OGBA-101^{Q&As}

TOGAF Business Architecture Foundation

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QUESTION 1

Which of the following best summarizes the purpose of Enterprise Architecture?

A. Taking major improvement decisions.

B. Controlling the bigger changes.

C. Guiding effective change.

D. Governing the Stakeholders.

Correct Answer: C

The purpose of Enterprise Architecture, within the context of TOGAF, is to establish a clear and comprehensive blueprint for how an organization can effectively achieve its current and future objectives through a structured approach. Enterprise Architecture guides effective change by providing a long-term view of the organization\\'s processes, systems, and technologies so that individual projects can build capabilities that fit into a cohesive whole. It helps to ensure that IT investments are aligned with business goals, supports the management of complex IT landscapes, and provides a systematic approach for the adoption of emerging technologies. Essentially, it acts as a strategic framework that facilitates the translation of business vision and strategy into effective enterprise change.

QUESTION 2

Consider the following:

In Phase A a business capability map and a core set of value streams were created while developing the Architecture Vision.

Why would such Architecture Descriptions need to be updated in Phase B?

A. Phase B requires that all Architecture Descriptions be updated.

B. The development of Business Architecture Descriptions is always iterative.

C. Phase B is an ADM Architecture Development phase.

D. A new value stream was assessed as in the project scope.

Correct Answer: B

The development of Business Architecture Descriptions is always iterative because it involves constant refinement and validation of the architecture models and views based on stakeholder feedback and changing requirements. Therefore, any Architecture Description that was created in Phase A may need to be updated in Phase B as new information or insights emerge. Phase B does not require that all Architecture Descriptions be updated, only those that are relevant and necessary for the Business Architecture. Phase B is an ADM Architecture Development phase, but that does not explain why Architecture Descriptions need to be updated. A new value stream may or may not require updating existing Architecture Descriptions depending on its scope and impact.

In TOGAF\\'s ADM, the development of architecture is an iterative process. During Phase A, initial business capability maps and value streams are created to establish the Architecture Vision. However, as stakeholders provide more detailed inputs and requirements are refined, it isnecessary to update the Architecture Descriptions. This is an iterative process that continues into Phase B, Business Architecture, where these descriptions are further developed and

refined.

QUESTION 3

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

A. Phase A

B. Preliminary Phase

C. Phase C

D. Phase B

Correct Answer: A

In the TOGAF ADM (Architecture Development Method), Phase A, also known as the Architecture Vision phase, is critical for defining the problem to be solved and identifying the stakeholders, their concerns, and requirements.

Phase A: Architecture Vision:

Objective: The primary objective of Phase A is to establish a high-level vision of the architecture project. This includes defining the scope, identifying stakeholders, and understanding their concerns and requirements. Stakeholder

Identification: During this phase, all relevant stakeholders are identified. This includes business leaders, IT leaders, end-users, and other parties who have a vested interest in the architecture project. Concerns and Requirements: Once

stakeholders are identified, their concerns and requirements are gathered. This involves understanding their needs, expectations, and the issues they face that the architecture project aims to address.

Key Activities:

Problem Definition: Phase A focuses on clearly defining the problem or opportunity that the architecture project seeks to address. This sets the stage for developing the architecture vision and ensuring that the project aligns with business

goals.

Developing the Architecture Vision: A key output of Phase A is the architecture vision, which provides a high-level overview of the desired future state. This vision is aligned with the business strategy and objectives. Requirements

Management: Phase A also involves establishing a requirements management process to ensure that stakeholder needs are captured, analyzed, and addressed throughout the architecture development process.

TOGAF References:

Phase A Deliverables: Key deliverables of Phase A include the Architecture Vision document, stakeholder map, and high-level requirements. ADM Guidelines and Techniques: TOGAF provides guidelines and techniques for effectively

conducting Phase A, including methods for stakeholder analysis, requirements gathering, and developing the architecture vision.
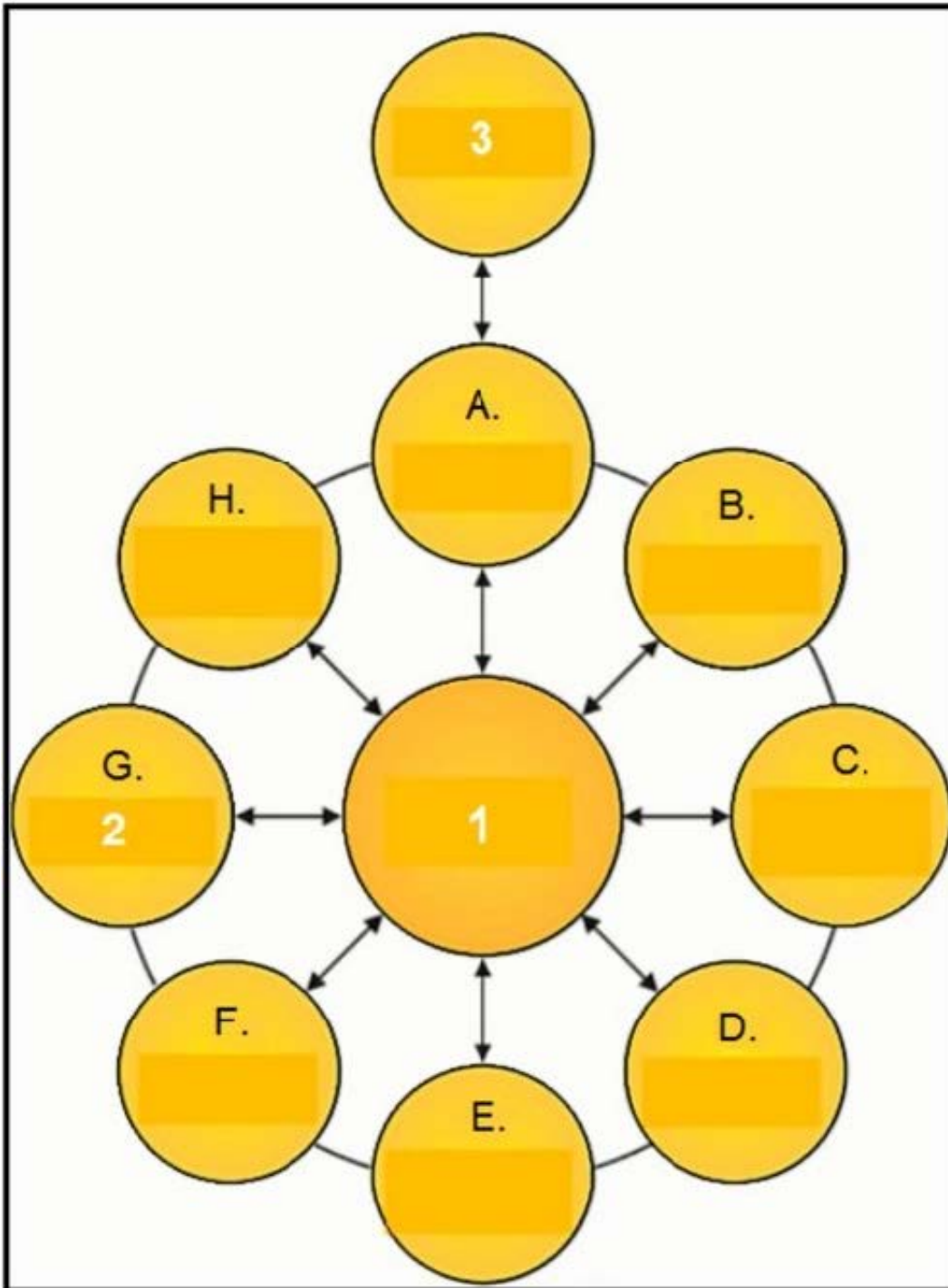
In summary, Phase A of the TOGAF ADM focuses on defining the problem to be solved, identifying stakeholders, understanding their concerns and requirements, and developing a high-level architecture vision that aligns with business

objectives.

QUESTION 4

Consider the diagram of an architecture development cycle.

Which description matches the phase of the ADM labeled as item 2?

A. Conducts Implementation planning for the architecture defined in previous phases

B. Provides architectural oversight for the implementation

C. Operates the process of managing architecture requirements

D. Establishes procedures for managing change to the new architecture

Correct Answer: B

The Architecture Development Method (ADM) is the core process of TOGAF which outlines a method for developing and managing the lifecycle of enterprise architecture. Considering the phases of the ADM, the item labeled as \'2\' in the provided architecture development cycle diagram likely corresponds to the \'Architecture Change Management\' phase, which is responsible for providing ongoing architectural oversight and guidance to ensure that the implementation remains aligned with the architecture defined in the previous phases. This includes managing changes to the architecture in a controlled manner as the implementation progresses and ensuring that the architecture continues to meet the business needs.

QUESTION 5

Which of the following best describes the relationship between business models and business architecture?

A. Business Architecture provides a conceptual summary view, whereas business models support in-depth analysis.

B. Business Architecture breaks a business model down into the core functional elements that describe how the business works.

C. Business models are useful for impact analysis, however Business Architecture is needed for scenario analysis.

D. Business model development is a prerequisite for a Business Architecture development.

Correct Answer: B

A business model describes how an organization creates, delivers, and captures value for its stakeholders. A business architecture breaks a business model down into the core functional elements that describe how the business works, such as the value proposition, the customer segments, the channels, the revenue streams, the cost structure, the key resources, the key activities, and the key partnerships.

The relationship between business models and business architecture is that while business models provide a high-level description of business elements such as customers, markets, and the economic rationale of the business, the business architecture takes this model and breaks itdown into more detailed descriptions. It identifies the core functional components and their relationships, which describe how the business operates, the roles involved, the information flowing through the business, and the technology supporting business activities.

QUESTION 6

Consider the following Business Capability Example: Which of the following are A and C?

Name		Recruitment Management
Description		The ability to solicit, qualify, and provide support for hiring new employees into the organization.
Components	A	User: Recruiter Stakeholders: Manager, Candidate, Employee
	B	Evaluate New Hire Requisitions; Recruit/Source Candidates; Screen and Select Candidates; Hire Candidate
	C	Candidate/Applicant Details; Position Descriptions; Recruitment Agency Data: Industry Standard Role Definitions
	D	Recruitment Management Application; HR Application; Social Media Application

A. Organization. Data.

B. Who. What.

C. Roles, Information.

D. Actors, Actions.

Correct Answer: C

According to the TOGAF Business Capabilities Guide V2, a business capability is defined as "the expression or the articulation of the capacity, materials, and expertise an organization needs in order to perform core functions"5. A business capability can be decomposed into four elements: roles, information, processes, and technology5. In the given example, A represents roles and C represents information.

In the context provided in the image, \\'A\\' refers to the roles involved in the recruitment management process, which in this case is the \\'User: Recruiter\\' and the \\'Stakeholders: Manager, Candidate Employee\\'. \\'C\\' refers to the information or data aspects of the process, which includes \\'Candidate/Applicant Details\\', \\'Position Descriptions\\', \\'Recruitment Agency Data\\', and \\'Industry Standard Role Definitions\\'. Thus, \\'A\\' corresponds to \\'Roles\\' and \\'C\\' to \\'Information\\'.

QUESTION 7

Consider the diagram of an architecture development cycle.
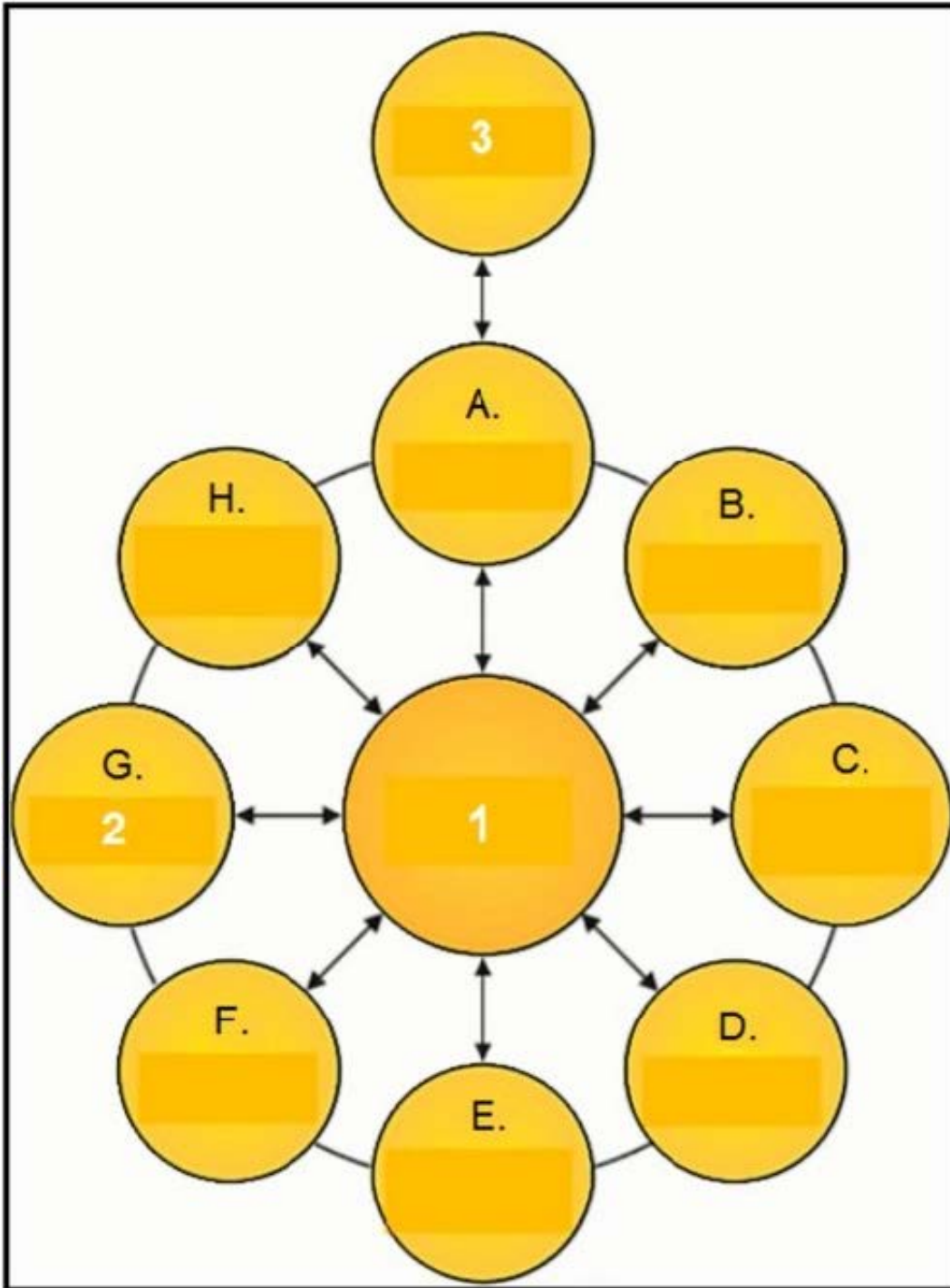
Select the correct phase names corresponding to the labels 1, 2 and 3?

A. 1 Architecture Governance - 2 Implementation Governance - 3 Preliminary

B. 1 Requirements Management - 2 Change Management - 3 Strategy

C. 1 Requirements Management - 2 Implementation Governance - 3 Preliminary

D. 1 Continuous Improvement - 2 Migration Planning - 3 Architecture Vision

Correct Answer: C

The diagram of an architecture development cycle shows three phases of the TOGAF ADM. The correct phase names corresponding to the labels 1, 2 and 3 are Requirements Management, Implementation Governance, and Preliminary

respectively3. These phases are described as follows:

Requirements Management (label 1): This phase provides a process for managing architecture requirements throughout the ADM cycle3. It ensures that requirements are captured, stored, prioritized, and addressed by relevant ADM phases3.

It also ensures that requirements are validated and updated as necessary3.

Implementation Governance (label 2): This phase provides a process for ensuring that the implementation projects conform to the defined architecture3. It involves establishing an implementation governance model, defining architecture

contracts and compliance reviews, and monitoring and supporting the implementation projects3.

Preliminary (label 3): This phase provides a process for preparing and planning the architecture project3. It involves defining the scope and vision of the project, customizing the ADM process and content framework, defining principles and

governance structures, and evaluating the enterprise architecture maturity and readiness3.

QUESTION 8

Consider the following representation of a business model:
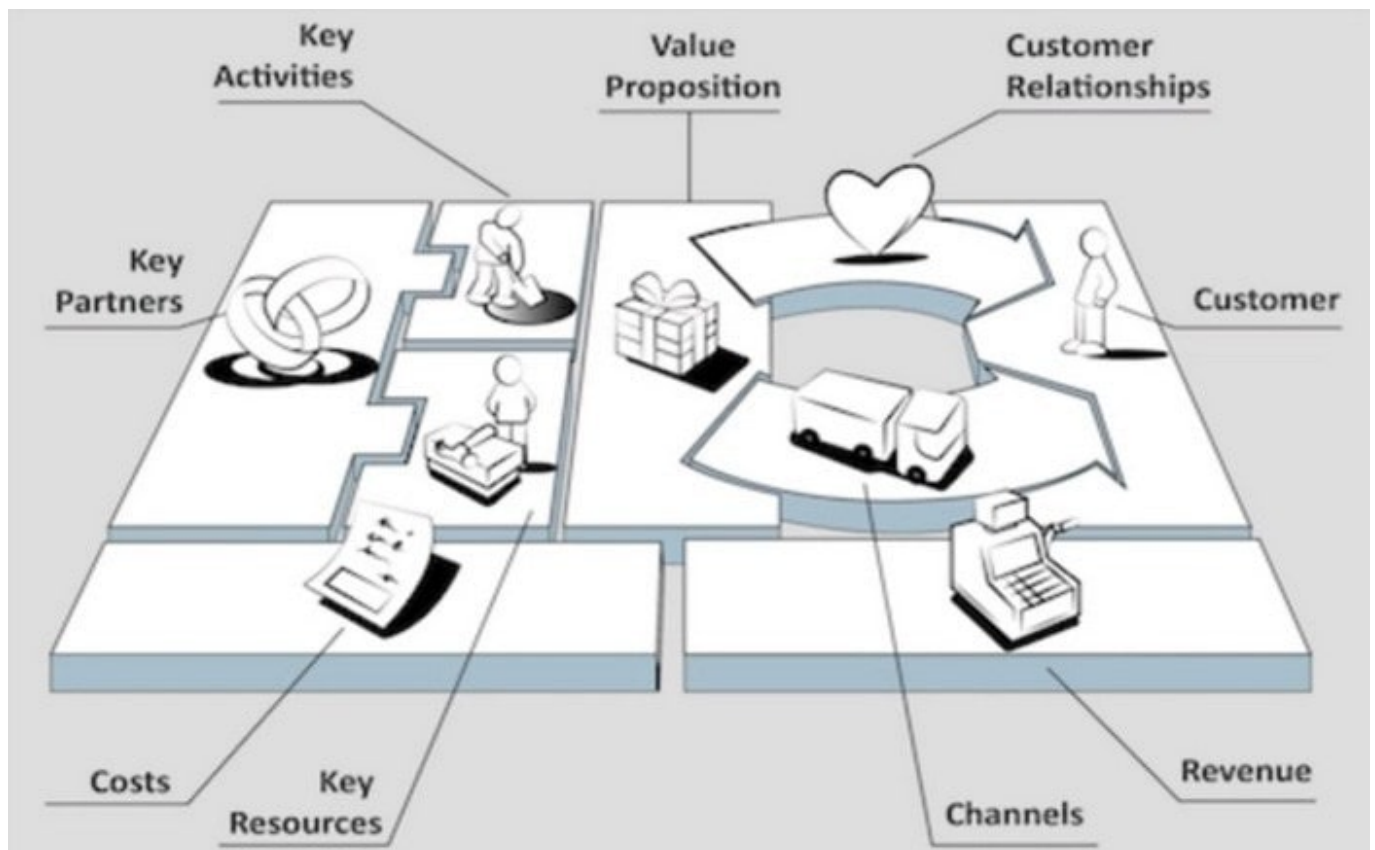
Which of the following business models is this an example of?

A. The Business Model Canvas

B. The Four Box Framework

C. The Business Model Cube

D. The Business Model Innovation factory

Correct Answer: A

https://pubs.opengroup.org/togaf-standard/business-architecture/business-models.html#_Toc516818736

QUESTION 9

What process turns a set of business capabilities into a structure that communicates the right amount of detail to different stakeholder groups?

A. Layering

B. Stratification

C. Categorization

D. Mapping

Correct Answer: D

Mapping is the process that turns a set of business capabilities into a structure that communicates the right amount of detail to different stakeholder groups. Here\'s a detailed explanation:

Definition of Mapping:

Mapping: In the context of business architecture, mapping refers to the process of visually representing the relationships between business capabilities and other elements such as processes, value streams, and organizational units. This

helps in communicating the structure and interactions within the business.

Purpose:

Communication: Mapping provides a clear and structured way to communicate the details of business capabilities to different stakeholder groups. It ensures that each group receives the appropriate level of detail needed for their role and

decision-making.

Alignment: Helps in aligning business capabilities with strategic goals, processes, and organizational structure, ensuring that the architecture supports the overall business strategy.

TOGAF References:

Phase B: Business Architecture: During this phase, mapping is used to represent business capabilities and their relationships with other business elements. This helps in creating a coherent and comprehensive business architecture.

Capability Mapping: TOGAF emphasizes the use of capability mapping to understand and analyze how different

capabilities support business processes and value streams.

Benefits:

Clarity and Understanding: Mapping provides a visual representation that enhances clarity and understanding of the business architecture. It helps stakeholders see the big picture and understand how different parts of the business fit

together.

Stakeholder Engagement: By providing the right amount of detail to different stakeholders, mapping ensures effective engagement and collaboration across the organization.

In summary, mapping is the process that turns a set of business capabilities into a structure that communicates the right amount of detail to different stakeholder groups, facilitating clarity, understanding, and alignment.

QUESTION 10

Consider the following business capability map. where cells of a model are given different colors to represent desired maturity levels (Green (G) = level achieved, yellow (Y) = one level away, red (R) =two or more levels away, purple (P) = missing capability):

Strategic	Business Planning G	Market Planning R	Partner Management Y
	Capital Management G	Policy Management G	Government Relations Management R
Core	Account Management G	Product Management G	Distribution Management G
	Customer Management Y	Channel Management G	Agent Management P
Supporting	Financial Management G	HR Management R	Procurement Management G
	Information Management G	Training Management Y	Operations Management G

Which of the following best describes what this shows?

A. Policy Management. Government Relations Management, and HR Management need immediate attention. Partner Management. Account Management, and Training Management have issues but are of lower priority Agent Management Is a new business capability that does not exist

B. The Strategic capabilities need more attention in two areas. Policy Management, and Government Relations Management. Agent Management is missing as a Core capability Information Management needs attention as a Supporting Capability.

C. Agent Management needs immediate attention. Market Planning. HR Management and Government Relations Management need attention. Customer Management. Training Management and Partner Management need attention but are of lower priority.

D. Agent Management needs immediate attention. Market Planning. Government Relations Management, and HR Management have Issues but are of lower priority Partner Management. Customer Management, and Training Management are new business capabilities that do not exist.

Correct Answer: A

The business capability map provided uses color coding to represent the maturity levels of various business capabilities in strategic, core, and supporting functions. The colors indicate the current state or priority for development, with red indicating capabilities that are significantly below desired maturity levels and thus require immediate attention. In this case, Policy Management, Government Relations Management, and HR Management are marked as red, signaling the need for urgent improvement. Yellow indicates capabilities that are closer to the desired state but still need attention, while green shows capabilities that have achieved the desired maturity level. Purple indicates a missing capability that does not currently exist in the enterprise, which is the case for Agent Management.

QUESTION 11

Which of the following is an analysis technique which is used to show a range of different perspectives on the same set of business capabilities?

A. Relationship mapping

B. Capability decomposition

C. Information mapping

D. Heat mapping

Correct Answer: D

Heat mapping is an analysis technique used in TOGAF to show a range of different perspectives on the same set of business capabilities. This technique involves visually representing data to highlight areas of importance or concern, such as performance levels, resource allocation, or risk exposure. Heat maps provide a clear and intuitive way to identify strengths, weaknesses, opportunities, and threats within the business capabilities, facilitating better decision-making and prioritization of improvement efforts.

QUESTION 12

Consider the following business capability model, where cells of a model are given different colors to represent desired maturity levels (Green (G) = level achieved, yellow (Y) = one level away, red (R) =two more levels away, purple (P) = missing capability):

Strategic	Business Planning G	Market Planning R	Partner Management Y
	Capital Management G	Policy Management G	Government Relations Management R
Core	Account Management G	Product Management G	Distribution Management G
	Customer Management Y	Channel Management G	Agent Management P
Supporting	Financial Management G	HR Management R	Procurement Management G
	Information Management G	Training Management Y	Operations Management G

Which of the following best describes what this model shows?

A. Policy Management, Government Relations Management, and HR Management need immediate attention. Partner Management, Account Management, and Training Management have issues but are of lower priority. Agent Management is a new business capability that does not exist.

B. Market Planning, Government Relations Management, and HR Management need immediate attention. Partner Management, Customer Management, and Training Management have issues but are of lower priority. Agent Management is a new business capability that does not exist.

C. Customer Management, Training Management and Partner Management need immediate attention. Market Planning, HR Management and Government Relations Management need attention. Agent Management exists as a new Core capability but has not yet been assessed.

D. The Strategic capabilities need more attention in three areas, Market Planning, Government Relations Management, and Partner Management. Agent Management is missing as a Core capability. Training Management needs the most attention as a Supporting Capability.

Correct Answer: B

QUESTION 13

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

A. Phase A

B. Preliminary Phase

C. Phase C

D. Phase B

Correct Answer: A

Phase A of the TOGAF ADM (Architecture Development Method), also known as the Architecture Vision phase, focuses on defining the problem to be solved, identifying stakeholders, their concerns, and requirements. Here\'s a detailed

explanation:

Phase A: Architecture Vision:

Objective: The primary objective of Phase A is to establish a high-level vision of the architecture project, including defining the scope and identifying key stakeholders and their concerns. Problem Definition: This phase involves clearly defining

the business problem or opportunity that the architecture project seeks to address. This sets the stage for all subsequent architecture work.

Stakeholder Identification:

Identification and Analysis: Stakeholders are identified and their concerns and requirements are gathered. This includes business leaders, IT leaders, end-users, and other relevant parties. Understanding Needs: Understanding the needs and

expectations of stakeholders is crucial for ensuring that the architecture aligns with business objectives and addresses key concerns.

Requirements Gathering:

High-Level Requirements: In Phase A, high-level requirements are identified and documented. These requirements guide the development of the architecture vision and provide a basis for more detailed requirements in later phases.

Requirements Management: A requirements management process is established to ensure that stakeholder needs are continuously captured, analyzed, and addressed throughout the architecture development process.

TOGAF References:

Deliverables: Key deliverables of Phase A include the Architecture Vision document, stakeholder map, and high-level requirements. ADM Guidelines: TOGAF provides guidelines and techniques for conducting Phase A, including methods for

stakeholder analysis, problem definition, and developing the architecture vision.

In summary, Phase A of the TOGAF ADM focuses on defining the problem to be solved, identifying stakeholders, understanding their concerns and requirements, and developing a high-level architecture vision that aligns with business

objectives.

QUESTION 14

Which of the following best describes a business capability map?

A. A self-contained view of the business that is independent of organizational structure, business processes, systems and applications.

B. The highest-level description of an organization, covering all missions and functions of the business.

C. A holistic representation of capabilities, including end-to-end delivery value, and the relationships between these

capabilities.

D. A reference model that provides a c onceptual definition of all the key building blocks within a business architecture

Correct Answer: C

A business capability map is a comprehensive representation that showcases an organization\\'s abilities in a structured manner. It identifies and illustrates the various business capabilities that allow the enterprise to function and deliver value. These capabilities are often defined independently of the organizational structure, processes, or technology, focusing instead on what the business does and can do. This map encompasses the end-to-end value delivery and how different capabilities interrelate and support one another, thus providing a holistic view of the business\\'s functional abilities.

QUESTION 15

Which of the following is a purpose of mapping capabilities to value stream stages?

A. To identify and eliminate business capabilities that do not contribute to the business.

B. To classify, group, and align capabilities into categories for a deeper understanding.

C. To describe the business in terms of services provided and consumed.

D. To provide a self-contained business description that is independent of the organizational structure.

Correct Answer: B

One of the purposes of mapping capabilities to value stream stages is to classify, group, and align capabilities into categories for a deeper understanding of how they support value creation and delivery2. By mapping capabilities to value stream stages, the architect can identify which capabilities are required for each stage of the value stream, how they relate to each other, and how they contribute to the overall value proposition. This can help to assess the maturity, effectiveness, performance, and value or cost contribution of each capability.

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