



OGB-001^{Q&As}

TOGAF Business Architecture Part 1

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QUESTION 1

Which input to Phase A provides context for the architecture work by describing the needs and ways of working of the enterprise?

- A. Business principles, goals, and drivers
- B. Architecture Vision
- C. Architecture Roadmap
- D. Architecture Principles

Correct Answer: A

Explanation: This answer is based on the TOGAF Standard, Version 9.2 - Phase A: Architecture Vision 1, which states that "Business principles, business goals, and strategic drivers of the organization are already defined elsewhere in the enterprise. If so, the activity in Phase A is involved with ensuring that existing definitions are current, and clarifying any areas of ambiguity. Otherwise, it involves defining these essential items from scratch." Business principles, goals, and drivers provide context for the architecture work by describing the needs and ways of working of the enterprise. They define the desired outcomes, the guiding values, and the strategic direction of the enterprise. They also help to align the architecture work with the business strategy and objectives. The other options are not correct, as they do not provide context for the architecture work in Phase A.

QUESTION 2

Consider the following table of techniques used to decompose a business architecture: What is the technique marked W?

Technique	Description
W	Identifies, categorizes, and decomposes the business capabilities required for the business to have the ability to deliver value to one or more stakeholders
X	The breakdown of business-level functions across actors and organizations allows the actors in a function to be identified and permits a breakdown into services supporting/delivering that functional capability
Y	The breakdown of activities that an organization performs to create the value being exchanged with stakeholders
Z	A representation of the organizational structure of the business, depicting business units, the decomposition of those units into lower-level functions, and organizational relationships

- A. Value Stream Mapping
- B. Organization Mapping
- C. Process Modeling
- D. Business Capability Mapping

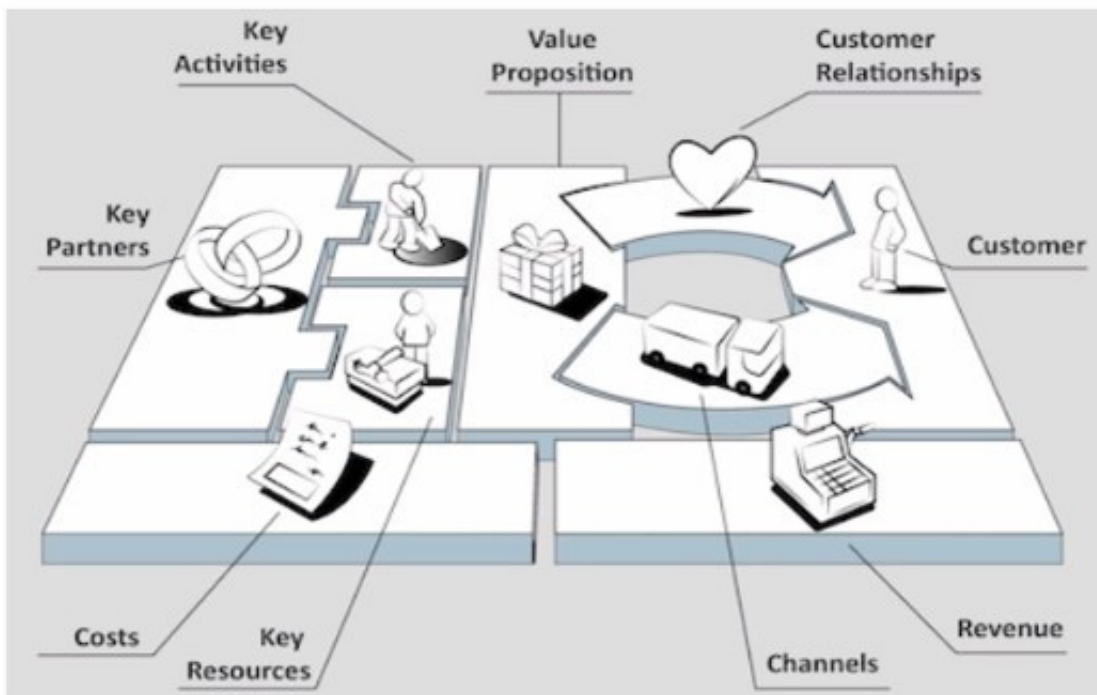
Correct Answer: D



Explanation: This answer is based on the definition of business capability mapping as "a technique for the representation of an organization's business anchor model, independent of the organization's structure, processes, people, or domains". Business capability mapping identifies, categorizes, and decomposes the business capabilities required for the business to have the ability to deliver value to one or more stakeholders. The other options are not correct, as they do not match the description of the technique marked W.

QUESTION 3

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

Explanation: The Business Model Canvas is a strategic management tool that allows to visualize and document the key elements of a business model on a single page. It consists of nine building blocks: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnerships, and cost structure. According to Wikipedia 3, The Business Model Canvas "offers a visual chart with elements describing a firm's or product's value proposition, 4 infrastructure, customers, and finances, 1 assisting businesses to align their activities by illustrating potential trade-offs." The image provided by the user is an example of a Business Model Canvas with icons representing each building block.



QUESTION 4

Consider the following business capability model. The 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 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: C

Explanation: This answer is based on the color-coding of the business capability model, which indicates the desired maturity levels of each capability. Red cells mean that the capability is two or more levels away from the desired maturity level, yellow cells mean that the capability is one level away, green cells mean that the capability has achieved the desired maturity level, and purple cells mean that the capability is missing or not defined. According to this logic, the capabilities that need immediate attention are those that are red, which are Customer Management, Training Management and Partner Management. The capabilities that need attention are those that are yellow, which are Market Planning, HR Management and Government Relations Management. The capability that is missing as a Core capability is Agent Management, which is purple. The rest of the capabilities are green, which means they have reached the desired maturity level.

QUESTION 5

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



- A. They can be used to resolve conflict amongst different stakeholders.
- B. They can improve communication among business executives.
- C. They can be used to calculate detailed cost estimates.
- D. They have a consistent format that can be easily understood.

Correct Answer: B

Explanation: This answer is based on the benefit of business models as communication tools, as stated in the article "Business Models - Example, Types, Importance and Advantages" 2. According to this article, "Advantages of Business Models. A good business model gives the company a competitive edge in the industry. A strong business model provides the company good reputation in the market place encouraging investors to remain invested in the company." One of the ways that a good business model can achieve these advantages is by improving communication among business executives, as well as with other stakeholders such as customers, suppliers, and investors. A clear and concise business model can help convey the value proposition, target market, revenue streams, and cost structure of the business in an effective way. The other options are not as accurate or relevant as benefits of business models.

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