from the contract is detected, the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

ANSWER: A

Explanation:

You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract.
You schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

This approach applies TOGAF implementation governance to the situation as it stands: Architecture Contracts already exist for the three plants, so they should be used as the basis for governing consistent delivery. The contracts establish the agreed obligations and measurable conditions for implementation, including objectives, acceptance criteria, and risk handling. Periodic architecture compliance reviews then provide formal checkpoints to confirm that each plant is implementing the approved Architecture Definition and the common automated-test-system approach. This directly supports the Chief Engineer's need for a uniform process while allowing governance to address genuine local circumstances in a controlled way. TOGAF assigns the Architecture Board a central governance role in reviewing implementation compliance and handling deviations. A dispensation is therefore a deliberate governance decision, rather than an informal local change; it preserves traceability to the contract and ensures that any permitted variation is explicitly assessed and authorized. See the TOGAF 9 documentation on Architecture Contracts and Implementation Governance.

QUESTION NO: 48

Which of the following best describes the purpose of an Architecture Definition Document?

A. To act as a deliverable container for artifacts created during a project

B. To ensure that architecture information is communicated to the right stakeholders at the right time

C. To provide a high-level view of the end architecture product

D. To govern the architecture throughout its implementation process

E. To show progression of change from the Baseline Architecture to the Target Architecture

ANSWER: A

Explanation:

To act as a deliverable container for artifacts created during a project is correct. In the TOGAF Architecture Content Framework, an Architecture Definition Document is a formal, project-specific deliverable that contains the artifacts describing an architecture. It consolidates the relevant catalogs, matrices, and diagrams produced while developing the architecture, providing a coherent and controlled description of the architecture that is being defined. The document is not limited to a single viewpoint or diagram; rather, it is the structured container through which the architecture's content is assembled and delivered.

Its contents normally describe the baseline and target architecture as applicable, including the architecture's building blocks, principles, assumptions, constraints, requirements, and relationships. Because it is a deliverable, the precise structure and contents can be tailored to the enterprise, the scope of the architecture engagement, and stakeholder needs. This makes it

the principal document for recording the detailed architectural definition created by the ADM effort. The Open Group describes the Architecture Definition Document as the deliverable that contains the artifacts created during an architecture project. See TOGAF 9.1, Architecture Definition Document and The TOGAF Standard, Architecture Content.

QUESTION NO: 49

Which ADM phase defines the scope for the architecture development initiative and obtains approval to proceed with the architecture development?

A. Phase D: Technology Architecture

B. Phase A: Architecture Vision

C. Requirements Management

D. Phase B: Business Architecture

E. Preliminary Phase

ANSWER: B

Explanation:

Phase A: Architecture Vision is correct because it establishes the architecture project's initial direction and secures the authorization needed to continue through the ADM. In this phase, the architecture team identifies stakeholders, concerns, business drivers, and constraints, then develops a high-level Architecture Vision that communicates the value and intended outcomes of the initiative. Phase A also defines and confirms the scope, identifies the required capabilities, and initiates the architecture work by creating the Statement of Architecture Work. A key purpose is obtaining approval and commitment from the appropriate sponsors and stakeholders to proceed with architecture development. This approval provides the mandate for the subsequent detailed architecture definition activities. The TOGAF Standard describes Phase A as the point at which the scope, stakeholders, vision, and proposed work are established, enabling the organization to gain agreement on the initiative before progressing into the domain architecture phases. See TOGAF 9 ADM Guidelines and Techniques and The Open Group Architecture Development Method.

QUESTION NO: 50

Which of the following statements does NOT correctly describe Architecture Principles?

A. They are most effective when they are embraced and used across the organization

B. They are based on enterprise principles

C. They are detailed policies that prescribe behaviors and requirements

D. Even though they may appear generic, they should be tailored to reflect an organization's culture and goals

ANSWER: C

Explanation:

"They are detailed policies that prescribe behaviors and requirements" is the statement that does not correctly describe Architecture Principles. In TOGAF, Architecture Principles are defined as general rules and guidelines intended to be enduring and seldom amended. Their purpose is to provide a stable basis for decision-making across enterprise architecture work, helping teams assess alternatives and maintain consistency with the enterprise's intended direction. A principle normally includes a clear statement, its rationale, and its implications, so that its practical effect can be understood when architecture and implementation decisions are made.

Although a principle can influence policies, standards, governance controls, and detailed requirements, it is not itself a detailed policy. Detailed policies are generally more specific, operational, and subject to more frequent revision as organizational practices or technologies change. By contrast, an architecture principle expresses a high-level, durable direction that guides the creation and application of those more detailed instruments. This distinction is important because

principles must remain broadly applicable enough to guide many decisions over time while still being meaningful to the organization. TOGAF's treatment of principles and their structure is described in the TOGAF 9 Architecture Principles chapter and in The Open Group TOGAF overview.

QUESTION NO: 51

Which Architecture domain is recommended to be the first architecture work undertaken in the ADM cycle?

A. Application Architecture

B. Business Architecture

C. Data Architecture

D. Technology Architecture

ANSWER: B

Explanation:

Business Architecture is the recommended starting point for architecture work in the ADM cycle. It defines the enterprise's business strategy, governance, organization, key business processes, functions, and capabilities. Establishing this perspective first gives the architecture effort a clear understanding of what the enterprise must accomplish and why the change is needed.

In TOGAF ADM, the target Business Architecture is developed in Phase B. The resulting business drivers, goals, processes, services, roles, and capability requirements provide the essential context and constraints for the subsequent development of Data Architecture and Application Architecture in Phase C, followed by Technology Architecture in Phase D. Beginning with the business domain therefore supports traceability: information systems and technology decisions can be shown to enable defined business outcomes rather than being designed independently of business need.

TOGAF also recognizes that the sequence may be adapted when circumstances require it, such as when a technology-driven initiative is already underway. Nevertheless, its recommended and typical approach is to establish the Business Architecture first, because it supplies the foundation for the remaining architecture domains. See The Open Group's TOGAF ADM Techniques and the TOGAF Architecture Development Method.

QUESTION NO: 52

Which one of the following describes a purpose of an Architecture Compliance review?

A. To define the capabilities of the organization

B. To communicate the technical readiness of the project

C. To evaluate the readiness of the organization to undergo change

D. To produce a new Request for Architecture Work

ANSWER: B

Explanation:

"To communicate the technical readiness of the project" is correct. In TOGAF, an Architecture Compliance Review is an Architecture Governance control used during implementation to determine whether a project is proceeding in accordance with the approved architecture, applicable standards, and governance requirements. The review provides a formal checkpoint at which the project team and architecture function can examine implementation evidence, identify any required dispensations or corrective actions, and establish whether the project is sufficiently ready to progress through its delivery lifecycle.

Communicating technical readiness is therefore an important purpose: the review gives stakeholders a governed, documented view of whether the technical solution is ready for the relevant transition or deployment decision and whether it

remains aligned with the architecture that was approved. This does not merely concern a design document; it concerns the practical state of the implementation and its conformance to architecture requirements. The outcome can be communicated to project sponsors, governance bodies, and other stakeholders as part of architecture oversight. TOGAF describes Architecture Compliance Reviews as a means to assess implementation-project compliance with the architecture and to support governance throughout implementation. See TOGAF 9.2, Architecture Compliance and The Open Group TOGAF Architecture Governance guidance.

QUESTION NO: 53

Complete the sentence. The Requirements Management Phase _____.

A. addresses and resolves requirements between ADM phases

B. is a central process that prioritizes requirements for all ADM phases

C. is used to dispose of resolved requirements for all ADM phases

D. generates new requirements and passes them to all ADM phases

E. stores requirements and manages their flow into relevant ADM phases

ANSWER: E

Explanation:

The Requirements Management Phase **stores requirements and manages their flow into relevant ADM phases**. In TOGAF, Requirements Management is a continuous, central process that operates throughout the Architecture Development Method rather than as a one-time activity performed only at a particular point in the development cycle. Its purpose is to identify, document, and maintain architecture requirements, including changes that arise while architecture work is underway.

The process maintains a repository of requirements and ensures that each relevant requirement is made available to the ADM activity that needs to address it. Requirements may be generated, changed, or clarified during any ADM phase; Requirements Management assesses their impact and feeds them back into the appropriate architecture work. This provides traceability between stakeholder needs, architecture deliverables, and subsequent implementation activity. It also supports controlled change by recording requirements and ensuring that they are considered consistently as the architecture evolves.

The Open Group describes Requirements Management as identifying enterprise requirements, storing them, and managing their input and output to and from the relevant ADM phases. See the TOGAF 9 Requirements Management chapter at The Open Group TOGAF 9 documentation and the TOGAF Standard overview.

QUESTION NO: 54

Please read this scenario prior to answering the question

Your role is that of Enterprise Architect for a chain of convenience stores. The chain

includes over five thousand retail outlets. Each store in the chain is an independently

owned and operated franchise. The stores operate 24 hours a day and 7 days a week.

Many of the stores have been with the franchise for more than 10 years and still use the

original IT systems deployed at that time.

The chain has a mature Enterprise Architecture practice based in its headquarters and

uses the TOGAF standard as the method and guiding framework.

The CEO of the chain has stated concerns about the inefficiencies of the current

systems and identified the need to change. He has defined a strategic vision that will

enhance the business by providing its franchisees new services to help them compete with other retail outlets and online retailers. This strategy is part of the long-term commitment to enhance the brand image and increase revenue for the chain.

The Chief Architect engaged the services of a leading consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO ' s vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations. Based on the recommendations from the study, the decision has been made for the chain to adopt a packaged suite of integrated applications that is tailored to the needs of the franchise.

The changes will help provide the chain with improved products, and more efficient operations. The stores will also act as delivery and return locations for a large online retailer which will further increase the number of potential customers. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising and new products to specific regions.

Refer to the scenario

You have been asked by the Chief Architect to propose the best approach for architecture development to realize the CEO ' s vision.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. You recommend that the baseline architecture be developed first in order to assess the current infrastructure capacity and capability. This is since the initial priority is to understand the problem. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision of the CEO.

B. You recommend that the architecture development define the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

C. You recommend that the target architecture is defined first, followed by transition planning. This is because the vision is well understood, and the strategic architecture agreed. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.

D. You recommend that the focus be on the architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target

E. A repository area that provides a record of the governance activity across the enterprise.

ANSWER: C

Explanation:

The recommendation that “the target architecture is defined first, followed by transition planning” is correct because the enterprise has already completed and approved a strategic architecture study that establishes the desired business

direction, detailed requirements, and a preferred packaged integrated application suite. TOGAF permits the Architecture Development Method to be tailored to the engagement; developing a full baseline architecture before defining the target is not mandatory in every case. Where a substantial strategic transformation is already understood, a target-first approach keeps the architecture effort centered on the new capabilities required to realize that transformation rather than allowing legacy implementation details to constrain the design.

In this case, the target needs to integrate franchise operations, delivery and returns for an online retailer, enterprise analytics, regionally targeted marketing, and more efficient operations. Defining the target across the relevant Business, Data, Application, and Technology Architecture domains provides the reference state against which necessary baseline information and gaps can subsequently be assessed. Those gaps then inform transition architectures, work packages, dependencies, and implementation sequencing in the ADM's migration-planning and implementation phases. This directly supports a coherent roadmap from the approved strategic direction to deployable change. The ADM's iterative and adaptable use is described in TOGAF 9.2, Introducing the ADM; official TOGAF resources are available from The Open Group TOGAF page.

QUESTION NO: 55

Which ADM Phase includes obtaining approval for the Statement of Architecture Work?

A. Preliminary Phase

B. Phase A: Architecture Vision

C. Phase D: Technology Architecture

D. Phase F: Migration Planning

E. Phase G: Implementation Governance

ANSWER: B

Explanation:

Phase A: Architecture Vision includes obtaining approval for the Statement of Architecture Work. This phase establishes the scope, stakeholders, business goals, and proposed approach for the architecture engagement, creating the shared foundation needed before detailed architecture development begins. The Statement of Architecture Work defines the work to be undertaken, including its objectives, scope, deliverables, governance, roles, constraints, and acceptance criteria. During Phase A, the architecture team develops this statement and seeks the appropriate authorization to proceed with the architecture project.

Approval is significant because it confirms the commitment of the sponsoring organization and relevant stakeholders to the architecture effort. It also provides a formal basis for governance and for the subsequent ADM activities, ensuring that the architecture development is aligned with the agreed business need and is conducted within an authorized scope. The Architecture Vision phase therefore turns an initial request into an approved, governed architecture initiative. The Open Group's description of the ADM identifies Phase A as the phase in which the Statement of Architecture Work is developed and approved; see the TOGAF 9 Architecture Vision chapter and the TOGAF 9 online documentation.

QUESTION NO: 56

Which of the following statements best describes how Architecture Principles are used within the ADM?

A. They are used to define the framework and detailed methodologies

B. They are used to define stakeholders and their concerns

C. They are used to determine the readiness factors impacting the organization

D. They are used to guide decision making within the enterprise

E. They are used to resolve and dispose of requirements

ANSWER: D

Explanation:

They are used to guide decision making within the enterprise. In TOGAF, Architecture Principles are general rules and guidelines intended to be enduring and seldom amended. They provide a consistent foundation for architecture work and influence the way architecture is developed, governed, and implemented across the enterprise. Within the Architecture Development Method (ADM), principles are an important input to architecture activities and are used to evaluate alternatives, resolve architectural issues, and ensure that resulting architectures and changes remain aligned with the organization's fundamental business and technology direction. Each principle normally includes a statement, rationale, and implications, allowing architects and stakeholders to apply it consistently when making decisions. Principles therefore support enterprise-wide coherence rather than prescribing the ADM framework itself or serving as a requirements-disposal mechanism. The TOGAF Standard describes architecture principles as qualitative statements of intent that guide the architecture being developed and provide a basis for decision-making. See The TOGAF Standard, Introduction and Core Concepts and The TOGAF Standard, Architecture Content.

QUESTION NO: 57

Consider the following statements describing the TOGAF ADM

1. All ADM activities are carried out within an iterative cycle of continuous architecture definition and realization

2. The Requirements Management phase is a continuous phase

3. Output from an early phase may be modified in a later phase

4. When a phase starts, the previous phase closes

Which statements are correct?

A. 2,3 & 4

B. 1,3,4

C. 1,2 & 3

D. 1,2,4

ANSWER: C

Explanation:

1,2 & 3 is correct. The TOGAF Architecture Development Method is deliberately iterative rather than a strictly linear, one-pass process. Architecture definition and realization activities are revisited as the enterprise gains information, makes decisions, and implements change. Iteration may occur within a phase, between phases, and across successive architecture-development cycles. This supports continuous refinement of the architecture in response to business priorities, stakeholder concerns, and implementation feedback.

Requirements Management is continuous across the ADM. It identifies, stores, prioritizes, and manages architecture requirements, while providing requirements to every ADM phase and receiving changed or newly discovered requirements from them. Consequently, requirements remain actively managed throughout the method rather than being handled only at a single point in the lifecycle.

ADM outputs are also subject to change and refinement in later work. Architecture deliverables and repository content can be updated when later analysis, planning, governance, or implementation work identifies a need for revision. This is an essential consequence of the ADM's iterative nature and its formal requirements-management process. The TOGAF Standard describes the ADM as a cyclical method and explains that Requirements Management is a continuous process; see TOGAF ADM Overview and TOGAF Requirements Management.

QUESTION NO: 58

Which one of the following best describes the purpose of the Communications Plan?

A. To act as a deliverable container for artifacts created during a project

B. To ensure that information is communicated to the right stakeholders at the right time

C. To ensure that the results of a Compliance Assessment are distributed to the Architecture Board

D. To inform the Architecture Board of changes to the architecture

E. To show progression of change from the Baseline Architecture to the Target Architecture

ANSWER: B

Explanation:

The correct answer is *"To ensure that information is communicated to the right stakeholders at the right time"*. In the TOGAF Architecture Development Method, effective stakeholder management depends on identifying the people and organizations that have an interest in, influence on, or are affected by the architecture, then tailoring communications to their concerns and level of involvement. The Communications Plan defines how relevant architecture information will be conveyed throughout the architecture effort. This includes such matters as the intended audience, communication mechanisms, timing, frequency, and the type and level of detail of information to be provided.

The plan supports sustained engagement and shared understanding across the ADM cycle rather than being limited to one governance event, a particular deliverable, or notification of a single kind of architecture change. Its purpose is to make sure stakeholders receive useful information in a timely and appropriate form, enabling them to provide input, make decisions, and remain aligned with the architecture work. The Open Group describes stakeholder management and communications as important activities within architecture governance and ADM execution. See TOGAF Version 9.2 documentation and The Open Group TOGAF certification and standard overview.

QUESTION NO: 59

According to TOGAF, which of the following best describes Architecture Governance?

A. A categorization mechanism for architecture and solution artifacts

B. A framework for operational and change activity

C. A method for designing an information system in terms of a set of building blocks

D. The lifecycle management of information and related technology used by an organization

E. The practice by which enterprise architectures are controlled at an enterprise-wide level

ANSWER: E

Explanation:

"The practice by which enterprise architectures are controlled at an enterprise-wide level" is the correct description of Architecture Governance in TOGAF. The TOGAF Standard defines Architecture Governance as the practice and orientation by which enterprise architectures and other architectures are managed and controlled at an enterprise-wide level. It establishes the accountability, decision-making authority, processes, standards, and oversight needed to ensure that architecture work supports business objectives and remains coherent across the organization. In practical terms, it provides a disciplined way to direct and monitor architecture-related activity, including assessing compliance with approved architecture, managing exceptions, and ensuring that changes are governed consistently over time. Architecture Governance is therefore broader than managing a particular technology portfolio or producing a particular set of architecture artifacts: it is an enterprise-level control framework for the architecture capability and its outcomes. This governance function is central to ensuring that architecture delivers sustained value, is implemented in accordance with agreed principles and requirements, and continues to align with organizational strategy. The TOGAF Architecture Governance guidance is available in TOGAF 9, Architecture Governance, and the formal definition appears in TOGAF 9, Definitions.