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Exam

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#### QUESTION 1

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

- A. Stakeholder Map
- B. Value streams
- C. Statement of business goals and drivers
- D. Organization Map

**Answer: C**

**Explanation:**

A statement of business goals and drivers can be used to help define information concepts in an information map. This statement provides the context and rationale for the information requirements of the enterprise, which can then be reflected in the information map, ensuring that the information architecture supports the business objectives.

#### QUESTION 2

Complete the sentence. A business model is a description of the rationale for how an organization creates, delivers, and captures \_\_\_\_\_.

- A. strategy
- B. business function
- C. best practices
- D. value

**Answer: D**

**Explanation:**

A business model is a description of the rationale for how an organization creates, delivers, and captures value. Value is defined as the worth or importance of something to someone. A business model explains what value proposition the organization offers to its customers, what revenue streams it generates from delivering the value proposition, what cost structure it incurs to create and deliver the value proposition, what key resources and activities are needed to create and deliver the value proposition, and what key partnerships are leveraged to support the value creation and delivery process.

#### QUESTION 3

Which of the following Business Architecture concepts should the architect examine and search for when developing the Architecture Vision?

- A. Architecture Principles, Business Goals
- B. Implementation Factor Catalog, Business Value Assessment Matrix
- C. Architecture Continuum, Architecture Repository
- D. Organization Map, Business Capabilities

**Answer: A**

**Explanation:**

When developing the Architecture Vision, which is part of the TOGAF ADM Phase A, architects should examine the Architecture Principles and Business Goals. These components provide the foundational guidance and the strategic context for the architecture work. They ensure that the resulting architecture aligns with the overall direction and objectives of the enterprise.

#### QUESTION 4

Consider the following business capability map, where cells of a model are given different colors to represent maturity levels (note the letters G, R, Y, P also denote the colors used = Green, Red, Yellow and Purple):

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

Which of the following best describes this technique?

- A. Heat Mapping
- B. Perspective Analysis
- C. Gap Analysis
- D. Capability Mapping

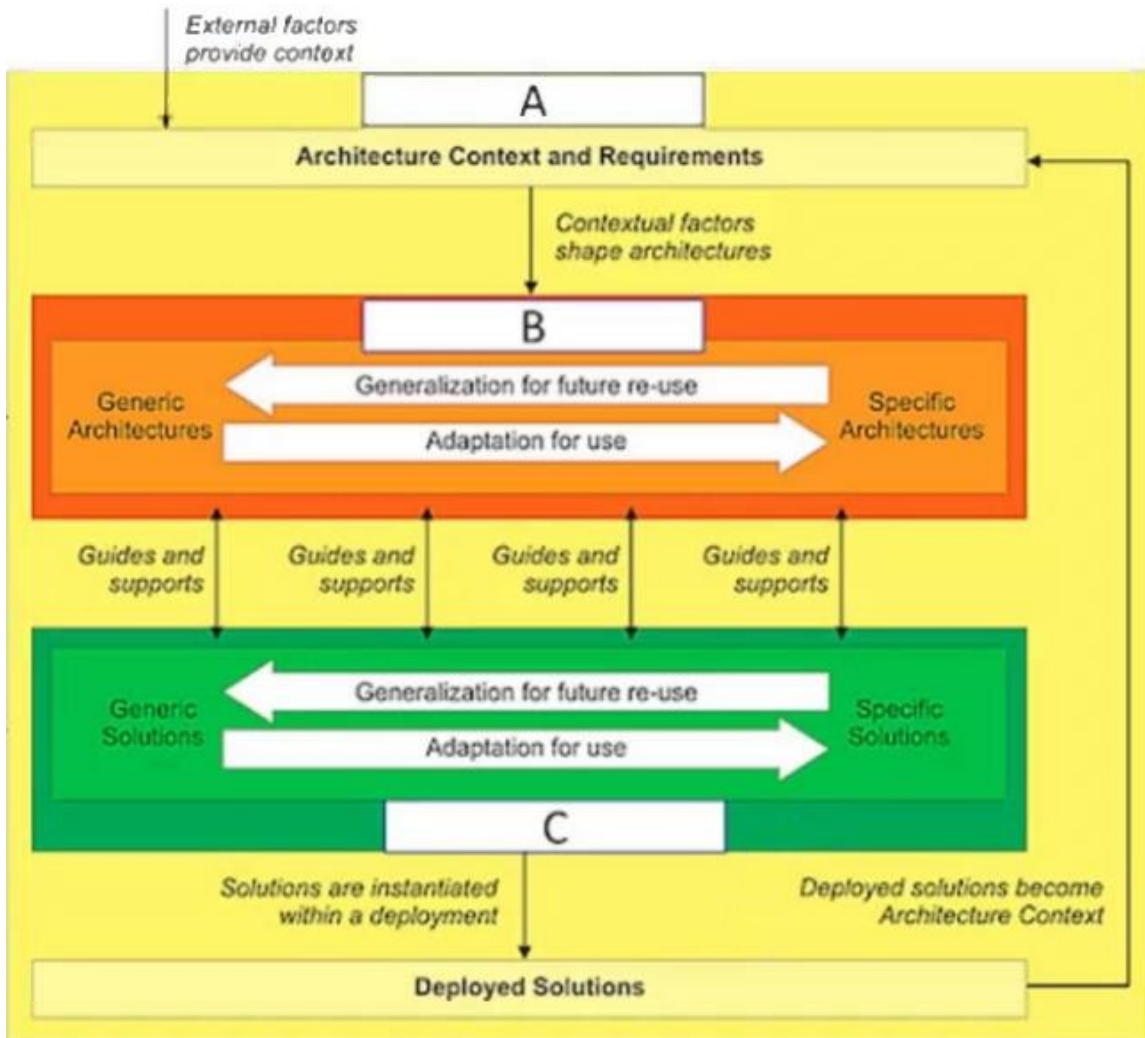
**Answer: A**

**Explanation:**

The technique shown in the example is called heat mapping. It is a technique that can be used to show a range of different perspectives on a business capability map, such as maturity, effectiveness, performance, and value or cost contribution of each capability to the business. Different attributes determine the colors of each capability on the business capability map. Heat mapping can help to identify strengths, weaknesses, opportunities, and threats in the business architecture.

#### QUESTION 5

Consider the illustration.



What are the items labelled A, B and C?

- A. A-Enterprise Strategic Architecture, B-Segment Architecture, C-Solutions Architecture
- B. A-Enterprise Continuum, B-Architecture Continuum, C-Solutions Continuum
- C. A-Architecture Vision, B-Business Architecture, C-Information Systems Architecture
- D. A-Enterprise Architecture, B-Architecture Building Blocks, C-Solutions Building Blocks

**Answer: B**

**Explanation:**

The diagram shows the Enterprise Continuum, which is a view of the Architecture Repository that provides methods for classifying architecture and solution artifacts as they evolve from generic Foundation Architectures to Organization-Specific Architectures. The Enterprise Continuum comprises two complementary concepts: the Architecture Continuum and the Solutions Continuum. The Architecture Continuum shows the relationships among foundational frameworks, common system architectures, industry architectures, and enterprise architectures. The Solutions Continuum shows the relationships among foundational solutions, common system solutions, industry solutions, and enterprise solutions.

## QUESTION 6

Refer to the table below:

Phase	Output & Outcome	Essential Knowledge
?	A set of domain architectures approved by the stakeholders for the problem being addressed, with a set of gaps, and work to clear the gaps understood by the stakeholders.	How does the current Enterprise fail to meet the preferences of the stakeholders? What must change to enable the Enterprise to meet the preferences of the stakeholders (Gaps) What work is necessary to realize the changes, that is consistent with the additional value being created? (Work Package) How stakeholder priority and preference adjust in response to value, effort, and risk of change. (Stakeholder Requirements)

Which ADM Phase(s) does this describe?

- A. Preliminary Phase
- B. Phase B
- C. Phase B, C and D
- D. Phase E

**Answer: C**

**Explanation:**

The table describes the steps involved in Phase B (Business Architecture), Phase C (Information Systems Architectures), and Phase D (Technology Architecture) of the TOGAF ADM. These phases are responsible for developing the target architectures for each domain and identifying the gaps between the baseline and target architectures. The table shows the outputs and outcomes of each phase, as well as the essential knowledge required for each phase.

#### QUESTION 7

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.

**Answer: B**

**Explanation:**

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 delivery. 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.

#### QUESTION 8

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.

**Answer: C**

**Explanation:**

One of the reasons that supports the need to govern Enterprise Architecture is that best practice governance enables the organization to control value realization. Value realization is the process of ensuring that the expected benefits from implementing an Enterprise Architecture are achieved and sustained over time. 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 9**

Which of the following is a benefit of information mapping?

- A. It enables improved business process integration.
- B. It provides a framework for effective business requirements analysis.
- C. It highlights information requirements not addressed by a business architecture.
- D. It provides a basis to support decision-making throughout the business.

**Answer: C**

**Explanation:**

Information mapping is beneficial in identifying and highlighting the information requirements and flows that are not currently addressed by the existing business architecture. This helps in ensuring that all necessary information needed for business operations is captured, and that the architecture can support the business in decision-making and process execution.

#### **QUESTION 10**

Which of the following is guidance for creating value streams?

- A. Start with customer-based value streams.
- B. Identify the top-level value streams from components of capabilities.
- C. Create an initial set of value streams that map one-to-one to existing capabilities.
- D. Include operational levels of detail.

**Answer: A**

**Explanation:**

One of the guidance for creating value streams is to start with customer-based value streams. Customer-based value streams are those that describe how an enterprise creates and delivers value for its external customers. Starting with customer-based value streams can help to ensure that the value streams are aligned with the customer needs and expectations, as well as the enterprise's value proposition and strategic objectives. Customer-based value streams can also provide a foundation for identifying and defining other types of value streams, such as internal or partner-based value streams.

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