OGBA-101 Q&As

TOGAF Business Architecture Foundation

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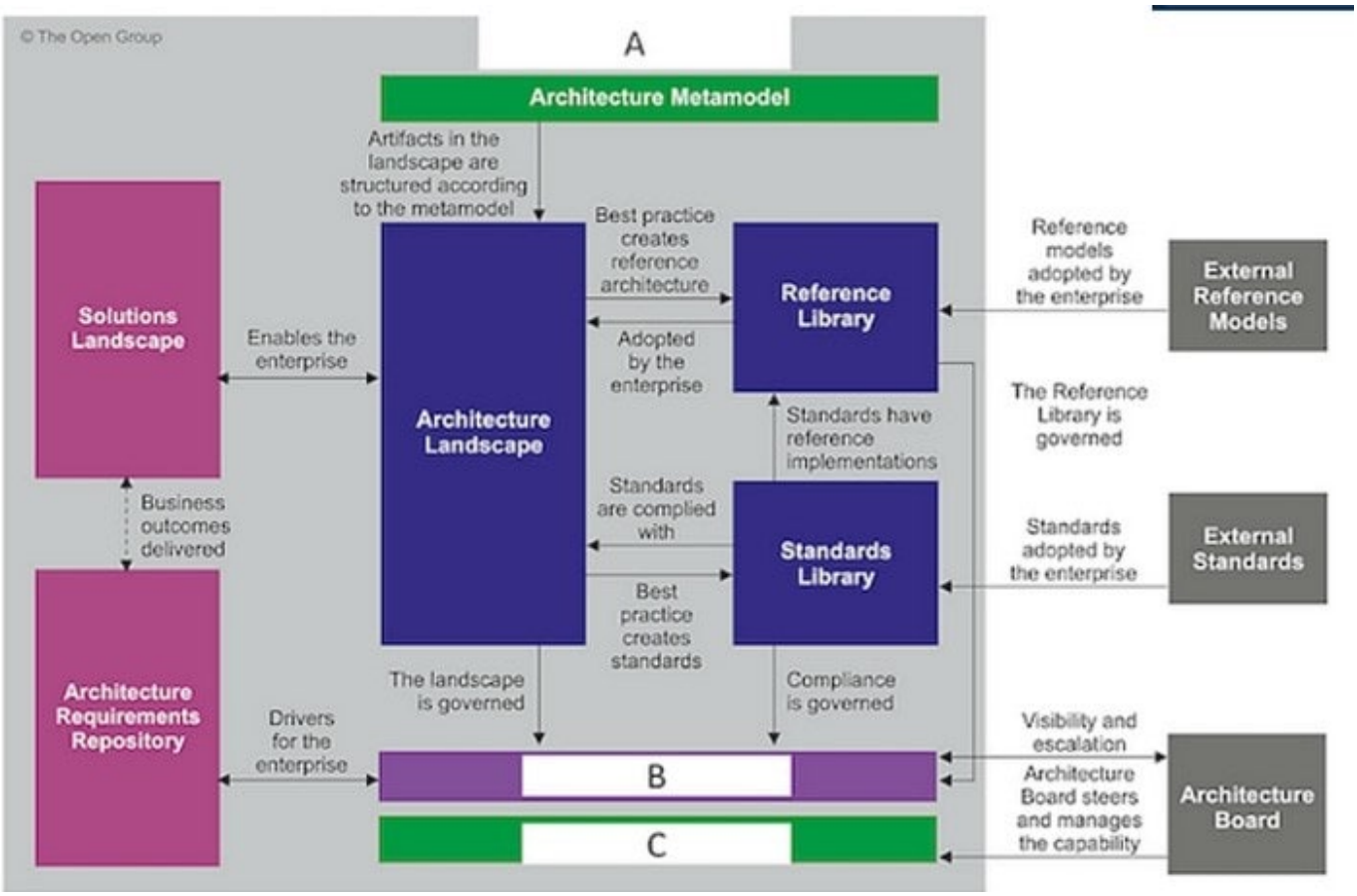
QUESTION 1

In the diagram, what are the items labelled A, B, and C?



A. A-Enterprise Repository, B-Governance Repository. C-Board Repository

B. A-Architecture Repository, B-Governance Repository. C-Architecture Capability

C. A-Architecture Repository, B-Governing Board, C-Enterprise Capability

D. Enterprise Repository, B-Board repository, C-Enterprise Capability

Correct Answer: C

In the provided diagram, item A refers to the Architecture Repository, which is a part of the TOGAF framework where all the architecture assets are stored. This includes the architectural models, patterns, architecture descriptions, and other artifacts relevant to the architecture. Item B is labeled as the Governing Board, which is likely referring to the Architecture Board or a similar governance structure responsible for oversight and decision-making regarding the enterprise architecture. Item C refers to Enterprise Capability, which encompasses the processes, tools, skills, and other capabilities that enable the architecture function within the enterprise.

QUESTION 2

Which approach to modeling business value is designed to create and end-to-end perspective of value from the

customer\\'s perspective?

A. Value chains

B. Value streams

C. Lean value streams

D. Value networks

Correct Answer: B

A value stream is an approach to modeling business value that focuses on the end-to-end sequence of activities that an organization performs to deliver a product or service to the customer. This perspective is designed to help organizations understand the full lifecycle of value creation, from the initial customer demand to the final delivery of value. It provides a holistic view of the flow of value through the organization and is instrumental in identifying areas of waste and opportunities for improvement to enhance the overall customer experience. Value streams help in visualizing and optimizing the steps necessary to effect change in the business processes and systems that create value for the customers.

QUESTION 3

In what TOGAF ADM phase should the architect locate existing architecture descriptions to create an information map?

A. Phase E

B. Phase A

C. Preliminary Phase

D. Phase B

Correct Answer: B

In the TOGAF ADM cycle, Phase A, the Architecture Vision phase, is where the architect would locate existing architecture descriptions to create an information map. This phase involves understanding the strategic context for the architecture work, defining the scope, identifying stakeholders, creating the Architecture Vision, and obtaining approvals to proceed with the work. Part of this involves reviewing existing documentation to understand the current state of the architecture and the information that is already available, which would be useful for creating an information map.

QUESTION 4

What process is used to decompose a set of business capabilities to communicate more detail?

A. Layering

B. Sorting

C. Mapping

D. Leveling

Correct Answer: D

The process used to decompose a set of business capabilities to communicate more detail is leveling6. Leveling is a technique that can be used to break down a business capability into sub-capabilities at lower levels of granularity6. Leveling can help to provide more clarity and specificity about what a business capability entails and how it supports the business goals and objectives6. Leveling can also help to identify dependencies, gaps, overlaps, or redundancies among business capabilities6.

QUESTION 5

In which part of a business scenario are business capabilities and value streams modelled?

A. When identifying the business and technology environment

B. When identifying the human actors

C. When identifying and documenting desired outcomes

D. When identifying, documenting and ranking the problem

Correct Answer: C

In the context of TOGAF\\'s business scenarios, business capabilities and value streams are typically modeled during the phase of identifying and documenting the desired outcomes. This is because desired outcomes are directly related to what the business intends to achieve, and therefore, it makes sense to model the capabilities (what the business can do) and the value streams (the series of steps the business undertakes to create value) at this stage. This helps in understanding the required changes or enhancements to business capabilities and processes to achieve those outcomes.

QUESTION 6

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

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

B. Business Architecture articulates the different perspectives and impacts of the business model.

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

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

Correct Answer: B

The relationship between business models and business architecture in TOGAF can be described as follows:

Business Models:

Definition: Business models describe how an organization creates, delivers, and captures value. They provide a high-level overview of the business, including elements such as value propositions, customer segments, channels, and revenue

streams.

Purpose: Business models are used to understand and analyze the core elements of the business and how they interact to create value.

Business Architecture:

Definition: Business architecture provides a detailed view of the business, including its structure, capabilities, processes, and information. It articulates how the business operates and supports the business model. Purpose: Business

architecture translates the high-level view of the business model into detailed architectural views and artifacts. It ensures that the architecture aligns with the business strategy and supports the execution of the business model.

Relationship:

Articulation of Perspectives: Business architecture articulates the different perspectives and impacts of the business model by providing detailed views of the business components that support the model. This includes defining the necessary

capabilities, processes, and organizational structures.

Alignment and Execution: Business architecture ensures that the architecture aligns with the business model and supports its execution. It translates the strategic intent of the business model into actionable and implementable architectural

components.

TOGAF References:

Phase B: Business Architecture: This phase involves developing a detailed business architecture that aligns with and supports the business model. It includes identifying and defining business capabilities, processes, and organizational

structures.

Strategic Planning: TOGAF emphasizes the importance of aligning business architecture with business strategy and models to ensure that the architecture supports the overall business goals.

Benefits:

Comprehensive Understanding: By articulating the different perspectives and impacts of the business model, business architecture provides a comprehensive understanding of how the business operates and delivers value. Strategic

Alignment: Ensures that the architecture is aligned with the business strategy and supports the execution of the business model, leading to better business outcomes.

In summary, business architecture articulates the different perspectives and impacts of the business model by providing detailed views of the business components that support the model, ensuring alignment and effective execution of the

business strategy.

QUESTION 7

In business capability mapping, when you have documented all of the business capabilities, what should you do next?

A. Draw up a business value assessment for each of the business capabilities.

B. Organize the business capabilities in a logical manner.

C. Identify the human and computer actors associated with each business capability.

D. Map the business capabilities to stakeholder concerns.

Correct Answer: B

In business capability mapping, once all business capabilities have been documented, the next step is to organize these capabilities logically. This organization helps in understanding how different capabilities interact and align with the

business strategy. Here\\'s a detailed explanation based on TOGAF principles:

Business Capability Mapping:

Business capability mapping involves identifying and documenting the capabilities required to execute the business strategy. Capabilities are the building blocks of the business, representing what the business does.

Logical Organization:

Grouping and Categorization: Capabilities should be grouped and categorized logically to reflect their relationships and dependencies. This can be done by aligning capabilities with business functions, processes, or strategic objectives.

Hierarchical Structure: Organizing capabilities into a hierarchical structure helps in visualizing how high-level capabilities decompose into more specific, detailed capabilities. This hierarchical view aids in understanding the complexity and

scope of capabilities.

Alignment with Strategy: Logical organization ensures that capabilities are aligned with the business strategy and objectives. It helps in identifying which capabilities are critical for achieving strategic goals and which ones need development or

improvement.

TOGAF ADM References:

Phase B: Business Architecture: This phase involves developing the business architecture, including capability mapping. Organizing capabilities logically is a key step in this process, as it helps in creating a coherent and comprehensive

business architecture.

Capability Models: TOGAF recommends using capability models to represent the organization\\'s capabilities. These models should be logically organized to facilitate analysis and planning.

Practical Steps:

Analyze Relationships: Examine the relationships between capabilities to identify dependencies and interactions. This analysis helps in grouping related capabilities together. Create a Capability Map: Develop a visual representation of the

capabilities, organized logically. This map serves as a reference for understanding the business architecture and planning initiatives. In summary, after documenting all business capabilities, organizing them in a logical manner is essential for

creating a coherent and effective business architecture. This logical organization facilitates better analysis, planning, and alignment with business strategy.

QUESTION 8

Which of the following can be used to help define information concepts in an information map?

A. Organization Map

B. Value streams

C. Statement of business goals and drivers

D. Stakeholder Map

Correct Answer: C

A statement of business goals and drivers can be used to help define information concepts in an information map. Here\\'s a detailed explanation:

Information Map:

Definition: An information map represents the structure and interaction of information assets that support key business functions and processes. It is used to visualize how information flows within the enterprise.

Role of Business Goals and Drivers:

Business Goals: These are the strategic objectives that the business aims to achieve. They provide direction and context for defining the information needs of the organization. Business Drivers: These are the factors that influence the

business strategy and operations. They help in understanding the priorities and requirements for information management.

Using Goals and Drivers to Define Information Concepts:

Alignment: By aligning information concepts with business goals and drivers, architects can ensure that the information map reflects the strategic priorities of the organization. Relevance: Business goals and drivers help in identifying the most

relevant information assets and understanding how they support the achievement of business objectives.

TOGAF References:

Phase A: Architecture Vision: During this phase, business goals and drivers are identified and used to shape the architecture vision and requirements. Phase C: Information Systems Architectures: In this phase, the data architecture is

developed, and business goals and drivers are used to define the information concepts and data structures needed to support the business.

In summary, a statement of business goals and drivers helps define information concepts in an information map by ensuring that the information assets are aligned with the strategic priorities and needs of the organization.

QUESTION 9

Which of the following best describes a benefit of business models?

A. They provide a different viewpoint to cross-check assumptions.

B. They can be used to resolve conflicts amongst different stakeholders.

C. They can be used to calculate detailed cost estimates.

D. They highlight what the business does without the need to explain why.

Correct Answer: A

Business models are essential tools within TOGAF for providing different perspectives on the business operations, strategies, and value propositions. Here\\'s a detailed explanation:

Purpose of Business Models:

Business models are designed to represent various aspects of the business, such as value creation, delivery, and capture mechanisms. They provide a structured way to analyze and understand the business.

Different Viewpoint:

Cross-Check Assumptions: Business models offer a different viewpoint that helps in validating and cross-checking assumptions made about the business. By presenting a visual and structured representation of the business, these models

enable stakeholders to identify gaps, inconsistencies, and areas that need further analysis.

Holistic Understanding: They help in gaining a holistic understanding of how different components of the business interact, which is crucial for ensuring that the enterprise architecture aligns with the business strategy and goals.

TOGAF References:

Phase A: Architecture Vision: During this phase, business models are used to articulate the vision and scope of the architecture effort. They help in ensuring that all assumptions are validated and that the architecture aligns with business

objectives.

Phase B: Business Architecture: Business models are also utilized in this phase to analyze business capabilities, processes, and value streams. They provide a different viewpoint that aids in identifying areas for improvement and ensuring

alignment with the strategic intent.

In summary, business models provide a different viewpoint that helps cross-check assumptions, ensuring that the enterprise architecture is aligned with the business strategy and objectives.

QUESTION 10

Which of the following describes how the Enterprise Continuum is used when developing an enterprise architecture?

A. To identify and understand business requirements

B. To describe how an architecture addresses stakeholder concerns

C. To classify architecture and solution assets

D. To coordinate with the other management frameworks in use

Correct Answer: C

The Enterprise Continuum is a tool within the TOGAF framework that provides methods for classifying architecture and solution assets. The continuum is a view of the Architecture Repository that provides methods for classifying, storing, and managing the various architecture assets. These assets include architectures, architectural patterns, architecture descriptions, and other related artifacts. The Enterprise Continuum enables architects to organize the repository in a way that is consistent and understandable, facilitating the reuse of these assets across various architecture development initiatives.

QUESTION 11

What is the relationship labeled Y?

A. Consists of

B. Receives

C. Enables

D. Creates

Correct Answer: C

In TOGAF, the relationship labeled "Y" as "Enables" typically refers to how one element of the architecture facilitates or supports the functioning of another element.

Relationship Definition:

Enables: This relationship indicates that one component (e.g., a business capability, process, or technology) enables or supports another component to function or achieve its objectives. It shows a dependency where the presence or

effectiveness of one element is necessary for the other to perform effectively.

Examples in TOGAF:

Business Capabilities and Processes: A business capability may enable specific business processes. For instance, the capability of "Customer Relationship Management" enables processes like "Customer Support" and "Sales".

Technology and Applications: A particular technology infrastructure may enable the operation of various business applications, ensuring they can deliver the required functionalities.

TOGAF ADM Phases:

Phase B: Business Architecture: Identifying how different business capabilities enable business processes helps in understanding the interdependencies and ensuring that all necessary capabilities are developed and supported. Phase C:

Information Systems Architectures: In this phase, identifying how technology enables business applications and data flows is crucial for designing a coherent and efficient architecture.

Importance:

Understanding enabling relationships helps in ensuring that all necessary components are in place and functioning correctly to support the overall architecture. It also helps in identifying critical dependencies that need to be managed during

implementation.

In summary, the relationship labeled "Enables" describes how one component facilitates or supports the functioning of another, ensuring that the architecture is coherent and all dependencies are managed effectively.

QUESTION 12

What can architects present to stakeholders to extract hidden agendas, principles, and requirements that could impact the final Target Architecture?

A. Business Scenarios and Business Models

B. Alternatives and Trade-offs

C. Solutions and Applications

D. Architecture Views and Architecture Viewpoints

Correct Answer: A

Business Scenarios and Business Models are tools that architects can present to stakeholders to facilitate discussions that reveal underlying assumptions, agendas, principles, and requirements. They help in understanding the context, extracting and validating requirements, and identifying potential impacts on the target architecture. By discussing scenarios and models, stakeholders can express their vision and concerns, which may include unspoken or implicit needs that are crucial for the architecture\\'s success.

QUESTION 13

Which of the following supports the need to govern Enterprise Architecture?

A. The Architecture Project mandates the governance of the target architecture.

B. The TOGAF standard cannot be used without executive governance.

C. Best practice governance enables the organization to control value realization.

D. The stakeholder preferences may go beyond the architecture project scope and needs control.

Correct Answer: C

One of the reasons that supports the need to govern Enterprise Architecture is that best practice governance enables the organization to control value realization6. Value realization is the process of ensuring that the expected benefits from implementing an Enterprise Architecture are achieved and sustained over time6. Best practice governance provides a framework and mechanisms for monitoring and evaluating the performance and outcomes of Enterprise Architecture initiatives, as well as ensuring alignment with strategic objectives and stakeholder expectations.

QUESTION 14

Which statement best describes iteration and the ADM?

A. The ADM is sequential. Iteration is applied within phases.

B. The ADM is iterative between phases B to D, and between Phases E and F.

C. The ADM is iterative, over the whole process, between phases, and within phases.

D. The level of detail is defined once and applies to all iterations.

Correct Answer: C

The statement that best describes iteration and the ADM is that the ADM is iterative, over the whole process, between phases, and within phases4. Iteration is a key concept in managing the complexity of developing an Enterprise Architecture and managing its lifecycle4. The ADM supports several forms of iteration as follows: Iteration over the whole process: Projects will iterate through the entire ADM cycle, commencing with Phase A (Architecture Vision) and ending with Phase H (Architecture Change Management)4. Each cycle of the ADM will be bound by a Request for Architecture Work that defines the scope and objectives of the project4. The architecture output will populate or update the Architecture Landscape that describes the current and target states of the enterprise4. Iteration between phases: Projects may cycle between ADM phases in planned cycles covering multiple phases4. Typically, this is used to converge on a detailed Target Architecture when higher-level architecture does not exist to provide context and constraint4. For example, a project may iterate between Phase B (Business Architecture), Phase C (Information Systems Architectures), and Phase D (Technology Architecture) until a satisfactory solution is achieved4. Iteration within phases: Projects may return to previous activities within an ADM phase in order to circle back and update work products with new information4. Typically, this is used to manage the inter-relationship between different aspects of an architecture domain or viewpoint4. For example, a project may revisit Business Architecture models after developing Information Systems Architecture models to ensure alignment and consistency4.

QUESTION 15

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.