The-Open-Group

Exam Questions OGEA-102

TOGAF Enterprise Architecture Part 2 Exam (English)

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NEW QUESTION 1
Please read this scenario prior to answering the question
Your role is that of a consultant to the Lead Enterprise Architect to an international supplier of engineering services and automated manufacturing systems. It has three manufacturing plants where it assembles both standard and customized products for industrial production automation. Each of these plants has been operating its own planning and production
scheduling systems, as well as applications and control systems that drive the automated production line.
The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are based on the TOGAF Standard. The CIO sponsors the Enterprise Architecture.
During a recent management meeting, a senior Vice-President highlighted an interview where a competitor company's CIO is reported as saying that their production efficiency had been improved by replacing multiple planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in a central data center. Some discussion followed, with the CIO responding that the situations are not comparable, and the current architecture is already optimized.
In response, the Architecture Board approved a Request for Architecture Work covering the investigations to determine if such an architecture transformation would lead to improvements in efficiency. You have been assigned to support the architecture team working on this project. A well-known concern of the plant managers is about the security and reliability of driving their planning and production scheduling from a remote centralized system. Any chosen system would also need to support the current supply chain network consisting of local partners at
each of the plants. Refer to the scenario
You have been asked to explain how you will initiate the architecture project. Based on the TOGAF Standard, which of the following is the best answer?

A. You would research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier lis
B. Based on the findings from the research, you would define a preliminary Architecture Vision including summary views, high-level requirements, and high-level definitions of the baseline and targetenvironments from a business, information systems, and technology perspectiv
C. You would then use that to build consensus among the key stakeholders.
D. You would conduct a pilot project that will enable vendors to demonstrate potential off-the-shelf solutions that address the concerns of the stakeholder
E. Running a pilot project will save time and money later in the proces
F. Based on the findings of that pilot project, a complete set of requirements can then be developed that will drive the evolution of the architectur
G. Once the requirements are completed, a formal stakeholder review should be held, and permission sought to proceed to develop the target architecture.
H. You would hold a series of interviews at each of the manufacturing plants using the business scenarios techniqu
I. This will allow you to understand the systems and integrations with local partner
J. You would use stakeholder analysis to identify key players in the engagement, and to understand their concern
K. You will then identify and document the key high-level stakeholder requirements for the architectur
L. You will then generate high level definitions of the baseline and target architectures.
M. You would develop baseline and target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholder
N. A business case, together with performance metrics and measures should be defined to ensure the architecture meets the business need
O. A consolidated gap analysis between the architectures will then validate theapproach and determine the capability increments needed to achieve the target state.

Answer: C

Explanation:
The best answer is C. You would hold a series of interviews at each of the manufacturing plants using the business scenarios technique. This will allow you to understand the systems and integrations with local partners. You would use stakeholder analysis to identify key players in the engagement, and to understand theirconcerns. You will then identify and document the key high-level stakeholder requirements for the architecture. You will then generate high level definitions of the baseline and target architectures.
This answer is based on the TOGAF standard, which recommends the following steps to initiate the architecture project1:
> Establish the architecture project
> Identify stakeholders, concerns, and business requirements
> Confirm and elaborate business goals, business drivers, and constraints
> Evaluate business capabilities
> Assess readiness for business transformation
> Define scope
> Confirm and elaborate Architecture Principles, including business principles
> Develop Architecture Vision
> Define the Target Architecture value propositions and KPIs
> Identify the business transformation risks and mitigation activities
> Secure stakeholder and sponsor approval
The answer C covers most of these steps, by using the business scenarios technique to elicit and validate the business requirements, goals, drivers, and constraints, as well as the current and future states of the architecture2.The answer C also uses stakeholder analysis to identify and engage the key stakeholders, and to address their concerns and expectations3.The answer C also generates high level definitions of the baseline and target architectures, which can be used to develop the Architecture Vision and the value propositions4.
The other answers are not the best approach for architecture development, because:
> Answer A focuses on researching vendor literature and conducting briefings with vendors, which is not the best way to understand the business needs and the current situation of the enterprise. Answer A also defines a preliminary Architecture Vision without involving the stakeholders or validating the requirements, which may lead to misalignment and lack of consensus.
> Answer B conducts a pilot project that will enable vendors to demonstrate potential solutions, which is premature and costly at this stage of the architecture project. Answer B also does not address the stakeholder concerns or the current systems and integrations, which may result in gaps and risks. Answer B also develops the requirements after the pilot project, which may not reflect the actual business needs and goals.
> Answer D develops baseline and target architectures for each of the manufacturing plants, which may not consider the enterprise-wide perspective and the potential benefits of a common ERP system. Answer D also does not involve the stakeholders or address their concerns, which may result in resistance and conflict. Answer D also does not define the business case or the performance metrics, which are essential for demonstrating the value and feasibility of the architecture.
References:1:The TOGAF Standard, Version 9.2 - Architecture Vision2:The TOGAF Standard, Version 9.2 - Business Scenarios3: [The TOGAF Standard, Version 9.2 - Stakeholder Management]4: [The TOGAF Standard, Version 9.2 - Architecture Definition Document]

NEW QUESTION 2
Please read this scenario prior to answering the question
Your role is that of a senior architect, reporting to the Chief Enterprise Architect, at a medium-sized company with 400 employees. The nature of the business is such that the data and the information stored on the company systems is their major asset and is highly confidential.

The company employees travel extensively for work and must communicate over public infrastructure using message encryption, VPNs, and other standard safeguards. The company has invested in cybersecurity awareness training for all its staff. However, it is recognized that even with good education as well as system security, there is a dependency on third-parly suppliers of infrastructure and software.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The CTO is the sponsor of the activity. The Chief Security Officer (CSO) has noted an increase in ransomware (malicious software used in ransom demands) attacks on companies with a similar profile. The CSO recognizes that no matter how much is spent on education, and support, it is likely just a matter of time before the company suffers a significant attack that could completely lock them out of their information assets.

A risk assessment has been done and the company has sought cyber insurance that includes ransomware coverage. The quotation for this insurance is hugely expensive. The CTO has recently read a survey that stated that one in four organizations paying ransoms were still unable to recover their data, while nearly as many were able to recover the data without paying a ransom. The CTO has concluded that taking out cyber insurance in case they need to pay a ransom is not an option.

Refer to the scenario

You have been asked to describe the steps you would take to improve the resilience of the current architecture?

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

A. You would determine business continuity requirements, and undertake a gap analysis of the current Enterprise Architectur
B. You would make recommendations for change requirements to address the situation and create a change reques
C. You would manage a meeting of the Architecture Board to assess and approve the change reques
D. Once approved you would produce a new Request for Architecture Work to activate an ADM cycle to carry out a project to define the change.
E. You would monitor for technology changes from your existing suppliers that could improve resilience.You would prepare and run a disaster recovery planning exercise for a ransomware attack and analyze the performance of the current Enterprise Architectur
F. Using the findings, you would prepare a gap analysis of the current Enterprise Architectur
G. You would prepare change requests to address identified gap
H. You would add the changes implemented to the Architecture Repository.
I. You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architectur
J. Based on the scope of the concerns raised you recommend that this be managed at the infrastructure leve
K. Changes should be made to the baseline description of the Technology Architectur
L. The changes should be approved by the Architecture Board and implemented by change management techniques.
M. You would request an Architecture Compliance Review with the scope to examine the company's resilience to ransomware attack
N. You would identify the departments involved and have them nominate representative
O. You would then tailor checklists to address the requirement for increased resilienc
P. You would circulate to the nominated representatives for them to complet
Q. You would then review the completed checklists, identifying and resolving issue
R. You would then determine and present your recommendations.

Answer: A

Explanation:
Business continuity is the ability of an organization to maintain essential functions during and after a disaster or disruption. Business continuity requirements are the specifications and criteria that define the acceptable level of performance and availability of the business processes and services in the event of a disaster or disruption. A gap analysis is a technique that compares the current state of the architecture with the desired state, and identifies the gaps or differences that need to be addressed. A change request is a formal proposal for an amendment to some product or system, such as the architecture. A Request for Architecture Work is a document that describes the scope, approach, and expected outcomes of an architecture project123

The best answer is A, because it describes the steps that would improve the resilience of the current architecture, which is the ability to withstand and recover from a ransomware attack or any other disruption. The steps are:

⮞ Determine the business continuity requirements, which specify the minimum acceptable level of performance and availability of the business processes and services in case of a ransomware attack. This would involve identifying the critical business functions, the recovery time objectives, the recovery point objectives, and the dependencies and resources needed for recovery.

⮞ Undertake a gap analysis of the current Enterprise Architecture, which compares the current state of the architecture with the desired state based on the business continuity requirements. This would involve assessing the strengths and weaknesses of the current architecture, the risks and opportunities for improvement, and the gaps or differences that need to be addressed.

⮞ Make recommendations for change requirements to address the situation and create a change request.
This would involve proposing solutions and alternatives to close the gaps, enhance the resilience, and mitigate the risks of the current architecture. The change request would document the rationale, scope, impact, and benefits of the proposed changes, and seek approval from the relevant stakeholders.

⮞ Manage a meeting of the Architecture Board to assess and approve the change request. The Architecture Board is a governance body that oversees the architecture work and ensures compliance with the architecture principles, standards, and goals. The meeting would involve presenting the change request, discussing the pros and cons, resolving any issues or conflicts, and obtaining the approval or rejection of the change request.

⮞ Once approved, produce a new Request for Architecture Work to activate an ADM cycle to carry out a
project to define the change. The Request for Architecture Work would describe the scope, approach, and expected outcomes of the architecture project that would implement the approved change request. The Request for Architecture Work would initiate a new cycle of the Architecture Development Method (ADM), which is thecore process of the TOGAF standard that guides the development and management of the enterprise architecture.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 33: Business Scenarios 2: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work : The TOGAF Standard, Version 9.2, Part III:

ADM Guidelines and Techniques, Chapter 34: Business Transformation Readiness Assessment : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31: Architecture Change Management : The TOGAF Standard, Version 9.2, Part VI: Architecture Capability Framework, Chapter 50: Architecture Governance : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 7: Request for Architecture Work

NEW QUESTION 3
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 businesse

B. You would develop just enough applications, data, and technology architecture to identify option

C. For each project this should include identification of candidate architecture and solution building block

D. You will identify solution providers, perform a readiness assessment, and assess the viability and fitness of the solution option

E. You will then document the draft Implementation and Migration plan.

F. You would refer to the end-to-end Target Architecture for guidance and directio

G. The first objective should be to identify projects, dependencies and synergies, then prioritize before initiating the project

H. You will develop high-level architecture description

I. For each project you would estimate effort size, identify reference architectures, and candidate building block

J. You will identify the resource needs considering cost and valu

K. You will document options, risks, and controls to enable viability analysis and trade-off with the stakeholders.

L. You will revisit ADM Phase

M. 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 develope

N. 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.

O. You will research leading data businesses, developing high-level Target Data, Application and Technology Architecture

P. 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 architectur

Q. You will identify and cost major work packages, and then develop an Architecture Roadma

R. You would then seek approval by the Architecture Board and initiate the project.

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

NEW QUESTION 4
Please read this scenario prior to answering the question
You are the Chief Enterprise Architect at a large food service company specializing in sales to trade and wholesale, for example, restaurants and other food retailers.
One of your company's competitors has launched a revolutionary product range and is running a very aggressive marketing campaign. Your company's resellers are successively announcing that they are not interested in your company's products and will sell your competitor's.
The CEO has stated there must be significant change to address the situation. He has made it clear that
new markets must be found for the company's products, and that the business needs to pivot, and address the retail market as well as the existing wholesale market.
A consideration is the company's ability and willingness to change its business model, and if it is a temporary or permanent change. An additional risk factor is one of culture. The company has been used to a stable business with a reasonably well known and settled client base - all with its own local understandings and practices.
The CEO is the sponsor of the EA program within the company. You have been engaged with the sales, logistics, production, and marketing teams, enabling the architecture activity to start. An Architecture Vision,
Architecture Principles, and Requirements have all been agreed. As you move forward to develop a possible
Target Architecture you have identified that some of the key stakeholders' preferences are incompatible. The incompatibilities are focused primarily on time-to-market, cost savings, and the need to bring out a fully featured product range, but there are additional factors.
Refer to the scenario
You have been asked how you will address the incompatibilities between key stakeholder preferences. Based on the TOGAF standard which of the following is the best answer?

A. You would seek to understand value preferences and priorities of the stakeholder
B. You would develop alternative Target Architectures, highlighting the gaps between current state and the alternative
C. You would consider combining features from one or more alternatives in collaboration with the stakeholder
D. A formal stakeholder review should then be held to decide which alternative isfit for purpose and should be moved forward wit
E. You will then secure the funding required.
F. You recommend that since the CEO has stated that the company must pivot, it is better to compromise on a full product range rather than time-to-marke
G. You would develop just enough of the Target Architecture to demonstrate fitness of the proposed approac
H. You would limit the description to just where there is a gap between the current baselin
I. You would seek approval by the stakeholders to move forward with developing the Target Architecture in detail.
J. You would use the Architecture Vision, Principles, and Requirements to define a set of criteria for alternatives and create a set of architecture views to illustrate the impact of the alternative Target Architecture
K. You would identify the impact on planned project
L. You would understand the strengths and weaknesses of the alternative
M. You would conduct a formal stakeholder review to decide which alternative to move forward wit
N. You will determine the funding required.
O. You would review the Stakeholder Map and ensure that you have addressed and represented the concerns of all department head
P. You will involve them in resolving the incompatibilitie
Q. The Communications Plan should include a report that summarizes the key features of the architecture with and how incompatibilities were resolved to reflects the stakeholders' requirement
R. You will check with each key stakeholder they are satisfied with how the incompatibilities have been resolved.

Answer: C

Explanation:
According to the TOGAF standard, the Target Architecture is the description of a future state of the architecture being developed for an organization. It should be aligned with the Architecture Vision, Principles, and Requirements that have been agreed with the stakeholders. To address the incompatibilities between key stakeholder preferences, the TOGAF standard recommends creating and evaluating multiple alternative Target Architectures that meet different sets of criteria. These criteria should reflect the value preferences and priorities of the stakeholders, as well as the business drivers and objectives. The alternative Target Architectures should be illustrated using a set of architecture views that show the impact of each alternative on the business, data, application, and technology domains. The impact on planned projects should also be identified and analyzed. The strengths and weaknesses of each alternative should be understood and documented. A formal stakeholder review should then be conducted to decide which alternative is the most fit for purpose and should be moved forward with. The funding required for implementing the chosen alternative should also be determined and secured. References:
➢ The TOGAF Standard, Version 9.2 - Phase B: Business Architecture - The Open Group
➢ [The TOGAF Standard, Version 9.2 - Phase D: Technology Architecture - The Open Group]
➢ [The TOGAF Standard, Version 9.2 - Phase F: Migration Planning - The Open Group]

NEW QUESTION 5
Please read this scenario prior to answering the question
You are serving as the Lead Architect for an Enterprise Architecture team within a leading multinational biotechnology company. The company works in three major industries, including healthcare, crop production, and agriculture. Your team works within the healthcare division.
The healthcare division is developing a new vaccine, and has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the relevant health authorities. The clinical trials are undertaken by its research laboratories at multiple facilities worldwide. In addition to internal research and development activities, the healthcare division is also involved in publicly funded collaborative research projects with industrial and academic partners.
The Enterprise Architecture team has been engaged in an architecture project to develop a secure system that will allow the healthcare researchers to share information more easily about their clinical trials, and work more
collaboratively across the organization and also with its partners. This system will also connect with external partners.
The Enterprise Architecture team uses the TOGAF ADM with extensions required to support healthcare manufacturing practices and laboratory practices. Due to the highly sensitive nature of the information that is managed, special care has been taken to ensure that each architecture domain considers the security and privacy issues that are relevant.
The Vice President for Worldwide Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that disruptions must be minimized for the clinical trials, and that the rollout must be undertaken incrementally.
Refer to the scenario
You have been asked to recommend the approach to identify the work packages for an incremental rollout meeting the requirements.
Based on the TOGAF standard which of the following is the best answer?

A. You recommend that the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix be grouped into a set of work package
B. Using the matrix as a planning tool, regroup the work packages to account for dependencie
C. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture, so that the implementation team can schedule the

rollout one region at a time to minimize disruptio

D. Document the work packages for the Enterprise Architecture using a Transition Architecture State Evolution Table.

E. You recommend that a Consolidated Gap

F. Solutions and Dependencies Matrix is used as a planning tool for creating work package

G. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing produc

H. Group the similar solutions together to define the work package

I. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture considering the schedule for clinical trials, and document in an Architecture Definition Increments Table.

J. You recommend that an Implementation Factor Catalog is drawn up to indicate actions and constraints.A Consolidated Gap

K. Solutions and Dependencies Matrix should also be create

L. For each ga

M. identify a proposed solution and classify it as new development, purchased solution, or based on an existing produc

N. Group similar activities together to form work package

O. Identify dependencies between work packages factoring in the clinical trial schedule

P. Regroup the work packages into a set of Capability Increments scheduled into a series of Transition Architectures.

Q. You recommend that the set of required Solution Building Blocks be determined by identifying those which need to be developed and which need to be procure

R. Eliminate any duplicate

S. Group the remaining Solution Building Blocks together to create the work packages using a CRUD (create, read, update, delete) matri

T. Rank the work packages and select the most cost-effective options for inclusion in a series of Transition Architecture

. Schedule the roll out of the work packages to be sequential across the geographic regions.

Answer: B

Explanation:
A Consolidated Gaps, Solutions and Dependencies Matrix is a technique that can be used to create work packages for an incremental rollout of the architecture. A work package is a set of actions or tasks that are required to implement a specific part of the architecture. A work package can be associated with one or more Architecture Building Blocks (ABBs) or Solution Building Blocks (SBBs), which are reusable components of business, IT, or architectural capability. A work package can also be associated with one or more Capability Increments, which are defined, discrete portions of the overall capability that deliver business value. A Capability Increment can be realized by one or more Transition Architectures, which are intermediate states of the architecture that enable the transition from the Baseline Architecture to the Target Architecture123

The steps for creating work packages using this technique are:

⟩ For each gap between the Baseline Architecture and the Target Architecture, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. A gap is a difference or deficiency in the current state of the architecture that needs to be addressed by the future state of the architecture. A solution is a way of resolving a gap by implementing one or more ABBs or SBBs.

⟩ Group similar solutions together to define the work packages. Similar solutions are those that have common characteristics, such as functionality, technology, vendor, or location.

⟩ Identify dependencies between work packages, such as logical, temporal, or resource dependencies.

Dependencies indicate the order or priority of the work packages, and the constraints or risks that may affect their implementation.

⟩ Regroup the work packages into a set of Capability Increments to transition to the Target Architecture.

Capability Increments should be defined based on the business value, effort, and risk associated with each work package, and the schedule and objectives of the clinical trials. Capability Increments should also be aligned with the Architecture Vision and the Architecture Principles.

⟩ Document the work packages and the Capability Increments in an Architecture Definition Increments Table, which shows the mapping between the work packages, the ABBs, the SBBs, and the Capability Increments. The table also shows the dependencies, assumptions, and issues related to each work package and Capability Increment.

Therefore, the best answer is B, because it describes the approach to identify the work packages for an incremental rollout meeting the requirements, using the Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool.

References: 1: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 30: Gap Analysis 2: The TOGAF Standard, Version 9.2, Part IV: Architecture Content Framework, Chapter 36: Building Blocks 3: The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 31 Architecture Change Management : The TOGAF Standard, Version 9.2, Part II: Architecture Development Method (ADM), Chapter 23: Phase E: Opportunities and Solutions : 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 II: Architecture Development Method (ADM), Chapter 18: Phase A: Architecture Vision : The TOGAF Standard, Version 9.2, Part III: ADM Guidelines and Techniques, Chapter 23: Architecture Principles

NEW QUESTION 6
Please read this scenario prior to answering the question

You are the Lead Enterprise Architect at a major agribusiness company. The company's main annual harvest is lentils, a highly valued food grown worldwide. The lentil parasite, broomrape, has been an increasing concern for many years and is now becoming resistant to chemical controls. In addition, changes in climate favor the propagation and growth of the parasite. As a result, the parasite cannot realistically be exterminated, and it has become pandemic, with lentil yields falling globally.

The CEO appreciates the seriousness of the situation and has set out a change in direction that is effectively a new business for the company. There are opportunities for new products,

and new markets. The company will use the fields for another harvest and will cease to process third-party lentils. Thus, the target market will change, and the end-products will be different and more varied. This is a major decision and the CEO has stated a desire to repurpose rather than replace so as to manage the risks and limit the costs.

The company has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The practice has an established Architecture Capability, and uses iteration for architecture development. The CIO is the sponsor of the activity.

The CIO has assigned the Enterprise Architecture team to this activity. At this stage there is no shared vision, or requirements.
Refer to the scenario

You have been asked to propose the best approach for architecture development to realize the CEO's change in direction for the company.

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

A. You propose that the team focus on architecture definition, with emphasis on defining the change parameters to support this new business strategy that the CEO has identifie

B. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the chang

C. You would ensure that the architecture development addresses non-functional requirements to assure that the target architecture is robust and secure.

D. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability for the compan

E. Then the focus should be on transition planning and incremental architecture deploymen

F. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the change.

G. You propose that the priority is to understand and bring structure to the definition of the chang

H. The team should focus iteration cycles on a baseline first approach to architecture development, and then transition plannin

I. This will identify what needs to change in order to transition from the baseline to the target, and can be used to work out in detail what the shared vision is for the change.

J. You propose that the team focus its iteration cycles on architecture development by going through the architecture definition phases (B-D) with a baseline first approac

K. This will support the change in direction as stated by the CE

L. It will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.

Answer: C

Explanation:
Explanation
Based on the TOGAF standard, this answer is the best approach for architecture development to realize the CEO's change in direction for the company. The reason is as follows:

⟩ The scenario describes a major business transformation that requires a clear understanding of the current and future states of the enterprise, as well as the gaps and opportunities for change. Therefore, the priority is to understand and bring structure to the definition of the change, rather than focusing on the implementation details or the technology aspects.

⟩ The team should use the TOGAF ADM as the method and guiding framework for architecture development, and adapt it to suit the specific needs and context of the enterprise. The team should also leverage the existing Architecture Capability and the Architecture Repository to reuse and integrate relevant architecture assets and resources.

⟩ The team should focus iteration cycles on a baseline first approach to architecture development, which means starting with the definition of the Baseline Architecture in each domain (Business, Data, Application, and Technology), and then defining the Target Architecture in each domain. This will help to identify the current and desired states of the enterprise, and to perform a gap analysis to determine what needs to change in order to achieve the business goals and objectives.

⟩ The team should then focus on transition planning, which involves identifying and prioritizing the work packages, projects, and activities that will deliver the change. The team should also create an Architecture Roadmap and an Implementation and Migration Plan that will guide the execution and governance of the change.

⟩ The team should use the Architecture Vision phase and the Requirements Management phase to work out in detail what the shared vision is for the change, and to capture and validate the stakeholder requirements and expectations. The team should also use the Architecture Governance framework to ensure the quality, consistency, and compliance of the architecture work.

References: : The TOGAF Standard, Version 9.2 - Architecture Development Method : The TOGAF Stand Version 9.2 - Architecture Vision : The TOGAF Standard, Version 9.2 - Requirements Management : [The TOGAF Standard, Version 9.2 - Architecture Governance]

NEW QUESTION 10
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