



The-Open-Group

Exam Questions OGO-093

OGO-093 TOGAF 9 Combined Part 1 and Part 2

NEW QUESTION 1

- (Exam Topic 1)

Which part of TOGAF describes a step-by-step approach to developing an enterprise architecture?

- A. ADM Guidelines and Techniques
- B. Architecture Capability Framework
- C. Architecture Content Framework
- D. Architecture Development Method
- E. Enterprise Continuum & Tools

Answer: D

NEW QUESTION 2

- (Exam Topic 1)

Which of the following describes the TOGAF classification in Phase H for a simplification change?

- A. A change driven by a requirement to derive additional value from the existing investment
- B. A change driven by a requirement to increase investment in order to create new value for exploitation
- C. A change driven by a requirement to reduce investment
- D. A change driven by a requirement to re-align with the business strategy
- E. A change driven by a requirement to simplify communication between stakeholders

Answer: C

NEW QUESTION 3

- (Exam Topic 1)

Complete the sentence. There are five criteria that distinguish a good set of principles: Understandable, Robust, Complete, Consistent and _____.

- A. Agile
- B. Dynamic
- C. Comprehensive
- D. Rational
- E. Stable

Answer: E

NEW QUESTION 4

- (Exam Topic 1)

Which of the following does TOGAF describe as "the structure of components, their inter-relationships, and the principles guiding their design and evolution over time"?

- A. View
- B. Artifact
- C. Model
- D. Deliverable
- E. Architecture

Answer: E

NEW QUESTION 5

- (Exam Topic 1)

Which ADM phase includes establishing the Architecture Capability and definition of Architecture Principles?

- A. Phase B: Business Architecture
- B. Preliminary Phase
- C. Phase A: Architecture Vision
- D. Phase F: Migration Planning
- E. Phase C: Data Architecture

Answer: B

Explanation:

Reference <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap02.html>

NEW QUESTION 6

- (Exam Topic 1)

Which of the following is a re-usable artifact that is used to create architecture models addressing stakeholder concerns?

- A. Catalog
- B. Matrix
- C. Diagram
- D. View
- E. Viewpoint

Answer: E

NEW QUESTION 7

- (Exam Topic 1)

Which one of the following is considered a relevant architecture resource in Phase D?

- A. Generic application models relevant to the organization's industry sector
- B. Generic business models relevant to the organization's industry sector
- C. Generic data models relevant to the organization's industry sector
- D. Generic technology models relevant to the organization's industry sector

Answer: D

NEW QUESTION 8

- (Exam Topic 1)

Which one of the following statements best describes why the ADM should be adapted?

- A. To align it closer to the business
- B. To make the use more realistic
- C. To move through the cycle faster
- D. To suit the specific needs of the enterprise

Answer: D

NEW QUESTION 9

- (Exam Topic 1)

Which of the following is described by the TOGAF document as “a detailed plan of the system at component level to guide its implementation”?

- A. Architecture
- B. Artifact
- C. Deliverable
- D. Model
- E. View

Answer: A

NEW QUESTION 10

- (Exam Topic 1)

Which of the following statements best describes the purpose of enterprise architecture?

- A. To allow an enterprise to exploit the latest trends in technology
- B. To enable the CIO to take effective control of the business units across an enterprise
- C. To ensure compliance in an enterprise to corporate auditing standards
- D. To optimize an enterprise into an environment that is responsive to business needs
- E. To provide a set of standards that all actors must adhere to within an enterprise

Answer: D

NEW QUESTION 10

- (Exam Topic 1)

Complete the sentence. The Architecture Landscape is divided into three levels, Capability, Segment, and _____.

- A. Baseline
- B. Solution
- C. Strategic
- D. Target
- E. Transition

Answer: C

NEW QUESTION 15

- (Exam Topic 1)

Complete the sentence. The Requirements Management Phase _____.

- A. addresses and resolves requirements between ADM phases
- B. is a central process that prioritizes requirements for all ADM phases
- C. is used to dispose of resolved requirements for all ADM phases
- D. generates new requirements and passes them to all ADM phases
- E. stores requirements and manages their flow into relevant ADM phases

Answer: E

NEW QUESTION 18

- (Exam Topic 1)

In which Phase of the ADM does the business scenario technique figure most prominently?

- A. Preliminary
- B. Architecture Vision
- C. Business Architecture

- D. Information Systems Architectures
- E. Technology Architecture

Answer: B

NEW QUESTION 19

- (Exam Topic 1)

In which part of the ADM cycle are building blocks evolved using a common platform of steps?

- A. Preliminary Phase and Phase A
- B. Phases B, C and D
- C. Phases E and F
- D. Phases G and H

Answer: B

NEW QUESTION 23

- (Exam Topic 1)

TOGAF Part VII, Architecture Capability Framework recommends use of an ADM cycle for establishing an architecture practice. In this scenario which architecture would describe the organizational structure for the architecture practice?

- A. Application Architecture
- B. Business Architecture
- C. Data Architecture
- D. Technology Architecture
- E. Transition Architecture

Answer: B

NEW QUESTION 26

- (Exam Topic 1)

TOGAF uses a version numbering convention to illustrate the evolution of the Baseline and Target Architecture Definitions. Which version number in this convention indicates a formally reviewed, detailed architecture?

- A. Version 0.1
- B. Version 0.5
- C. Version 0.9
- D. Version 1.0
- E. Version 1.5

Answer: D

NEW QUESTION 27

- (Exam Topic 1)

Which of the following statements about TOGAF Building Blocks is true?

- A. A good Building Block should not be composed of other Building Blocks
- B. Architecture Building Blocks should be first selected in Phase D
- C. Building Block specifications should be loosely coupled to implementation
- D. Custom developments are known as Architecture Building Blocks

Answer: C

NEW QUESTION 28

- (Exam Topic 1)

Which of the following does the TOGAF document describe as the risk categorization prior to determining and implementing mitigating actions?

- A. The critical level of risk
- B. The initial level of risk
- C. The intermediate level of risk
- D. The mitigated level of risk
- E. The residual level of risk

Answer: B

NEW QUESTION 33

- (Exam Topic 1)

Which one of the following is an objective of the Preliminary Phase of the ADM?

- A. To define the Baseline Architecture for this cycle of the ADM
- B. To define the application systems for the Target Architecture
- C. To define the framework and methodologies to be used
- D. To define the relevant stakeholders and their concerns
- E. To define and prioritize work packages

Answer: C

NEW QUESTION 35

- (Exam Topic 1)

In which of the following ADM Phases do building blocks become implementation-specific?

- A. Phase A
- B. Phase B
- C. Phase C
- D. Phase D
- E. Phase E

Answer: E

NEW QUESTION 38

- (Exam Topic 1)

According to TOGAF, which of the following activities is described as part of the approach in the Preliminary Phase of the ADM?

- A. Creating the Architecture Vision deliverable
- B. Defining a set of Architecture Principles
- C. Developing an Architecture Contract
- D. Extending the business scenario with business modeling
- E. Preparing a consolidated Gap Analysis

Answer: B

NEW QUESTION 40

- (Exam Topic 1)

Which of the following statements about TOGAF Building Blocks and their use in the ADM cycle is correct?

- A. Building Blocks become more implementation-specific in Phase E
- B. Building Blocks in phases D, E and F are evolved to a common pattern of steps
- C. Building Blocks should be identified in abstract form as part of the Preliminary Phase
- D. Building Blocks should be first selected in Phase D

Answer: A

NEW QUESTION 45

- (Exam Topic 1)

In Phases B, C, and D of the ADM cycle the first step defined is to select reference models, viewpoints, and tools. Which of the following is the next step in each of these phases?

- A. Conduct formal stakeholder review
- B. Create Architecture Definition Document
- C. Develop Baseline Architecture
- D. Perform gap analysis
- E. Resolve impacts across the Architecture Landscape

Answer: C

NEW QUESTION 50

- (Exam Topic 1)

Which of the following best describes an approach for adapting the ADM in the situation where the business case for doing architecture is not well recognized?

- A. Completion of the Business Architecture should follow the Information Systems Architecture
- B. Create an Architecture Vision and then a detailed Business Architecture
- C. Produce a "cut-down" version of the ADM suitable to the resources available
- D. Tailor the ADM in conjunction with another architecture framework that has deliverables specific to the vertical sector
- E. Tailor the ADM to reflect the relationships with, and dependencies on other management processes within the organization

Answer: B

NEW QUESTION 55

- (Exam Topic 1)

According to TOGAF, which of the following best describes the purpose of an Architecture Roadmap?

- A. To act as a deliverable container for artifacts created during a project
- B. To ensure that architecture information is communicated to the right stakeholders at the right time
- C. To govern the architecture throughout its implementation process
- D. To provide a high-level view of the end architecture product
- E. To show progression of change from the Baseline Architecture to the Target Architecture

Answer: E

NEW QUESTION 57

- (Exam Topic 1)

TOGAF uses a version numbering convention to illustrate the evolution of the Baseline and Target Architecture Definitions. Which version number in this convention indicates a high-level outline of the architecture?

- A. Version 1.0
- B. Version 0.9
- C. Version 0.5
- D. Version 1.5
- E. Version 0.1

Answer: E

NEW QUESTION 58

- (Exam Topic 1)

Complete the sentence. According to TOGAF, a view is used to describe how the _____ of a stakeholder are being met.

- A. concerns
- B. constraints
- C. interests
- D. perspective
- E. requirements

Answer: A

NEW QUESTION 63

- (Exam Topic 1)

Which one of the following does TOGAF state is an objective for Phase A: Architecture Vision?

- A. To create an implementation and migration strategy
- B. To establish an architecture change management process
- C. To priorities work packages and projects
- D. To validate the business principles, goals, drivers and key performance indicators

Answer: D

NEW QUESTION 65

- (Exam Topic 1)

Which of the following is defined by TOGAF as a representation of a system from the perspective of a related set of concerns?

- A. Architecture Building Block
- B. Capability Architecture
- C. Statement of Work
- D. View
- E. Viewpoint

Answer: D

NEW QUESTION 67

- (Exam Topic 1)

Which one of the following is an objective of Phase A, Architecture Vision?

- A. Defining architecture principles
- B. Defining relationships between management frameworks
- C. Defining the enterprise
- D. Evaluating the enterprise architecture maturity
- E. Identifying stakeholders and their concerns

Answer: E

NEW QUESTION 69

- (Exam Topic 1)

Which of the following best describes the TOGAF Architecture Governance Framework?

- A. An approach to ensure the effectiveness of an organization's architectures
- B. An architecture of building blocks and corresponding standards, together with associated graphics
- C. An example set of Architecture Principles
- D. A reference model that includes information provider applications and brokering applications
- E. A model intended to assist with the release management of the TOGAF specification itself

Answer: A

NEW QUESTION 70

- (Exam Topic 1)

Which phase of the ADM ensures that implementation projects conform to the defined architecture?

- A. Requirements Management
- B. Phase D
- C. Phase F
- D. Phase G
- E. Phase H

Answer: D

NEW QUESTION 73

- (Exam Topic 1)

According to TOGAF, which of the following best describes the purpose of the Architecture Roadmap?

- A. To ensure that architecture information is communicated to the right stakeholders at the right time
- B. To evangelize the architecture to the end user community
- C. To govern the architecture through to implementation
- D. To keep the Architecture Review Board informed of changes to the architecture
- E. To show progression of change from the Baseline Architecture to the Target Architecture

Answer: E

NEW QUESTION 74

- (Exam Topic 1)

Which section of the TOGAF template for Architecture Principles highlights the requirements for carrying out the principle?

- A. Implications
- B. Name
- C. Rationale
- D. Statement

Answer: A

NEW QUESTION 79

- (Exam Topic 1)

In which part of the ADM cycle do the earliest building block definitions start as abstract entities?

- A. Phase A
- B. Preliminary Phase
- C. Phases B, C, and D
- D. Phases G and H
- E. Phases E and F

Answer: A

Explanation:

Reference

<http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap32.html>

NEW QUESTION 82

- (Exam Topic 1)

Which of the following best describes the purpose of the Architecture Vision?

- A. It contains an assessment of the current architecture requirements
- B. It defines the scope and approach to complete an architecture project
- C. It is sent from the sponsor and triggers the start of an architecture development cycle
- D. It provides a high-level aspirational view of the end architecture project
- E. It provides a schedule for implementation of the target architecture

Answer: D

NEW QUESTION 87

- (Exam Topic 1)

Complete the sentence. All of the following describe a purpose of an Architecture Compliance review, except _____.

- A. determining the technical readiness of a project
- B. ensuring the application of best practices
- C. identifying business transformation risks for an architecture project
- D. identifying errors in an architecture project
- E. identifying where architecture standards require modification

Answer: C

NEW QUESTION 90

- (Exam Topic 1)

Which of the following does TOGAF provide as a set of reference materials for establishing an architecture function within an organization?

- A. Architecture Content Framework
- B. Technical Reference Model
- C. Integrated Information Infrastructure Reference Model
- D. Architecture Development Method
- E. Architecture Capability Framework

Answer: E

NEW QUESTION 94

- (Exam Topic 1)

Which ADM phase establishes the connection between the architecture organization and the implementation organization through the Architecture Contract?

- A. Phase E
- B. Phase F
- C. Phase G
- D. Phase H
- E. Requirements Management

Answer: C

NEW QUESTION 96

- (Exam Topic 1)

What part of the TOGAF standard discusses the processes, skills and roles to operate an architecture function within an enterprise?

- A. Architecture Development Method
- B. Architecture Capability Framework
- C. Enterprise Continuum & Tools
- D. Architecture Content Framework
- E. TOGAF Reference Models

Answer: B

Explanation:

Reference <https://pubs.opengroup.org/architecture/togaf91-doc/arch/>

NEW QUESTION 101

- (Exam Topic 1)

Which of the following best describes the need for the ADM process to be governed?

- A. To enable development of reference architectures
- B. To enable a fast response to market changes
- C. To build a top-down, all-inclusive architecture description
- D. To permit the architecture domains to be integrated
- E. To verify that the method is being applied correctly

Answer: E

NEW QUESTION 105

- (Exam Topic 1)

Which section of the TOGAF template for defining principles should highlight the requirements for carrying out the principle?

- A. Implications
- B. Name
- C. Rationale
- D. Statement

Answer: A

NEW QUESTION 107

- (Exam Topic 1)

Which phase of the ADM establishes a set of Principles?

- A. Preliminary Phase
- B. Phase A
- C. Phase D
- D. Phase G
- E. Phase H

Answer: A

NEW QUESTION 110

- (Exam Topic 1)

Which one of the following provides a foundation for making architecture and planning decisions, framing policies, procedures, and standards, and supporting resolution of contradictory situations?

- A. Architecture principles
- B. Buy lists
- C. Procurement policies
- D. Requirements
- E. Stakeholder concerns

Answer: A

NEW QUESTION 113

- (Exam Topic 1)

Which of the following best describes the Standards Information Base?

- A. A repository area holding a description of the organization specific architecture framework and method
- B. A repository area holding a record of the governance activity across the enterprise
- C. A repository area holding guidelines and templates used to create new architectures
- D. A repository area holding processes to support governance of the Architecture Repository
- E. A repository area holding specifications to which architectures must conform

Answer: E

NEW QUESTION 116

- (Exam Topic 1)

In which phase of the ADM cycle do building blocks become implementation-specific?

- A. Phase A
- B. Phase B
- C. Phase C
- D. Phase D
- E. Phase E

Answer: E

NEW QUESTION 119

- (Exam Topic 1)

According to TOGAF, which of the following steps in Phases B, C, and D occurs before development of the baseline or target architectures?

- A. Conduct formal stakeholder review
- B. Create Architecture Definition Document
- C. Define Roadmap components
- D. Perform gap analysis
- E. Select reference models, viewpoints and tools

Answer: E

NEW QUESTION 123

- (Exam Topic 1)

Complete the sentence. The Solutions Continuum represents implementations of the architectures at corresponding levels of the _____ .

- A. Architecture Capability
- B. Architecture Continuum
- C. Architecture Landscape
- D. Architecture Metamodel
- E. Architecture Repository

Answer: B

NEW QUESTION 125

- (Exam Topic 1)

Which ADM phase is responsible for assessing the performance of the architecture and making recommendations for change?

- A. Phase A
- B. Phase E
- C. Phase F
- D. Phase G
- E. Phase H

Answer: E

NEW QUESTION 127

- (Exam Topic 1)

According to TOGAF, which of the following best describes the purpose of a Compliance Assessment?

- A. To ensure that architecture information is communicated to the right stakeholders at the right time
- B. To govern the architecture throughout its implementation process
- C. To provide a high-level view of the end architecture product
- D. To show progression of change from the Baseline Architecture to the Target Architecture

Answer: B

NEW QUESTION 130

- (Exam Topic 1)

Complete the sentence. TOGAF 9 Part III provides a set of resources that can be used to adapt and modify the _____.

- A. Architecture Capability
- B. Architecture Development Method

- C. Architecture Landscape
- D. Architecture Repository
- E. Enterprise Continuum

Answer: B

NEW QUESTION 131

- (Exam Topic 1)

Which of the following best describes the TOGAF classification in Phase H for a re-architecting change?

- A. A change driven by a requirement to derive additional value from the existing investment
- B. A change driven by a requirement to increase investment in order to create new value for exploitation
- C. A change driven by a requirement to reduce costs
- D. A change driven by a requirement to reduce investment
- E. A change driven by a requirement to re-align with the business strategy

Answer: B

NEW QUESTION 134

- (Exam Topic 1)

According to TOGAF, which of the following best describes how the Enterprise Continuum is used in organizing and developing an architecture?

- A. It is used to coordinate with the other management frameworks in use
- B. It is used to describe how an architecture addresses stakeholder concerns
- C. It is used to identify and understand business requirements
- D. It is used to provide a system for continuous monitoring
- E. It is used to structure re-usable architecture and solution assets

Answer: E

NEW QUESTION 138

- (Exam Topic 1)

Complete the sentence. The Architecture Development Method produces content to be stored in the Repository, which is classified according to the _____.

- A. ADM Guidelines and Techniques
- B. Architecture Capability Framework
- C. Architecture Capability Model
- D. Enterprise Continuum
- E. Standards Information Base

Answer: D

NEW QUESTION 143

- (Exam Topic 1)

According to TOGAF, which of the following best describes Architecture Governance?

- A. A categorization mechanism for architecture and solution artifacts
- B. A framework for operational and change activity
- C. A method for designing an information system in terms of a set of building blocks
- D. The lifecycle management of information and related technology used by an organization
- E. The practice by which enterprise architectures are controlled at an enterprise-wide level

Answer: E

NEW QUESTION 147

- (Exam Topic 1)

In which ADM phase does the value and change management process determine the circumstances under which the Enterprise Architecture is permitted to change after deployment?

- A. Phase F
- B. Phase E
- C. Phase G
- D. Phase H
- E. Preliminary Phase

Answer: D

Explanation:

Reference

<http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap14.html>

NEW QUESTION 148

- (Exam Topic 1)

In which ADM phase is the Implementation and Migration Plan coordinated with other frameworks?

- A. Phase A
- B. Phase E

- C. Phase F
- D. Phase G
- E. Phase H

Answer: C

NEW QUESTION 152

- (Exam Topic 1)

Complete the sentence. The major information areas managed by a governance repository should include _____.

- A. Catalogs, Matrices and Diagrams
- B. Capability, Segment and Transition Architectures
- C. Audit Information, Process Status and Reference Data
- D. Common Systems Solutions, Organization-Specific Solutions and Industry Solutions
- E. Artifacts, Best Practices and Standards

Answer: C

Explanation:

Reference https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap04.html#tag_04_04

NEW QUESTION 155

- (Exam Topic 1)

Which one of the following statements about the structure of the TOGAF 9 document is true?

- A. Part I, the Enterprise Continuum, describes a model for structuring a virtual repository
- B. Part II, the Architecture Development Method, describes the definitions of terms used in TOGAF, and the changes between versions of TOGAF
- C. Part III, Tools and Support, describes a collection of guidelines and techniques used in the other parts of TOGAF
- D. Part VI, TOGAF Reference Models, includes a model for release management of the TOGAF specification
- E. Part VII, the Architecture Capability Framework, describes processes and skills to establish an enterprise function

Answer: E

NEW QUESTION 160

- (Exam Topic 1)

Which of the following describes the Architecture Vision document?

- A. A description of individual change increments showing progression from the baseline to target architecture
- B. A detailed schedule for implementation of the target architecture
- C. A high level description of the baseline and target architectures
- D. A joint agreement between the development team and sponsor on the deliverables and quality of an architecture
- E. A set of rules and guidelines to support fulfilling the mission of the organization

Answer: C

NEW QUESTION 161

- (Exam Topic 1)

Complete the sentence. In the Preliminary Phase, all of the following are part of preparing the organization to undertake successful enterprise architecture, except _____.

- A. defining architecture principles
- B. defining relationships between management frameworks
- C. defining the enterprise
- D. evaluating the enterprise architecture maturity
- E. identifying stakeholders and their concerns

Answer: E

NEW QUESTION 166

- (Exam Topic 1)

According to TOGAF, which document should incorporate the actions arising from the Business Transformation Readiness Assessment technique?

- A. Architecture Road map
- B. Architecture Requirements Specification
- C. Communications Plan
- D. Implementation and Migration Plan
- E. Implementation Governance Model

Answer: D

NEW QUESTION 168

- (Exam Topic 1)

Which of the following describes an objective of Phase G: Implementation Governance?

- A. Finalize the Implementation and Migration Plan
- B. Establish the recourses for architecture governance
- C. Ensure conformance for the target architecture

- D. Operate the governance framework
- E. Develop the Target Technology Architecture

Answer: C

NEW QUESTION 169

- (Exam Topic 1)

Complete the sentence. A gap analysis will enable the architect to do all of the following except .

- A. identify building blocks that have been inadvertently omitted
- B. identify building blocks that have been intentionally eliminated
- C. identify building blocks to be carried over
- D. identify new building blocks that are needed
- E. identify potential vendors to provide new building blocks

Answer: E

NEW QUESTION 170

- (Exam Topic 1)

Which of the following is described by the TOGAF Architecture Content Framework as a type of artifact that shows lists of things?

- A. Building Block
- B. Catalog
- C. Diagram
- D. Matrix
- E. Deliverable

Answer: B

NEW QUESTION 174

- (Exam Topic 1)

Which of the following best completes the sentence? The Architecture Repository _____ .

- A. is used to store different classes of architectural output created by the ADM
- B. is a categorization mechanism for classifying architecture and solution artifacts
- C. is a detailed model of architectural work products, including deliverables and artifacts
- D. is an architecture of generic functions and services
- E. is a set of resources to help establish an architecture capability within an organization

Answer: A

NEW QUESTION 179

- (Exam Topic 1)

Complete the sentence. TOGAF defines five criteria for a good set of principles: Understandable, Robust, Complete, Consistent and _____.

- A. Agile
- B. Dynamic
- C. Comprehensive
- D. Rational
- E. Stable

Answer: E

NEW QUESTION 183

- (Exam Topic 1)

Which one of the following best describes the Architecture Vision document?

- A. An agreement between development partners and the sponsor on architecture deliverables
- B. A description of how the new capability will address stakeholder concerns
- C. A description of the scope and approach for completion of the architecture project
- D. A set of quantitative statements outlining requirements on the implementation
- E. A set of rules and guidelines to support fulfilling the mission of the organization

Answer: B

NEW QUESTION 186

- (Exam Topic 1)

Which of the following statements best describes how Architecture Principles are used within the ADM?

- A. They are used to define the framework and detailed methodologies
- B. They are used to define stakeholders and their concerns
- C. They are used to determine the readiness factors impacting the organization
- D. They are used to guide decision making within the enterprise
- E. They are used to resolve and dispose of requirements

Answer: D

NEW QUESTION 188

- (Exam Topic 2)

The statement, "Getting information to the right people at the right time in a secure, reliable manner in order to support the operations that are core to the extended enterprise" describes the concept of

- A. Boundaryless Information Flow
- B. Interoperability
- C. Portability
- D. Service Oriented Architecture
- E. Semantic Web

Answer: A

NEW QUESTION 193

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

The ABC company specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. The company has manufacturing facilities located in Palm Springs, California, Omaha, Nebraska, and Winnipeg, Manitoba. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturer's design specifications.

Until recently, most turbine blades were fabricated manually using molded fiber-reinforced plastics. However, recent improvements in composite materials, coupled with enhanced automated methods for precision application of materials during the molding process, have led to significant reduction in weight, increase in strength, and greatly improved blade longevity. The company has pioneered the development of a proprietary automated process for continuous extrusion of the turbine blades. Patents have been filed to protect the process, but certain trade secrets must be closely guarded.

The company has a mature Enterprise Architecture organization that is supported by a cross-functional Architecture Review Board. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

The company has used TOGAF and its Architecture Development Method (ADM) to develop its automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies. They have adapted their Enterprise Architecture to closely follow the TOGAF 9 framework. All of the company's enterprise architects have been trained and certified on TOGAF 9. Recently, an architecture project was completed that defined a standard approach for controlling the Automated Test System that is used at each plant to perform final quality assurance tests on each completed blade assembly. The Manufacturing Architecture Board approved the plan for immediate implementation at each plant.

An Architecture Contract was developed that detailed the work needed to implement and deploy the new Automated Test System controller. The Chief Engineer, sponsor of the activity, has expressed concern that a uniform process be employed at each site to ensure consistency.

Refer to the Scenario

You are the Lead Architect for this activity.

You have been asked to recommend the best approach to adopt to address the Chief Engineer's concern. Based on TOGAF 9, which of the following is the best answer?

- A. You create an Architecture Contract to manage and govern the implementation and migration process
- B. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- C. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization. You recommend that if a deviation from the contract is detected, the Manufacturing Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local need
- D. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.
- E. You create an Architecture Contract to manage and govern the implementation and migration process
- F. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- G. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Manufacturing Architecture Board grant a dispensation ID allow the implementation organization the ability to customize the process to meet their local needs.
- H. You create an Architecture Contract to manage and govern the implementation and migration process
- I. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- J. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization. You ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- K. You create an Architecture Contract to govern the implementation and migration process at each site
- L. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- M. You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management
- N. You then schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition
- O. Based on the results, you ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

Answer: D

Explanation:

Incorrect:

Not C: correct, but missing contract see 49.2.2.. Note:

* Dispensations

A dispensation is used as the mechanism to request a change to the existing architectures, contracts, principles, etc. outside of normal operating parameters; e.g., exclude provision of service to a subsidiary, request for unusual service levels for specific business reasons, deploy non-standard technology or products to support specific business initiatives.

Dispensations are granted for a given time period and set of identified services and operational criteria that must be enforced during the lifespan of the dispensation. Dispensations are not granted indefinitely, but are used as a mechanism to ensure that service levels and operational levels, etc. are met while providing a level flexibility in their implementation and timing. The timebound nature of dispensations ensures that they are a trigger to the Architecture Compliance activity.

NEW QUESTION 198

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the question

You are serving as the Lead Enterprise Architect for a chain of convenience stores. The stores operate 24 hours a day and 7 days a week and use cloud-based point-of-sale (POS) technology to manage their sales and inventory. Cloud-based POS systems store all user data, including sales and inventory in a remote server.

The cloud-based systems collect real-time data to support ordering and product selection decisions including the tailoring of product assortment based on sales history, customer demographics as well as the next day's weather forecast. In many cases, several stores are located in neighboring areas. This strategy makes distribution to each store cheaper, as well as making multiple deliveries per day possible. The stores also act as self-service delivery locations for a large online retailer which further increases the number of potential customers entering the stores.

An Enterprise Architecture practice exists within the company, with the CEO and CIO as joint sponsors. They have decided to adopt TOGAF standard within the practice and the first project is to restructure the Enterprise Architecture so that it can better support the existing environment and accommodate future changes of strategy within the company.

The CIO has stated that the following issues need to be addressed in the restructuring:

They need to address problems with data quality and inconsistent data in order to support better decision making and analysis.

The architecture should focus on the needs of the business, not technology

To remain competitive, new products and promotions must undergo market trials before deployment across the retail chain. Information systems must be able to manage changes and updates without undue delays.

[Note: You should assume that the company has adopted the example set of principles that are listed and defined in TOGAF standard, Architecture Principles chapter. You may need to refer to the Architecture Principles chapter, section 20.6 (located in Part III) within the reference text in order to answer this question.]

You have been asked to identify the most relevant architecture principles for the current situation. Based on the TOGAF standard, which of the following is the best answer? [Note: The ordering of the principles listed in each answer is not significant.]

- A. Requirements Based Change, Responsive Change Management, Data Trustee, Common Vocabulary and Data Definitions, Business Continuity
- B. IT Responsibility, Data Security, Ease of Use, Service Orientation, Common Use Applications
- C. Maximize Benefit to the Enterprise, Data Trustee, Data is an Asset, Responsive Change Management, Interoperability
- D. Data is Accessible, Data is Shared, Interoperability, Requirements Based Change, Control Technical Diversity

Answer: C

NEW QUESTION 202

- (Exam Topic 2)

According to the TOGAF standard, what term describes an individual with an interest in a system?

- A. Sponsor
- B. Consumer
- C. Lead architect
- D. Stakeholder

Answer: D

Explanation:

Reference https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap03.html#tag_03_72

NEW QUESTION 203

- (Exam Topic 2)

Complete the sentence. The Architecture Landscape is divided into levels, Strategic Architectures, _____

- A. Segment Architectures, and Capability Architectures
- B. Solution Architectures, and Corporate Architectures
- C. Gap Architectures, and Target Architectures
- D. Transitional Architectures, and Incremental Architectures
- E. Baseline Architectures, and To Be Architectures

Answer: A

NEW QUESTION 204

- (Exam Topic 2)

Which of the following best describes an architectural change categorized as a re-architecting change?

- A. A change to re-align with the business strategy
- B. A change to increase investment in order to create new value for exploitation
- C. A change to reduce costs
- D. A change to derive additional value from the existing investment

Answer: B

NEW QUESTION 205

- (Exam Topic 2)

Which one of the following is defined by TOGAF as: the fundamental organization of a system embodied in its components, their relationship to each other, and the principles guiding its design and evolution?

- A. Architecture
- B. Metamodel

- C. Model
- D. Ontology
- E. Pattern

Answer: A

NEW QUESTION 207

- (Exam Topic 2)

Which phase of the ADM focuses on the governance and management of the Architecture Contracts that cover the overall implementation and deployment process?

- A. Requirements Management
- B. Phase E
- C. Phase F
- D. Phase G
- E. Phase H

Answer: D

NEW QUESTION 208

- (Exam Topic 2)

Which one of the following is an essential aspect of architecture governance?

- A. Authoring the Architecture Definition Document
- B. Ensuring the compliance of individual projects to the enterprise architecture
- C. Controlling the implementation and deployment organizations
- D. Authoring the Communications Plan for a given architecture project
- E. Conducting Business Scenarios

Answer: B

NEW QUESTION 213

- (Exam Topic 2)

According to TOGAF, who usually initiates a Request for Architecture Work?

- A. The architecture organization
- B. The CIO/CTO
- C. The corporate governance board
- D. The senior management
- E. The sponsoring organization

Answer: E

NEW QUESTION 215

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a company that manufactures a variety of small electromechanical devices. As part of a corporate-wide Lean Manufacturing initiative, the company has defined a strategic architecture to improve its ability to meet consumer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in several of the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

The company has a mature enterprise architecture practice and uses TOGAF 9 for the basis of its architecture framework. In addition to the EA program, the company has a number of management frameworks in use, including business planning, portfolio/project management, and operations management. The EA program is sponsored by the CIO.

Each division has completed the Architecture Definition documentation required to tailor and configure the environment to meet its own specific manufacturing requirements.

The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Based on the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase A. Based on all of these factors they have produced a risk assessment.

Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.

Refer to the Scenario

The Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete. You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

Based on TOGAF 9, which of the following is the best answer?

- A. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increment
- B. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation
- C. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the project
- D. You would then document the lessons learned and generate the final plan.
- E. You would assess how the plan impacts the other frameworks in use in the organization
- F. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management framework
- G. You would then assign a business value to each project, taking into account available resources and priorities for the project
- H. Finally, you would generate the Implementation and Migration Plan.
- I. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contract

- J. The Compliance Assessment should verify that the implementation team is using the proper development methodology
- K. It should include deployment of monitoring tools and ensure that performance targets are being met
- L. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.
- M. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycle
- N. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise
- O. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan
- P. You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.

Answer: A

Explanation:

Business Value Technique usually follows BTRA, and will fulfil the requirement to phase approach by prioritizing projects and listing their execution using ADI table.

NEW QUESTION 218

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

You are serving as the Chief Architect for a large, global commodities trading company which has been growing rapidly through a series of acquisitions. Each business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information. The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone. As a result, the company has made the decision to introduce a single enterprise-wide application to consolidate information from several applications that exist across the lines of business. The application will be used by all business units and accessed by suppliers through well defined interfaces.

Refer to the Scenario

As part of the process for establishing the Enterprise Architecture department, you are developing a set of architecture principles to guide the activities. You need to specify the best approach for this work.

Based on TOGAF 9, which of the following is the best answer?

- A. You gather information from credible industry sources in the commodities business
- B. Based on that, you assess current trends and apply that to defining a set of principles that embody best practice
- C. You select architecture principles that do not conflict with each other and that should be stable
- D. You ensure that all the principles are realistic and avoid including principles that are obvious.
- E. You examine the mission statements for the company and each of its businesses, together with the corporate value statement
- F. Based on that, you define a set of principles and review with the CIO
- G. When developing the principles, you ensure that they actively promote the alignment of IT with the business strategies and initiatives of the company
- H. You then seek the endorsement of the CIO and senior management.
- I. You define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter
- J. You publish the principles on the corporate intranet to ensure widespread acceptance and compliance
- K. You then schedule regular periodic Compliance Assessments with individual business units to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.
- L. You examine the mission statements for the company and each of its businesses, together with the corporate value statement
- M. Based on that, you work with the Architecture Board to define the principles
- N. When developing the principles, you ensure that they actively promote the alignment of IT with the corporate business strategies
- O. You then hold a series of review meetings with all the relevant stakeholders, including senior management, ensuring their support.

Answer: D

NEW QUESTION 223

- (Exam Topic 2)

Complete the sentence. In the TOGAF Architecture Content Framework, an artifact that is a list of things is known as a _____ .

- A. building blocks
- B. matrix
- C. catalog
- D. deliverable
- E. diagram

Answer: C

NEW QUESTION 226

- (Exam Topic 2)

Which of the following is a true statement about the TOGAF Technical Reference Model?

- A. The TOGAF Architecture Development Method mandates the use of the Technical Reference Model for large complex architecture projects
- B. The Technical Reference Model is an integral part of the TOGAF Architecture Development Method
- C. The Technical Reference Model should not be modified
- D. The Technical Reference Model includes a set of graphical models and a corresponding taxonomy
- E. The Technical Reference Model provides a direct mapping to the Zachman Framework

Answer: D

NEW QUESTION 230

- (Exam Topic 2)

What ADM Phase generates the initial complete version of the Architecture Roadmap?

- A. Phase A: Architecture Vision
- B. Phase E: Opportunities and Solutions
- C. Phase B: Business Architecture
- D. Phase D: Technology Architecture
- E. Phase F: Migration Planning

Answer: B

NEW QUESTION 231

- (Exam Topic 2)

Complete the sentence. The TOGAF Technical Reference Model _____

- A. is an example and should be tailored to the needs of an organization
- B. must be used "as is" for developing comprehensive architecture models
- C. contains several industry specific frameworks
- D. is intended to contain the Enterprise Continuum
- E. contains only solution building blocks

Answer: A

NEW QUESTION 236

- (Exam Topic 2)

Which phase of the TOGAF ADM is the first phase directly concerned with the planning for the implementation of the target architecture(s)?

- A. Phase D
- B. Phase E
- C. Phase F
- D. Phase G
- E. Phase H

Answer: B

NEW QUESTION 240

- (Exam Topic 2)

Complete the sentence. All of the following are sections of the recommended template for defining Architecture Principles, except _____

- A. Name
- B. Statement of Principle
- C. Rationale
- D. Enforcement Policy
- E. Implications

Answer: D

NEW QUESTION 244

- (Exam Topic 2)

Complete the sentence. In TOGAF, every architecture view has an associated _____ that describes it, at least implicitly.

- A. architecture building block
- B. architecture model
- C. architecture vision
- D. requirement
- E. viewpoint

Answer: E

NEW QUESTION 246

- (Exam Topic 2)

According to TOGAF, the recommended dimensions used to define the scope of an architecture include all the following, except:

- A. Architecture Domains
- B. Enterprise Focus
- C. Level of Detail
- D. Subject Matter
- E. Time Period

Answer: D

NEW QUESTION 251

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

You have been appointed as a consultant to the Lead Enterprise Architect of an international agricultural company that exports bulbs, flowers and seeds worldwide. The company has its headquarters in the Netherlands, and has sales and distribution centers in over 30 countries worldwide. Several of these centers include administrative, manufacturing, and research facilities.

To achieve full integration of their research capabilities with their development centers located in various climate zones, the company wants to develop strong self-directed teams in each location. It also wants to define new business models that are profitable while reducing their impact on the environment. The management

team is deeply committed to ensuring that the company is a world leader in socially responsible seed development with a business strategy that focuses on profitability through environmentally friendly operating processes.

The international operations of the company are subject to legal and regulatory requirements for each country where they operate. The production of genetically modified seeds has governmental controls that are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was developing pest-resistant seeds.

The Governing Board is concerned about the risks posed in this complex global environment, and as a result has approved the expenditure of resources to establish an Enterprise Architecture program. They have requested to be informed about the status of projects that could impact regulatory compliance. They also want to enable the corporate legal staff and auditors to analyze proposed architectures to ensure that they are within the legal guidelines for a given location. In addition, the research organization should be able to see that the architecture is appropriate for its needs.

TOGAF 9 has been mandated as the framework for the development and evolution of the Enterprise Architecture practice. The Preliminary Phase has been completed to establish the enterprise architecture capability for this project.

Refer to the Scenario

You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of the Governing Board, legal staff, auditors and the research organization. Based on TOGAF 9, which of the following is the best answer?

- A. You recommend that each project architecture activity is developed using a consistent modeling approach that is uniform across all architecture project
- B. Each architecture should be defined based on this fixed set of models so that all concerned parties can examine the models to ensure that their issues and concerns have been addressed.
- C. You recommend that a special report be created for those groups that have sufficient power and level of interest
- D. This report should summarize the key features of the architecture with respect to the particular location
- E. Each of these reports should reflect the stakeholders' requirements.
- F. You recommend that a set of models be created for each project architecture that can be used to ensure that the system will be compliant with the local regulation
- G. Stakeholders should then view the models to verify that their concerns have been properly addressed.
- H. You recommend that a stakeholder map be developed
- I. This will allow the architects to define groups of stakeholders that share common concerns
- J. A set of views should be defined to address the concerns for each group of stakeholder
- K. Architecture models should then be created for each view to address the stakeholders' concerns.

Answer: A

NEW QUESTION 256

- (Exam Topic 2)

Complete the sentence. In TOGAF, architecture viewpoints represent _____

- A. observations of the CIO/CTO
- B. opinions of the sponsors
- C. observations of the architect staff
- D. concerns of stakeholders
- E. stakeholder requirements

Answer: D

NEW QUESTION 259

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

Your role is that of Lead Enterprise Architect for a chain of convenience stores. The chain includes over 15,000 retail outlets throughout the Asia-Pacific region. Each store in the chain is an independently owned and operated franchise. The stores operate 24 hours a day and 7 days a week. Many of the stores have been with the franchise for more than 10 years and still use the original IT systems deployed at that time.

The CEO of the chain has stated his concerns about the inefficiencies of the current systems and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new services to help them compete with other retail outlets and online retailers. This strategy is part of the long-term commitment to enhance the brand image and increase revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

These changes will provide the chain with improved products, and more efficient operations. The stores will also act as delivery and return locations for a large online retailer which will further increase the number of potential customers. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising and new products to specific regions.

The chain has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The CIO is the sponsor of the activity.

The Chief Architect engaged the services of a leading consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO's vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations.

Based on the recommendations from the initial study, the decision for the chain to adopt a packaged suite of integrated applications that is tailored to the needs of the franchise has been taken.

Refer to the scenario

You have been asked by the Chief Architect to propose the best approach for architecture development to realize the CEO's vision.

Based on TOGAF, which of the following is the best answer?

- A. You propose that the target architecture is defined first, followed by transition planning
- B. This is because the vision is well understood and the strategic architecture agrees
- C. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.
- D. You propose that this engagement define the baseline architecture first in order to assess the current infrastructure capacity and capabilities
- E. The initial priority is to understand the problem. Then the focus should be on transition planning and architecture deployment
- F. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
- G. You propose that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy
- H. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement
- I. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.
- J. You propose that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change
- K. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

Answer: A

NEW QUESTION 260

- (Exam Topic 2)

Which of the following does the TOGAF ADM recommend for use in developing an Architecture Vision document?

- A. Architecture Principles
- B. Requirement Management
- C. Interoperability Analysis
- D. Business Scenarios
- E. Gap Analysis

Answer: A

NEW QUESTION 265

- (Exam Topic 2)

Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the _____

- A. Architecture Requirements Specification
- B. Implementation Governance Model
- C. Architecture Roadmap
- D. Implementation and Migration Plan
- E. Communications Plan

Answer: D

NEW QUESTION 267

- (Exam Topic 2)

Which one of the following describes classification methods for architecture and solution artifacts within the Architecture Repository?

- A. Architecture Landscape
- B. Architecture Vision
- C. Enterprise Continuum
- D. Governance Log
- E. Standards Information Base

Answer: C

NEW QUESTION 271

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You have been assigned the role of Chief Enterprise Architect within a leading outsourcing services company. The company has over 20,000 outsourcing professionals and works on some of the world's largest outsourcing projects. Outsourcing services include business processes, infrastructure, and service management. The company also provides business consulting services.

With numerous service areas and a large number of diverse engagements in progress at any given time, overall engagement management within the company has become challenging. The company does not want to risk its outstanding reputation or its international certifications and CMM ratings.

The company has established an Enterprise Architecture program based on TOGAF 9, sponsored jointly by the Chief Executive Officer and Chief Information Officer. An Architecture Board has been formed comprised of IT staff executives and executives from the major service areas and consulting practice.

The Enterprise Architecture (EA) team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The EA team has defined a framework and held workshops with key stakeholders to define a set of architecture principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period. This includes a solution architecture including three distinct transformations.

The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from some of the vice presidents across the company that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

Refer to the Scenario

You have been asked to recommend an approach to satisfy these concerns. Based on TOGAF, which of the following is the best answer?

- A. The EA team should gather information about potential solutions from the appropriate source
- B. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architecture
- C. A value realization process should then be established to ensure that the concerns raised are addressed.
- D. Before preparing the detailed Implementation and Migration plan, the EA team should review and consolidate the gap analysis results from Phases B to D to understand the transformations that are required to achieve the proposed Target Architecture
- E. The EA team should then assess the readiness of the organization to undergo change
- F. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.
- G. The EA team should apply an interoperability analysis to evaluate any potential issues across the Solution Architecture
- H. This should include the development of a matrix showing the interoperability requirement
- I. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.
- J. The EA team should apply the Business Transformation Readiness Assessment technique
- K. This will allow the risks associated with the transformations to be identified and mitigated for
- L. It will also identify improvement actions to be worked into the Implementation and Migration Plan
- M. The Business Value Assessment technique should then be used to determine the business value and associated risks for the transformation.

Answer: D

NEW QUESTION 273

- (Exam Topic 2)

According to TOGAF, where should architecture governance artifacts be stored?

- A. In the Integrated Information Infrastructure Reference Model
- B. In the Standards Information Base
- C. In the Foundation Architecture
- D. In the Architecture Repository

Answer: D

NEW QUESTION 276

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

The ABC company is a major supplier in the automotive industry, headquartered in Cleveland, Ohio with manufacturing plants in Chicago, Sao Paulo, Stuttgart, Yokohama, and Seoul. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

The company is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in process waste could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. A reduced number of IT staff could support the remaining applications. In some cases, a third-party contractor could provide those staff.

The company Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9. At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation.

The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their planning and production scheduling from a central system located in Cleveland. The Chief Engineer wants to know how these concerns can be addressed.

Refer to the Scenario

You are serving as the Lead Enterprise Architect of the newly-formed Common ERP Deployment architecture project team.

As the Common ERP Deployment architecture project team assembles for its initial meeting, many of the participants have voiced concerns about the sweeping scope of the initiative. Others are confident that they know a solution that will work. During the meeting, a number of alternative recommendations for how to proceed are put forward by members of the team.

You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture.

Based on TOGAF 9, which of the following is the best answer?

- A. The team should hold a series of interviews at each of the manufacturing plants using the business scenario technique
- B. This will then enable them to identify and document the characteristics of the architecture from the business requirements.
- C. The team should exercise due diligence and carefully research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list
- D. Based on the findings from the research, the team should define a preliminary target Architecture Vision
- E. The team should then use that model to build consensus among the key stakeholders.
- F. The team should create Baseline and Target Architectures for each of the manufacturing plant
- G. A gap analysis between the architectures will then validate the approach, and determine the Transition Architecture needed to achieve the target state.
- H. The team should conduct a pilot project that will enable vendors on the short list to demonstrate potential solutions that will address the concerns of the stakeholder
- I. Based on the findings of that pilot project, a complete set of requirements can be developed that will drive the evolution of the architecture.

Answer: C

NEW QUESTION 281

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You have been appointed as a consultant to the Chief Enterprise Architect of a multinational corporation. The corporation has over 100,000 employees and is organized into 10 divisions with operation in over 60 countries and products sold in over 125 countries. It has major research sites at 8 locations worldwide. The operations of the corporation are subject to legal and regulatory requirements for each country where they operate. The production of its products has governmental controls that are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was conducting a trial for a new product.

The Enterprise Architecture group within the company has been engaged in an architecture development system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners.

The Enterprise Architecture group is a mature organization. They use the TOGAF ADM with extensions required to support the manufacturing practices and laboratory practices of their target markets. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security, regulatory and privacy issues that are relevant.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that the changes to the Enterprise Architecture for the new system will need to be rolled out on a geographic basis that will minimize disruptions to ongoing clinical trials. The work will need to be done in stages and rolled out in geographical regions.

Refer to the Scenario

You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture (s)

Based on the TOGAF standard, which of the following is the best answer?

- A. You would use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool
- B. For each gap, you would classify whether the solution is either a new development, purchased solution, or based on an existing product
- C. You would group the similar solutions together to define the work package
- D. You would then regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.
- E. You would determine the set of Solution Building Blocks required by identifying which need to be developed and which need to be procure
- F. You would eliminate any duplicate building blocks, and then group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix
- G. You would then rank the work packages in terms of cost, and select the most cost-effective options for inclusion in a series of Transition Architecture

- H. Finally, you would schedule a sequential roll out of the work packages across the geographic regions.
- I. You would document the factors impacting the implementation and Migration Plan and group the gaps identified in the domain architecture gap analysis result
- J. For each gap, you would identify a proposed solution and classify it as new development, purchased solution, or based on an existing product
- K. You would group similar solutions together to form work packages, and identify dependencies between the work packages and identify dependencies between the work packages factoring in the clinical trial schedule
- L. Finally, you would regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- M. You would group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work package
- N. Using the matrix as a planning tool you would then regroup the work packages to account for dependence
- O. You would sequence the work packages to account for dependence
- P. You would sequence the work packages into the Capability Increments needed to achieve the Target Architecture
- Q. You would schedule the rollout one region at a time
- R. Finally, you would document the progression of the Enterprise Architecture using a state evolution table.

Answer: A

NEW QUESTION 282

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a company that specializes in luxury electric cars and their powertrain components, and also produces battery-charging equipment. It has its own distribution network, its own showrooms, and sells directly to customers via the internet. The company has four manufacturing facilities, two in the North America, one in Europe, and one in Asia.

A challenge that the company is facing is to scale up the number of vehicles coming off the production line to meet customer demand, while maintaining quality. At the moment there are supply chain bottlenecks for key

electronic components related to the autonomous drive system. In response to this, the research arm of the company has pioneered the development of a new self-driving platform. This new design uses common off-the-shelf components that will allow for a significant increase in overall vehicle production. This new design is ready to go into production.

The company has a mature Enterprise Architecture practice that is supported by a cross-functional Architecture Board. The TOGAF standard is used for developing the automated manufacturing process and systems used to design, manufacture and test the new design. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new self-driving platform into production, adjustments to the automated assembly processes need to be made. A pilot architecture project at a single location has defined an updated approach for controlling the automated test systems used to perform final quality assurance. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for immediate implementation at each plant.

Architecture Contracts have been developed that detail the work needed to implement and deploy the new automated test system controller for each location. The Chief Engineer has expressed concern that a uniform process be employed at each location to ensure consistency and quality.

Refer to the Scenario

The Lead Enterprise Architect has asked you to recommend the best approach to address the Chief Engineer's concern.

Based on the TOGAF standard, which of the following is the best answer?

- A. You create an Architecture Contract to manage and govern the implementation and migration process
- B. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- C. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.
- D. You use the Architecture Contracts to manage the architecture governance processes for the project across the location
- E. You deploy monitoring tools to assess the performance of each completed drive assembly at each location and develop change requirements if necessary. You recommend that if a deviation from the contract is detected, the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local need
- F. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.
- G. You create an Architecture Contract to manage and govern the implementation and migration process at each location
- H. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organization
- I. For contracts issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- J. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management
- K. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract. You schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition
- L. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

Answer: A

NEW QUESTION 286

- (Exam Topic 2)

Which of the following best describes the Reference Library within the Architecture Repository?

- A. Guidelines and templates used to create new architectures
- B. Processes to support governance of the Architecture Repository
- C. A description of the organization specific architecture framework and method
- D. Specifications to which architectures must conform
- E. A record of the governance activity across the enterprise

Answer: A

NEW QUESTION 290

- (Exam Topic 2)

Complete the sentence. The key purpose of Gap Analysis is to _____

- A. establish quality parameters for the architecture

- B. identify potential missing or overlapping functions
- C. validate nonfunctional requirements
- D. identify commercial building blocks to be purchased
- E. determine the required service levels for the architecture

Answer: B

NEW QUESTION 294

- (Exam Topic 2)

Which one of the following is NOT part of the approach to Phase H -Architecture Change Management?

- A. Business Scenarios
- B. Capacity Measurement
- C. Change Management
- D. Measuring Business Growth

Answer: A

NEW QUESTION 297

- (Exam Topic 2)

What class of architectural information within the Architecture Repository defines processes that support governance of the Architecture Repository?

- A. Architecture Capability
- B. Architecture Landscape
- C. Architecture Metamodel
- D. Governance Log
- E. Reference Library

Answer: A

NEW QUESTION 302

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

Your role is that of Lead Enterprise Architect within the staff headquarters of a large hotel chain. The chain manages over 500 hotels across North America and Canada, with another 230 hotels internationally in the United Kingdom, Europe, Australia and New Zealand. Unlike other hotel chains, which are often a mix of company-owned and franchised units, each hotel in the chain is an independently owned and operated franchise. Many of the hotels use the same internal IT systems that they used before they joined the franchise. Until recently, the only requirement that has been placed on each hotel is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.

The CEO of the chain has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new support services including worldwide reservations, global, national and regional marketing as well as consolidated financial, logistics, and yield management. This strategy is part of the long-term commitment to enhance the brand image and drive superior revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

These changes will provide the chain with improved utilization of its capacity and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising into key national and regional markets to improve yields.

The chain has a mature enterprise architecture practice based in its headquarters and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity.

In planning this change, the Chief Architect engaged the services of a well-known consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO's vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations.

Based on the recommendations from the initial study, the chain has taken the decision to adopt a packaged suite of integrated applications that is tailored to the needs of the hospitality industry.

Refer to the scenario

You have been asked by the Chief Architect to propose the best approach for architecture development to realize the CEO's vision.

Based on TOGAF, which of the following is the best answer?

- A. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capabilities
- B. Then the focus should be on transition planning and architecture deployment
- C. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
- D. You propose that the target architecture is defined first, followed by transition planning
- E. This is because the vision is well understood and the strategic architecture agrees
- F. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.
- G. You propose that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy
- H. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement
- I. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.
- J. You propose that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change
- K. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

Answer: D

NEW QUESTION 306

- (Exam Topic 2)

According to TOGAF, which of the following best describes the purpose of the Architecture Definition Document?

- A. An agreement between development partners and sponsors on the deliverables
- B. A description to allow measurement of the compliance of the implementation
- C. A description to communicate the intent of the architect

- D. A document that triggers the start of an architecture development cycle
- E. A set of general rules and guidelines

Answer: C

NEW QUESTION 308

- (Exam Topic 2)

Complete the sentence by selecting the applicable pair of words. According to TOGAF, a/an _____ is used to describe the _____ of a stakeholder.

- A. activity model, perspective
- B. viewpoint, requirements
- C. view, concerns
- D. Node Connectivity Diagram, interconnections
- E. Architecture trade-off analysis, constraints

Answer: C

NEW QUESTION 310

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are working as a consultant to the Chief Architect at an intelligence and security organization responsible for securing government communications and information systems. These provide real-time, highly secure communication of voice, video, and message data to remote locations around the world. The agency has recently received information from intelligence sources that the current encryption protocols may no longer be secure. In response, a program is underway to upgrade the systems.

The agency has an established Enterprise Architecture (EA) capability based on the TOGAF standard. The Executive Director of the agency is the sponsor of the EA capability.

Since reliable, high-performance, and secure communications are essential to preserving national security, the Executive Director has placed more stringent requirements for the architecture of the upgraded systems. It must be able to provide assurance and verification of specific performance measures on the key services that are most crucial for system operation. Focusing on these service-level details and specific measurements, will allow stricter requirements to be enforced in service contracts. It will also provide a high degree of assurance that necessary performance is being delivered and that notifications will occur if any critical service fails to perform as required.

A portion of the program budget has been allocated to context a review of the EA. The scope of the review is to evaluate the processes, content and governance of the EA capability to ensure that the higher target performance and service levels required by the upgraded system can be achieved.

The Chief Architect has noted that the core EA artifacts that have been in use are not able to describe these new capabilities. The artifacts do not have explicit provisions for defining the in-depth measurement

requirements regarding specific services required for the system. She has learned that certain services within the current system have service measurement implementations that match some of the new requirements, but they are only used in a few areas.

Recent EA efforts at another national agency have produced generalized high-performance communication system models to realize similar requirements in a critical defense system involving secure communications. It is possible that these models may be useful for the upgrade program.

Refer to the Scenario

[Note: You may need to refer to the Content Metamodel chapter, section 30.4 (located in Part IV) of the reference text in order to answer this question.]

You have been asked to make recommendations for tailoring the Architecture Content Metamodel to accommodate the requirements of the upgraded system.

Based on the TOGAF standard, which of the following is the best answer?

- A. You recommend that a Communications Engineering view is created using the infrastructure consolidation extension from the Architecture Content Metamodel
- B. This view will allow architects to align the needed performance measurement communications across the system
- C. This will support the stringent performance measurements needed for the more detailed governance views required for the upgraded system, making the interfaces to the communication and network layer of the architecture highly visible at the application level.
- D. You recommend that the services extension be incorporated into the Architecture Content Metamodel. By using this extension, the service model is no longer constrained by what is expected in typical business service definitions, allowing more flexibility for adding customized models to support the more stringent measurement requirement
- E. The services extension can also be used to map terminology between the business services and the application components.
- F. You recommend that the motivation and governance extension are incorporated into the Architecture Content Metamodel
- G. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance model
- H. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.
- I. You recommend all of the extensions be incorporated into the Architecture Content Metamodel
- J. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needed to support the performance and measurement objectives linked to these artifact
- K. Once the new repository content has been implemented, on-demand queries can be used to generate a customized governance stakeholder view that isolates the artifacts and data needed to assess measurement for any particular service
- L. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.

Answer: B

NEW QUESTION 313

- (Exam Topic 2)

In the Preliminary Phase, which of the following drives the requirements and performance metrics when scoping the enterprise architecture work?

- A. Architecture governance
- B. Business imperatives
- C. Solution architecture
- D. Service level agreements
- E. Time horizon

Answer: B

NEW QUESTION 316

- (Exam Topic 2)

Which of the following statements does NOT correctly describe Architecture Principles?

- A. They are most effective when they are embraced and used across the organization
- B. They are based on enterprise principles
- C. They are detailed policies that prescribe behaviors and requirements
- D. Even though they may appear generic, they should be tailored to reflect an organization's culture and goals

Answer: C

NEW QUESTION 320

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