The TOGAF® Business Architecture Foundation Study Guide

Preparation for the TOGAF Business Architecture Foundation Examination

By Andrew Josey

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The TOGAF® Standard — 10th Edition

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The Open Group
Apex Plaza
Forbury Road
Reading
Berkshire, RG1 1AX
United Kingdom
or by electronic mail to: ogspecs@opengroup.org

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Preface

The Open Group

The Open Group is a global consortium that enables the achievement of business objectives through technology standards. With more than 900 member organizations, we have a diverse membership that spans all sectors of the technology community – customers, systems and solutions suppliers, tool vendors, integrators and consultants, as well as academics and researchers.

The mission of The Open Group is to drive the creation of Boundaryless Information Flow™ achieved by:

- Working with customers to capture, understand, and address current and emerging requirements, establish policies, and share best practices
- Working with suppliers, consortia, and standards bodies to develop consensus and facilitate interoperability, to evolve and integrate specifications and open source technologies
- Offering a comprehensive set of services to enhance the operational efficiency of consortia
- Developing and operating the industry's premier certification service and encouraging procurement of certified products

Further information on The Open Group is available at www.opengroup.org.

The Open Group publishes a wide range of technical documentation, most of which is focused on development of Standards and Guides, but which also includes white papers, technical studies, certification and testing documentation, and business titles. Full details and a catalog are available at www.opengroup.org/library.

This Document

This document is the Study Guide for the TOGAF Business Architecture Foundation qualification. This document is aligned with the TOGAF Standard, 10th Edition, and reflects the update from the previous TOGAF Business Architecture Part 1 certification credential to a Foundation qualification.

It gives an overview of every learning objective included in the syllabus and in-depth coverage on preparing and taking the TOGAF Business Architecture Foundation examination. It is specifically designed to help individuals prepare for the examination.

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The audience for this Study Guide is:

- Individuals, such as those responsible for business planning, who wish to apply the TOGAF Business Architecture approach in their working environment
- Individuals needing to gain competencies in TOGAF Business Architecture techniques
- Individuals who wish to become qualified as part of their own professional development

A prior knowledge of Enterprise Architecture is advantageous but not required. While reading this Study Guide, the reader should also refer to the TOGAF Standard.

The structure of the document is as follows:

- Chapter 1, *Introduction* introduces TOGAF certification and the TOGAF Business Architecture Foundation qualification, including the TOGAF Business Architecture Foundation examination
- Chapter 2, *Concepts* introduces the concepts of Enterprise Architecture and the TOGAF Standard; this includes the TOGAF Architecture Development Method, the contents of the TOGAF framework, and the TOGAF Library
- Chapter 3, *Terminology* defines the key terminology required for the TOGAF Business Architecture Foundation qualification
- Chapter 4, *Introduction to the ADM* will help you understand the TOGAF ADM, including the objectives of the ADM phases, and how to adapt and scope the ADM for use
- Chapter 5, *Business Modeling* describes the topic of business modeling, how it relates to the TOGAF Standard, the impact and benefits of business models, and example representations of business models
- Chapter 6, *The Business Model Canvas* describes the typical contents of a business model, using the Business Model Canvas™ as an example
- Chapter 7, *Business Capabilities* describes business capabilities and how they can be modeled
- Chapter 8, *Value Streams* describes value streams and value stream mapping; the benefits, the different approaches to value stream analysis, and the relationship to other Business Architecture concepts
- Chapter 9, *Applying Value Streams* provides guidance on applying value streams, including three examples
- Chapter 10, *Information Mapping* describes what an Information Map is, and how to apply Information Mapping when developing a Business Architecture

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- Chapter 11, *Organization Mapping* describes what an Organization Map is, and how to apply Organization Mapping when developing a Business Architecture
- Chapter 12, *Business Scenarios* describes the TOGAF Business Scenario method, and how to apply it within the TOGAF ADM
- Chapter 13, *Developing a Business Architecture* describes how a Business Architecture can be developed with the TOGAF ADM
- Appendix A, *Answers to Questions and Exercises* provides the answers to the Test Yourself sections provided at the end of each chapter
- Appendix B, *Test Yourself Examination Paper* provides an examination to allow you to assess your knowledge of the TOGAF Business Architecture Foundation Syllabus and your readiness to take the TOGAF Business Architecture Foundation Examination
- Appendix C, *Test Yourself Examination Paper Answers* provides the answers to the Test Yourself examination
- Appendix D, *Business Model Canvas Template* provides a template for the Business Model Canvas
- Appendix E, *TOGAF Business Scenario Template* provides a sample template for the table of contents for a TOGAF business scenario
- Appendix F, *TOGAF Business Architecture Foundation Syllabus* provides the TOGAF Business Architecture Foundation Syllabus

How to Use this Document

The chapters in this document are arranged to cover the TOGAF Business Architecture Foundation syllabus and should be read in order. Where a topic requires further information from a later part in the syllabus, a cross-reference is provided.

Within each chapter are “Key Learning Points” and “Summary” sections that help you to easily identify what you need to know for each topic.

Conventions Used in this Document

The following conventions are used throughout this document in order to help identify important information and avoid confusion over the intended meaning:

- (*Syllabus reference Unit X, Learning Outcome X.Y: Statement*)

  Used at the start of a text block to identify the TOGAF Business Architecture Foundation syllabus learning outcome.

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- Ellipsis (...)

  Indicates a continuation; such as an incomplete list of example items, or a continuation from preceding text.

- **Bold**

  Used to highlight specific terms.

- *Italics*

  Used for emphasis. May also refer to other external documents.

In addition to typographical conventions, the following conventions are used to highlight segments of text:

Note

A Note box is used to highlight useful or interesting information.

Tip

A Tip box is used to provide key information that can save you time or that may not be entirely obvious.

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About the TOGAF Standard

The TOGAF Standard, a standard of The Open Group, is a proven Enterprise Architecture methodology and framework used by the world's leading organizations to improve business efficiency. It is the most prominent and reliable Enterprise Architecture standard, ensuring consistent standards, methods, and communication among Enterprise Architecture professionals. Those fluent in the TOGAF Standard enjoy greater industry credibility, job effectiveness, and career opportunities. The TOGAF Standard helps practitioners avoid being locked into proprietary methods, utilize resources more efficiently and effectively, and realize a greater return on investment.

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About the Author

This document builds on materials from the TOGAF Standard, 10th Edition published by The Open Group. The author listed here has prepared this document. See the Acknowledgements section for more information.

Andrew Josey, The Open Group

Andrew Josey is VP Standards and Certification, overseeing all certification and testing programs of The Open Group. He also manages the standards process for The Open Group. Since joining the company in 1996, Andrew has been closely involved with the standards development, certification, and testing activities of The Open Group. He has led many projects including specification and certification development for the ArchiMate®, TOGAF®, POSIX®, and UNIX® programs. Most recently he has led the development of the Open Agile Architecture™ Practitioner certification and the certification portfolio for the TOGAF Standard, 10th Edition. He has led the automation of The Open Group standards development using a GitLab-based automated build toolchain. He is the lead author of this document, and author of more than ten guides published by The Open Group.

He is a member of the IEEE, USENIX, and the Association of Enterprise Architects (AEA). He holds an MSc in Computer Science from University College London.

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Referenced Documents

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[C220]	*The TOGAF® Standard, 10th Edition*, a standard of The Open Group (C220), published by The Open Group, April 2022; refer to: www.opengroup.org/library/c220
[G152]	*TOGAF® Series Guide: Integrating Risk and Security within a TOGAF® Enterprise Architecture* (G152), published by The Open Group, April 2022; refer to: www.opengroup.org/library/g152
[G217]	*TOGAF® Series Guide: Using the TOGAF® Standard in the Digital Enterprise* (G217), published by The Open Group, April 2022; refer to: www.opengroup.org/library/g217
[G20F]	*TOGAF® Series Guide: Enabling Enterprise Agility* (G20F), published by The Open Group, April 2022; refer to: www.opengroup.org/library/g20f
[G184]	*TOGAF® Series Guide: TOGAF® Leader's Guide to Establishing and Evolving an EA Capability* (G184), published by The Open Group, April 2022; refer to: www.opengroup.org/library/g184
[G186]	*TOGAF® Series Guide: A Practitioners' Approach to Developing Enterprise Architecture Following the TOGAF® ADM* (G186), published by The Open Group, April 2022; refer to: www.opengroup.org/library/g186
[G18A]	*TOGAF® Series Guide: Business Models* (G18A), published by The Open Group, April 2022; refer to: www.opengroup.org/library/g18a
[G211]	*TOGAF® Series Guide: Business Capabilities, Version 2* (G211), published by The Open Group, April 2022; refer to: www.opengroup.org/library/g189
[G178]	*TOGAF® Series Guide: Value Streams* (G178), published by The Open Group, April 2022; refer to: www.opengroup.org/library/g178
[G190]	*TOGAF® Series Guide: Information Mapping* (G190), published by The Open Group, April 2022; refer to: www.opengroup.org/library/g190
[G206]	*TOGAF® Series Guide: Organization Mapping* (G206), published by The Open Group, April 2022; refer to: www.opengroup.org/library/g206
[G176]	*TOGAF® Series Guide: Business Scenarios* (G176), published by The Open Group, April 2022; refer to: www.opengroup.org/library/g176
[Y194]	*ArchiSurance Case Study, Version 3.1* (Y194), published by The Open Group, November 2019; refer to: www.opengroup.org/library/y194
[W076]	*Why does Enterprise Architecture Matter?*, The Open Group White Paper (W076), published by The Open Group, November 2008; refer to: www.opengroup.org/library/w076

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[W212] *An Introduction to the TOGAF® Standard, 10th Edition*, The Open Group White Paper (W212), published by The Open Group, April 2022; refer to: www.opengroup.org/library/w212

[X1603] *The Open Group Certification for People: Certification Policy for Examination-Based Programs* (X1603), published by The Open Group, April 2016; refer to: www.opengroup.org/library/x1603

[X2202] *The Open Group Certification for People: Certification Policy for Examination-Based Programs (Multi-Level) Version 4.0* (X2202), published by The Open Group, April 2022; refer to: www.opengroup.org/library/x2202

[ISO 42010] *ISO/IEC/IEEE 42010:2011, Systems and Software Engineering – Architecture Description*, published by ISO/IEC, December 2011; refer to: www.iso.org/standard/50508.html

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[WEB5]	The Business Model Canvas resources website; refer to: strategyzer.com/canvas
[WEB6]	The Bizzdesign Blog: The Business Architect's Toolbox: Information Mapping, by Marc Lankhorst, August 2017; refer to: bizzdesign.com/blog/the-business-architects-toolbox-information-mapping/
[WEB7]	*Seizing the White Space*, by Mark W. Johnson, The Business Model Database Blog, March 7, 2010; refer to: tbmdb.blogspot.com/2010/03/seizing-white-space-2010.html

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Chapter 1. Introduction

This chapter provides an introduction to this document.

1.1. Key Learning Points

This document is a Study Guide for students studying for the TOGAF Business Architecture Foundation qualification. This edition is aligned to the TOGAF Standard, 10th Edition [C220]. It will familiarize you with all the topics that you need to know in order to pass the TOGAF Business Architecture Foundation examination.

It gives an overview of every learning objective included in the syllabus and in-depth coverage on preparing and taking the examination. It is specifically designed to help individuals prepare for the examination.

(*Syllabus Reference: Unit 11, Learning Outcome 11.1: You should be able to explain the TOGAF Certification Program and distinguish between the levels for certification*)

This first chapter will provide you with important information on the TOGAF Certification Program, the TOGAF Business Architecture Foundation qualification and the structure of the TOGAF Business Architecture Foundation examination.

1.2. The Open Group Certification for People Program

Certification is available to individuals who wish to demonstrate they have attained the required knowledge and understanding of a particular topic. It leads to the award of a certificate and Open Badge.

This Study Guide covers the TOGAF Business Architecture Foundation qualification. It can be studied in its own right independent of other learning paths.

Why Become Certified?

Becoming certified demonstrates clearly to employers and peers your commitment to being a Business Architect. In particular, it demonstrates that you possess a body of core knowledge about the TOGAF Standard as an open, industry standard framework. The Open Group publishes the definitive directory of certified individuals, and issues certificates and Open Badges.

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