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840-450

Mastering the Cisco Business Architecture Discipline

Version 1.0

Exam B

QUESTION 1
When you are analyzing the current state of a business, what are two purposes of business process modeling? (Choose two.)

A. to identify inefficient or unnecessary processes
B. to identify technology process improvements
C. to define current state service procurement processes
D. to understand the future state of the business
E. to determine the feasibility of future state processes

Correct Answer: BD
Section: (none)
Explanation

Explanation/Reference:
Reference: https://www.heflo.com/blog/process-modeling/business-process-modeling-definition/

QUESTION 2 Which two statements about a business roadmap are true?
(Choose two.)

A. It provides a high-level, multiyear strategic plan for transforming the business.
B. It identifies the relationship between the business stakeholders and business drivers.
C. It is based on the business model canvas template.
D. It includes a business strategy value map and a customer journey map.
E. It maps all key solutions that are linked to business goals and prioritizes the execution of each solution.

Correct Answer: AC
Section: (none)
Explanation

Explanation/Reference:

QUESTION 3
Which two levels of the Cisco Engagement Readiness Assessment can be included or assigned to a business architect? (Choose two.)

A. technology specific
B. business solutions
C. product roadmaps
D. technology architecture
E. business transformation

Correct Answer: BE
Section: (none)
Explanation

Explanation/Reference:

QUESTION 4
You are working with the Director of Operations at BigCity, USA, to create a business proposal. Public transportation is the largest budget item for the city. To reduce the environment impact of vehicle traffic, BigCity wants to increase ridership on city buses and light rail transit by 10 percent and reduce the cost of services by 5 percent. Also, due to reports of theft on the light rail transit system, the city council want to see a plan for improving rider safely. Which two business priorities must you include in the business roadmap for the business proposal? (Choose two.)

A. Increase ridership by 10 percent.

B.   Promote environment consciousness

C.   Focus on rider experience.

D.   Reduce the cost of services by 5 percent.

E.   Provide free Wi-Fi on the buses.

Correct Answer: BC
Section: (none)
Explanation

Explanation/Reference:

QUESTION 5 You are constructing the key resources view of the business model canvas. Which two business perspectives are supported?
(Choose two.)

A.   key activities

B.   cost structure

C.   customer relationships

D.   distribution channels

E.   customer segments

Correct Answer: AE
Section: (none)
Explanation

Explanation/Reference:
Reference: https://www.cleverism.com/key-resources-building-block-in-business-model-canvas/

QUESTION 6 Which tool enables stakeholders to visualize the process that enables them to reach the target state of the business?

A.   business model canvas

B.   customer journey map

C.   business roadmap

D.   business motivation model

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 7 A customer wants to invest in a reliable network, data center, and collaboration solution with no ROI investigation.

Which engagement maturity level is appropriate for this customer?

A.   Partial business engagement

B.   Business-first engagement

C.   Multi-domain engagement

D.   Domain-specific engagement

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
QUESTION 8 You use the operating model canvas to expand which part of the business model canvas?

A. bottom
B. right side
C. top
D. left side

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Reference: https://www.stratexhub.com/stratex-hub/operating-model-canvas

QUESTION 9 Which two statements about a culture map are true?
(Choose two.)

A. It is used to gain an understanding of the BMC building blocks for customer segments, customer relationships, and value propositions.
B. It is used in job mapping.
C. It is used to gain an understanding of the customer organization.
D. It is used in the Seven Elements Framework.
E. It is used to evaluate the effectiveness of the internal organization that is run by the business architect.

Correct Answer: AC
Section: (none)
Explanation

Explanation/Reference:

QUESTION 10
You are setting a strategy to support the target state of business. Which two factors help you to choose the necessary business capabilities? (Choose two.)

A. business drivers
B. business roadmap
C. business outcomes
D. business priorities
E. business architecture

Correct Answer: AD
Section: (none)
Explanation

Explanation/Reference:

QUESTION 11 Which two statements about customer journey mapping are true? (Choose two.)

A. It helps you to identify how to re-engineer existing business processes to support the target state of the business.
B. It helps you to identify the customer organization model.
C. It describes the business value chain.
D. it helps you to identify the required new business processes and capabilities to support the target state of the business.
E. It provides all the details necessary for a cost breakdown regarding the customer project implementation.
Correct Answer: AD

QUESTION 12 When you create a business proposal, what are two key technology investment considerations? (Choose two.)

A. how highly reusable solutions drive efficiency
B. how the investment provides a competitive advantage
C. how services and solutions drive lower costs
D. whether the investment enhances the customer journey
E. which risks are associated with investing

Correct Answer: BD
Section: (none)
Explanation

Explanation/Reference:

QUESTION 13
You are looking at the role that technology plays in a customer organization. Which criterion enables you to choose between the "define" maturity level and the "differentiate" maturity level?

A. Technology is operated solidly.
B. Technology enables innovation and disruption.
C. Technology enables foundational capacity.
D. Technology is defined by business processes.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 14 Which two business model canvas building blocks are relevant to the VPC? (Choose two.)

A. cost structure
B. value proposition
C. resources
D. customer segment
E. revenue streams

Correct Answer: AC
Section: (none)
Explanation

Explanation/Reference:

QUESTION 15 You are creating a business model canvas for ACME Manufacturing, which is a company with five factories worldwide.

In which building block do you document the factories?
A. Value proposition

B. key resources
C. cost structure
D. key partners

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Reference: https://corporatefinanceinstitute.com/resources/knowledge/strategy/business-model-canvas-examples/

QUESTION 16 Which two scenarios does business systems modeling
address? (Choose two.)

A. consumption and speed of replenishment of new business systems
B. to model the various systems that are associated with an organization
C. exchange of information between different events IT systems that the organization relies on
D. consumption model that ensures that customers get what they want, at the value they want, and when they want it
E. helping organizations define what they do

Correct Answer: BD
Section: (none)
Explanation

Explanation/Reference:

QUESTION 17 What does "A" stand for in
the RACI matrix?

A. accountable
B. appropriate
C. actionable
D. achievable

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Reference: https://en.wikipedia.org/wiki/Responsibility_assignment_matrix

QUESTION 18 Which tool helps you to reduce the complexity and costs of implementing a full
ITSM capability?

A. lean consumption model
B. business process mapping
C. job mapping
D. lean service blueprint

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
QUESTION 19 According to the Cisco Business Architecture methodology, to what do you map
business capabilities?

A. solutions maturity
B. technical solutions
C. business solutions
D. financial outcomes

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 20 Patient check-in at the registration desk at a clinic is a familiar,
everyday process.

Which process would be considered an inside-out viewpoint from the perspective of the healthcare provider?

A. Verify the patient eligibility and insurance coverage for the service.
B. Mention the purpose of the visit, such as labwork, doctor appointment, or prescription, prescription refill.
C. Verify the place and time of the follow-up activity.
D. Verify the identity of the patient.

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 21 Which two business activities in Porter's business value chain are primary activities instead of support activities?
(Choose two.)

A. human resource management
B. inbound logistics
C. technological development
D. marketing and sales
E. firm infrastructure

Correct Answer: BD
Section: (none)
Explanation

Explanation/Reference:
Reference: https://www.mindtools.com/pages/article/newSTR_66.htm

QUESTION 22 Which tool evaluates the ability of the business to
execute on solutions?

A. customer journey map
B. business motivation model
C. business roadmap
D. internal and external influencers chart

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 23 Which two steps are part of the Seven Elements
Framework? (Choose two.)

A. know personal history
B. relationship
C. compromise
D. detailed talk track
E. options

Correct Answer: BE
Section: (none)
Explanation

Explanation/Reference:
Reference: https://www.pon.harvard.edu/tag/seven-elements/

QUESTION 24
DRAG DROP

You are developing a customer journey map. Drag and drop each customer touch point on the left to the correct touch point type on the right.

Select and Place:

Correct Answer:

Section: (none)
Explanation

Explanation/Reference:

QUESTION 25
DRAG DROP

Drag and drop the descriptions from the left onto the correct maps on the right. Not all options are used.

Select and Place:

Correct Answer:

Section: (none)
Explanation

Explanation/Reference:

QUESTION 26
You are in the Research and Analyze phase of a business architecture engagement with a public sector customer. You have access to the corporate organization chart and are identifying the relevant customer audience.

Which tool helps when you consider power, influence, fears, support, and interest factors?

A. RACI chart
B. stakeholder analysis grid
C. seven elements framework
D. business scenario
Correct Answer: A

Section: (none)
Explanation

Explanation/Reference:

QUESTION 27 What is the definition of a
business priority?

A. a measurable result of an activity or process within the business
B. an important business initiative that enables the business to transition to the target state
C. the result of an analysis of political, economic, social, technology, legal, or environmental factors
D. a factor that acts as the catalyst for growth in the areas that are most important to the business

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 28 Which statement about a business
capability is true?

A. It includes and identifies technology products.
B. It supports one or more outcomes.
C. It should be specific, measurable, achievable, realistic, and time bound.
D. It must support multiple outcomes.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Reference: https://cio-wiki.org/wiki/Business_Capability

QUESTION 29 The business proposal addresses business impact in several ways. Which benefit can be used in a
business proposal?

A. new customer segments
B. risk free productivity
C. lower spending trendD. technology upgrades

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 30 Which tool best describes how a business generates revenue and delivers value to
its customers?

A. business model canvas
B. sales and marketing plan
C. balanced scorecard
D. business motivation model

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Reference: https://www.denis-oakley.com/create-great-business-model-canvas/revenue-in-the-business-model-canvas/

QUESTION 31 With regard to customer journey mapping, which factor has the greatest impact on how a customer feels about an organization?

A. moments of truth
B. low price guarantee
C. best customer service
D. ease of doing business

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 32
DRAG DROP

Drag each item on the left to the appropriate category on the right.

Select and Place:

Correct Answer:

Section: (none)
Explanation

Explanation/Reference:

QUESTION 33
A customer sees technology as an opportunity to enable the business. Which two engagement maturity levels most likely describe this customer? (Choose two.)

A. technology single domain
B. business solutions
C. technology architecture
D. technology multidomain
E. technology specific

Correct Answer: CE
Section: (none)
Explanation

Explanation/Reference:

QUESTION 34
DRAG DROP
Consider customer touchpoints and interactions. drag each description on the left to its correct category on the right.

Select and Place:

Correct Answer:

Section: (none)
Explanation

Explanation/Reference:

QUESTION 35 Which architecture considers cost and lifecycle
management?

A. technology architecture
B. information architecture
C. business architecture
D. implementation architecture

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 36 When you write a business proposal, which two types of information must you
consider? (Choose two.)

A. a business motivation model
B. the Seven Elements Framework
C. direct and indirect benefits
D. risk identification and risk management
E. a business model canvas

Correct Answer: CD
Section: (none)
Explanation

Explanation/Reference:

QUESTION 37 Which two items must you consider when you develop an Industry Business capability target
state? (Choose two.)

A. surgical service business priority in a hospital
B. SWOT analysis of a retail wayfinding service from a vendor
C. current online banking service capability
D. compelling business driver to automate a manufacturing warehouse
E. primary activities needed to deliver a teaching solution to a university

Correct Answer: BD
Section: (none)
Explanation

Explanation/Reference:
QUESTION 38 The value proposition canvas is relevant to which two building blocks of the business
model canvas?

A. value proposition and customer value
B. value proposition and revenue streams

C. value proposition and customer segments

D. value proposition and customer relationships

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Reference: https://strategyzer.uservoice.com/knowledgebase/articles/1194370-how-do-i-use-the-value-propositions-building-block

QUESTION 39 What do maturity levels help
you to determine?

A. how much consideration to give to a stakeholder

B. only the level of customer maturity

C. if, when, and how to engage with a business-led approach

D. only the level of team maturity

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 40 Which tool do you determine priorities and sequencing for the business roadmap when you want to implement new capabilities
and solutions?

A. business strategy value map

B. customer readiness index matrix

C. ability to execute matrix

D. business solution impact index

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 41 Which tool do you use to establish a process for
communication planning?

A. Value Proposition Canvas

B. Seven Elements Framework

C. Business System Model

D. Business Proposal

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
QUESTION 42
An account team is working to link IT strategy with business strategy by establishing metrics and benefits realization. Enterprise architecture is part of the customer culture.

What is the engagement maturity level of this account team?

A. 3 – technology architecture
B. 2 – technology multidomainC. 4 – business solutions
D. 5 – business transformation

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 43 When you consider a solution to position for a short-term investment, what are key considerations?

A. a low business solution impact index and high customer readiness index
B. the highest business solution impact index and high customer maturity
C. a low business solution impact index and low customer readiness index
D. a high business solution impact index and low customer maturity

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 44 Which type of engagement does a business architect pursue?

A. solutions to drive measurable business impact to the business
B. IT operations transformation engagements
C. large, complex, data-center architecture engagements
D. multidomain technology architecture engagements

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 45 Which aspect of a business do KPI measure?

A. regulatory compliance
B. the key priorities of an organization
C. the quality of how an organization performs
D. progress against tactical goals

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 46 What are the four roles of enterprise architectures?

A. technology, information, applications, business strategy
B. architecture, applications, technology, compliance
C. security, technology, business, strategy
D. risk, technology, business strategy, information

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:

QUESTION 47 Which tool should contain a consideration of the technology
investment for a project?

A. business capabilities
B. business motivation model
C. business prioritiesD. business proposal

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 48 Which two real world examples for an external business influence are
true? (Choose two.)

A. A bank has decided to invest in a new business solution for retail banking.
B. A state health department has mandated the use of closed-loop medication administration to all state hospitals.
C. A manufacturer is streamlining current manual processes in the warehouse for automation purposes.
D. The CMO has indicated they should develop new business capabilities for their Business Delivery Services department.
E. A bricks and mortar retailer is introducing their online retail capability to compete with online rivals.

Correct Answer: DE
Section: (none)
Explanation

Explanation/Reference:

QUESTION 49 You are contacting a stakeholder who has a high level of power but has little interest or support
for the project.

Which type of engagement is recommended? A.

Persuade the stakeholder.

B. Show consideration to the stakeholder.
C. Engage and consult the stakeholder regularly.
D. Meet the needs of the stakeholder.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:

QUESTION 50 What is the goal
of job mapping?

A. to define the stated job requirements
B. to evaluate the existing skills and competencies of employees against the stated job requirements
C. to create a mind map of processes that are used within a job
D. to break down a required task into a series of discrete process steps

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 51 What are two real-world examples of business motivation model
elements? (Choose two.)

A. a company mission statement or company vision statement
B. a security policy that is introduced by a state healthcare department to serve as a guideline to all state hospitals
C. a request for information to collect written information about supplier capabilities
D. a return on investment calculation to determine the investment cost of a program of work
E. a new business solution that is implemented for teachers in a university

Correct Answer: AB
Section: (none)
Explanation

Explanation/Reference:

QUESTION 52 What is an outcome of
opportunity validation?

A. the value proposition
B. the cost structure
C. the appropriate personnel to involve
D. customer knowledge of the business

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 53
An engagement at the business solutions maturity level addresses which customer question?

A. How do I measure the business impact of technology investments?
B. How do I transform my business capabilities?
C. How do I facilitate innovation as a service by fast-tracking technology enablement?
D. What are the benefits of a multidomain data center and collaboration architecture?

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 54 When you define the target state of a business, a SWOT analysis helps you to identify which two types of opportunities?
(Choose two.)

A. business innovation
B. business priorities
C. business drivers
D. business disruption
E. business Influencer

Correct Answer: BC
Section: (none)
Explanation

Explanation/Reference:

QUESTION 55 An engagement at the technology architecture maturity level addresses which
customer question?

A. How do I find and purchase the right group of products through enterprise networking?
B. How do I facilitate as a service by fast-tracking technology enablement?
C. What are the benefits of a multidomain architecture, such as an enterprise network plus collaboration?
D. How do I measure the business impact of technology investments?

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 56 Which of these can be mapped after business solutions and business
capabilities are aligned?

A. target state architecture
B. business roadmaps
C. business outcomes
D. current state architecture

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
QUESTION 57 Which tool focuses on enabling customers to spend the least amount of time to
reach their goal?

A. lean consumption model
B. lean service management
C. culture map
D. customer journey map

Correct Answer: D

Explanation/Reference:

QUESTION 58 Which first step to create a customer journey
map is viable?

A. Present an architecture of another similar customer.
B. Create a story board.
C. Evaluate all your steakholders' motives.
D. Create a workflow of tasks and business procedures.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 59 In which quadrant of a stakeholder analysis grid do you place a customer enterprise architect who is not responsible for business solution selection but is responsible for business solution
implementation?

A. internal influencer
B. key player
C. show consideration
D. least important

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:

QUESTION 60
You are creating a target state business model. Which statement about linkages between building blocks in the business model canvas is true?

A. Building blocks on the bottom of the business model canvas affect other blocks on the bottom only
B. Building blocks on the right side of the business model canvas affect other building blocks on the right side only.
C. Building blocks in the business model canvas affect other building blocks in any permutation.
D. The relationships between building blocks on the business model canvas are fixed.

Correct Answer: D
Section: (none)
Explanation
Explanation/Reference:

QUESTION 61 What are two the two best times to create a capability gap
analysis? (Choose two.)

A. during the Research and Analyze phase of business focus
B. during the Develop and verify phase of business focus
C. during the Design phase of technical focus
D. during the Discover phase of technical focus

E. after you complete the BMC

Correct Answer: BE
Section: (none)
Explanation

Explanation/Reference:

QUESTION 62 Which definition of
gross profit is true?

A. financial consequences of investments and actions
B. capital and operating expenditures
C. income that remains after considering the cost of goods sold
D. administration and sales expenses necessary to run day-to-day operations

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

QUESTION 63
DRAG DROP

Consider the steps that a business architect takes to ensure a successful business proposal presentation. Drag and drop each step on the left to the correct description on the right.
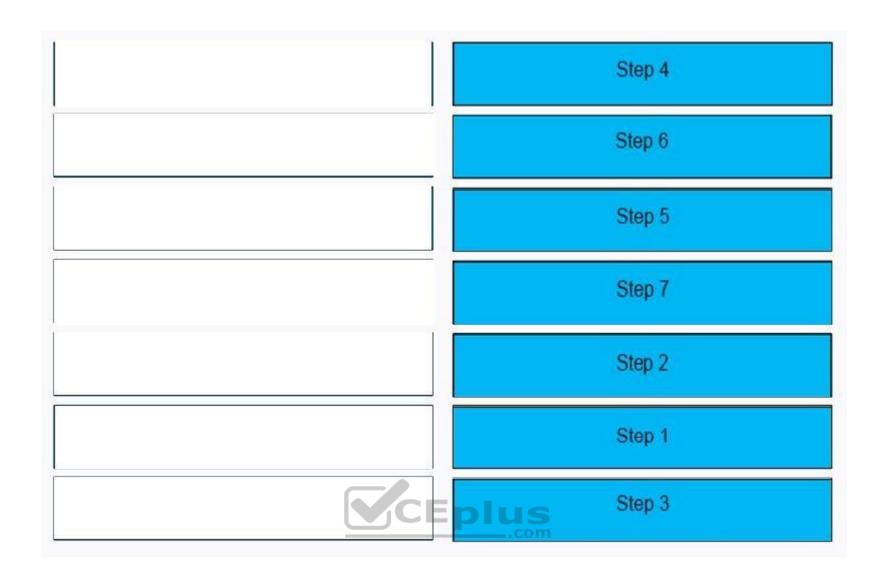
Select and Place:

Step 1	Present the financial benefits and value realization.
Step 2	Conduct a stakeholder analysis.
Step 3	Ask for feedback.
Step 4	Follow up with stakeholders.
Step 5	State your anticipated outcomes at the beginning.
Step 6	Tailor the message to the audience.
Step 7	Discuss how the business roadmap enables the business to reach the target state.

Correct Answer:

	Step 4
	Step 6
	Step 5
	Step 7
	Step 2
	Step 1
	Step 3

Section: (none)
Explanation

Explanation/Reference:

QUESTION 64
DRAG DROP

Drag and drop each description on the left to the appropriate business motivational model on the right.

Select and Place:

Correct Answer:

Section: (none)
Explanation

Explanation/Reference:

QUESTION 65
DRAG DROP

Consider the four building blocks of the BMC that are directly linked to the customer segment. Drag and drop the four correct building blocks from the left to the right. Not all options are used.

Select and Place:
Correct Answer:

Section: (none)
Explanation

Explanation/Reference:
Explanation:
Value proposition
Key partners
Key activities
Customer relationship