OGBA-101^{Q&As}

TOGAF Business Architecture Foundation

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QUESTION 1

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 2

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 3

Which of the following is a benefit of organization mapping?

A. An organization map highlights inefficiencies and reduces operational costs.

B. An organization map can be reused for training and employee development.

C. An organization map improves the ability to consume, process, and deliver information.

D. An organization map improves strategic planning.

Correct Answer: D

Organization mapping is a technique used to represent the structure and relationships within an organization. Here\\'s a detailed explanation of its benefits, particularly for strategic planning:

Organization Mapping:

Organization maps visually represent the hierarchical structure of an organization, including departments, teams, and reporting relationships. They provide insights into how the organization is structured and how different parts interact.

Benefits for Strategic Planning:

Alignment with Strategy: An organization map helps in aligning organizational structure with strategic goals. By understanding how the organization is structured, leaders can ensure that resources are allocated efficiently and that the

organizational design supports the strategic objectives.

Identifying Gaps and Overlaps: Organization maps highlight areas where there might be gaps or overlaps in roles and responsibilities. This information is crucial for making strategic decisions about restructuring or reallocating resources.

Improving Communication: By clearly depicting the organizational structure, these maps improve communication and collaboration within the organization. This is particularly important for strategic planning, as it ensures that all parts of the

organization are aligned and working towards the same goals.

TOGAF References:

Phase B: Business Architecture: Organization mapping is a key activity in this phase, where the current organizational structure is analyzed to ensure it supports the business strategy and architecture vision. Strategic Planning: TOGAF

emphasizes the importance of aligning the business architecture with strategic planning. Organization maps are tools that facilitate this alignment by providing a clear representation of the organizational structure.

In summary, organization mapping improves strategic planning by providing a clear, visual representation of the organizational structure, helping to align resources and design with strategic goals.

QUESTION 4

Consider the following example value stream:

Which of the following statements is most correct?

A. The value stream is decomposed into five value stream stages

B. The value stream consists of five sequential subprocesses.

C. The value stream is decomposed into five sequential events.

D. The value stream is mapped to five subsidiary value streams.

Correct Answer: A

According to the TOGAF Series Guide to Value Streams (Version 1), a value stream stage is defined as "a distinct part of a value stream that represents a group of activities contributing to an overall result" 5. A value stream stage can be expressed as a noun phrase that indicates what outcome or state is achieved by completing the stage5. For example, some possible value stream stages are "Product Ordered", "Payment Processed", or "Customer Satisfied". The example value stream shows how an online retailer creates and delivers value for its customers by performing five value stream stages: "Acquire Retail Product", "Advertise Channels", "Display Products", "Enable Selection", "Process Payment", and "Deliver Product(s)" 5. Therefore, the value stream is decomposed into five value stream stages.

QUESTION 5

Which of the following best describes a business model?

A. A visual model for business process management.

B. A representation of business assets in use.

C. A description of the structure and interaction of business applications.

D. A high-level visual representation of the design of a business.

Correct Answer: D

A business model is a high-level conceptual representation that explains how an organization creates, delivers, and captures value. This encompasses the organization\'s core logic for creating value, and may include its intended customer segments, the value propositions it offers, the channels through which it reaches customers, customer relationships it establishes, key activities, resources, and partnerships, as well as the revenue streams and cost structures. Thus, it is a visual and strategic representation of how a business operates and competes in the marketplace.

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