



OGEA-103^{Q&As}

TOGAF Enterprise Architecture Combined Part 1 and Part 2

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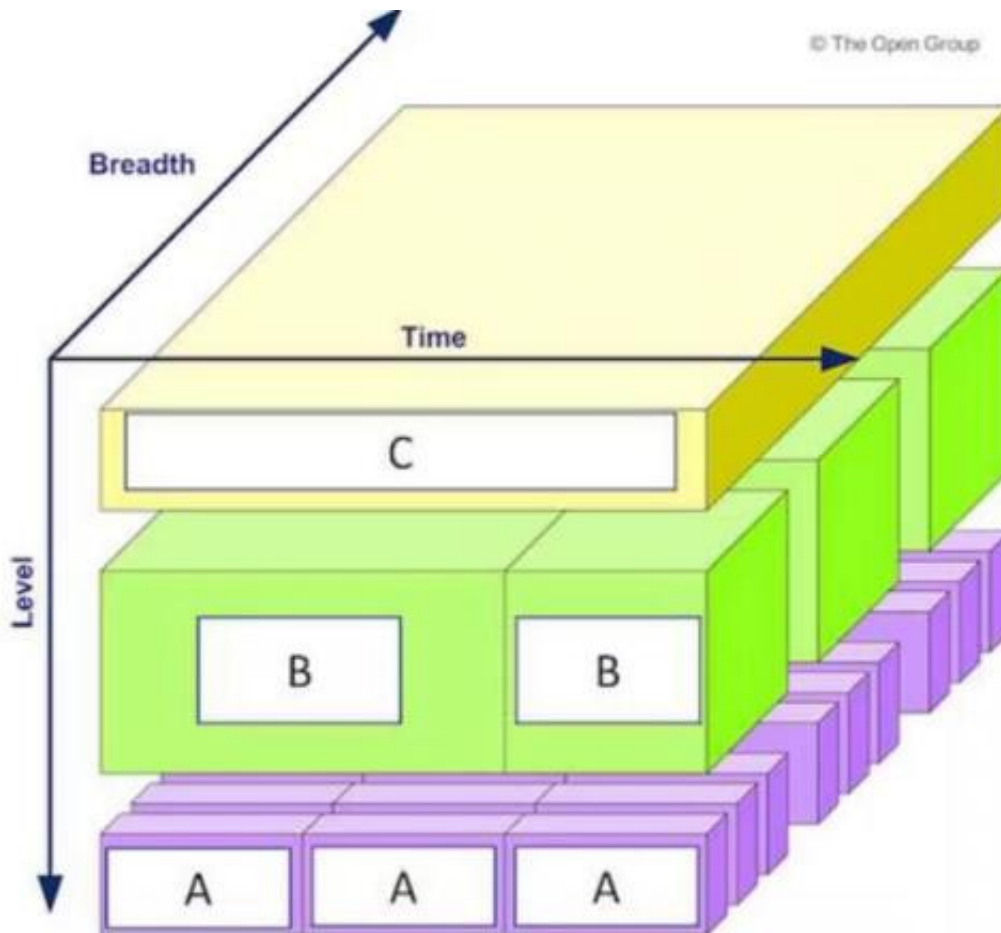
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**QUESTION 1**

Consider the diagram showing a classification model for Architecture Landscapes.



What are the items labelled A, B and C?

- A. A-Corporate Capability, B-Portfolio Capability, C-Project Capability
- B. A-Architecture Vision, B-Business Architecture, C-Architecture Development
- C. A-Strategy Architecture, B-Tactic Architecture, C-Operational Architecture
- D. A-Capability Architecture, B-Segment Architecture, C-Enterprise Strategic Architecture

Correct Answer: D

<https://pubs.opengroup.org/togaf-standard/applying-the-adm/chap03.html>

QUESTION 2

Please read this scenario prior to answering the question You have been appointed as Chief Enterprise Architect (CEA), reporting to the Chief Technical Officer (CTO), of a company established as a separate operating entity by a major



automotive manufacturer. The mission of the company is to build a new industry leading unified technology and software platform for electric vehicles.

The company uses the TOGAF Standard as the basis for its Enterprise Architecture (EA) framework, and architecture development follows the purpose-based EA Capability model as described in the TOGAF Series Guide: A Practitioners\\Approach to Developing Enterprise Architecture Following The TOGAF ADM.

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

Enough of the Business Architecture has been defined, so that work can commence on the Information Systems and Technology Architectures. Those need to be defined to support the core business services that the company plans to provide. The core services will feature an innovative approach with swarm data generated by vehicles, paving the way for autonomous driving in the future.

The presentation and access to different variations of data that the company plans to offer through its platform pose an architecture challenge. The application portfolio and supporting infrastructure need to interact with various existing cloud services and data-

Refer to the scenario

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

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

- A. You would look outside the enterprise to research data models and application portfolios of leading big data businesses. You would develop just enough applications, data, and technology architecture to identify options. For each project this should include identification of candidate architecture and solution building blocks. You will identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution options. You will then document the draft Implementation and Migration plan.
- B. You would refer to the end-to-end Target Architecture for guidance and direction. The first objective should be to identify projects, dependencies and synergies, then prioritize before initiating the projects. You will develop high-level architecture descriptions. For each project you would estimate effort size, identify reference architectures, and candidate building blocks. You will identify the resource needs considering cost and value. You will document options, risks, and controls to enable viability analysis and trade-off with the stakeholders.
- C. You will revisit ADM Phase A. identifying the stakeholders and creating a new Architecture Vision. You will update the Stakeholder map produced for the strategic architecture so it reflects the stakeholders who are now the most relevant to the projects that are to be developed. You would then ask the CTO to make some decisions about the Architecture Roadmap, and update the Implementation and Migration Plan to reflect the decisions.
- D. You will research leading data businesses, developing high-level Target Data, Application and Technology Architectures. You would review the Architecture Vision in order to estimate the level of detail, time, and breadth of the ADM cycle phases that will be needed to develop the architecture. You will identify and cost major work packages, and then develop an Architecture Roadmap. You would then seek approval by the Architecture Board and initiate the project.

Correct Answer: B

Explanation: The Target Architecture is a description of the future state of the architecture that addresses the business goals and drivers, and satisfies the stakeholder requirements and concerns. The Target Architecture is developed



through the Architecture Development Method (ADM), which is the core process of the TOGAF standard that guides the development and management of the enterprise architecture. The Target Architecture is typically divided into four domains: Business, Data, Application, and Technology. The Target Architecture also includes a roadmap for change, which defines the Transition Architectures, the Capability Increments, and the work packages that enable the transition from the Baseline Architecture to the Target Architecture¹² The best answer is B, because it describes the approach that should be taken to determine and organize the work to deliver the requested architectures, which are the Information Systems and Technology Architectures. The answer covers the following steps: Refer to the end-to-end Target Architecture for guidance and direction. The end-to-end Target Architecture provides the overall vision, scope, and objectives of the architecture work, and the alignment with the business strategy and goals. The end-to-end Target Architecture also provides the high-level definitions and principles for the four architecture domains, and the roadmap for change that outlines the major milestones and deliverables. Identify projects, dependencies and synergies, then prioritize before initiating the projects. Projects are the units of work that implement the architecture work packages, which are the sets of actions or tasks that are required to implement a specific part of the architecture. Dependencies are the relationships and constraints that affect the order or priority of the projects, such as logical, temporal, or resource dependencies. Synergies are the benefits or advantages that result from the combination or coordination of the projects, such as cost savings, efficiency gains, or innovation opportunities. Prioritization is the process of ranking the projects according to their importance, urgency, or value, and assigning resources and schedules accordingly. Develop high-level architecture descriptions. High-level architecture descriptions are the outputs of the architecture development phases (B, C, and D) of the ADM cycle, which describe the Business, Data, Application, and Technology Architectures in terms of the Architecture Building Blocks (ABBs) and the Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. High-level architecture descriptions also include the Architecture Views, which are representations of the system of interest from the perspective of one or more stakeholders and their concerns. For each project, estimate effort size, identify reference architectures, and candidate building blocks. Effort size is the measure of the amount of work, time, or resources required to complete a project. Effort size can be estimated using various techniques, such as analogy, expert judgment, parametric, or bottom-up. Reference architectures are standardized architectures that provide a common framework and vocabulary for a specific domain or industry. Reference architectures can be used as a source of best practices, patterns, and models for the architecture development. Candidate building blocks are the potential ABBs or SBBs that can be used to implement the architecture. Candidate building blocks can be identified from the Architecture Repository, which is a collection of architecture assets, such as models, patterns, principles, standards, and guidelines. Identify the resource needs considering cost and value. Resource needs are the specifications and criteria that define the acceptable level and quality of the resources required to complete the project, such as human, financial, physical, or technological resources. Resource needs can be identified by analyzing the scope, complexity, and dependencies of the project, and the availability, capability, and suitability of the resources. Cost and value are the factors that influence the allocation and utilization of the resources, such as the budget, the return on investment, the benefits, or the risks. Document options, risks, and controls to enable viability analysis and trade-off with the stakeholders. Options are the alternative ways of achieving the project objectives, such as different solutions, technologies, vendors, or approaches. Risks are the effects of uncertainty on the project objectives, such as threats or opportunities. Controls are the measures or actions that are taken to prevent, reduce, or mitigate the risks, such as policies, procedures, or standards. Viability analysis is the process of evaluating and comparing the options, risks, and controls, and determining the feasibility, suitability, and desirability of each option. Trade-off is the decision outcome that balances and reconciles the multiple, often conflicting, requirements and concerns of the stakeholders, and ensures alignment with the Architecture Vision and the Architecture Principles. References: 1: The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter

5: Introduction to the ADM 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 18:

Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 19: Phase B: Business Architecture : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method

(ADM), Chapter 20:

Phase C: Information Systems Architectures : The TOGAF Standard, Version 9.2, Part II:

Architecture Development Method (ADM), Chapter 21: Phase F: Migration Planning : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23:



Architecture Principles : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30:

Trade-Off Analysis : The TOGAF Standard, Version 9.2, Part VI:

Architecture Capability Framework, Chapter 46: Tools for Architecture Development : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 47:

Architecture Board : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 48:

Architecture Compliance : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 49:

Architecture Contract : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50:

Architecture Governance : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 51:

Architecture Maturity Models : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter

52: Architecture Skills Framework

QUESTION 3

Complete the sentence. The four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository are Strategy, Portfolio, _____.

- A. Project, and Solution Delivery.
- B. Discreet, and Cohesive.
- C. Subordinate, and Superior Architecture.
- D. Segment, and End-to-end Target Architecture.

Correct Answer: A

https://pubs.opengroup.org/togaf-standard/adm-practitioners/adm-practitioners_3.html

QUESTION 4

Complete the sentence. Business Transformation Readiness Assessment is _____.

- A. a way to put building blocks into context, thereby supporting re-usable solutions
- B. widely used to validate an architecture that is being developed
- C. a joint effort between corporate staff, lines of business, and IT planners
- D. to ensure the active support of powerful stakeholders

Correct Answer: C

<https://pubs.opengroup.org/togaf-standard/adm-techniques/chap08.html> " 8.1 Introduction Understanding the readiness of the organization to accept change, identifying the issues, and then dealing with them in the Implementation and Migration Plans is key to successful architecture transformation in Phases E and F. This will be a

joint effort between corporate (especially human resources) staff, lines of business, and IT planners. "



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