

Chapters *To Go*



TOGAF 9 Foundation Part 2 Certification Exam Preparation: Course in a Book for Passing the TOGAF 9 Foundation Part 2 Exam: The How to Pass on Your First Try Certification Study Guide

by William Manning
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anil_gogia@uhc.com

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Chapter 14: Answer Guide

14.1 Answers to Questions

Question 1

Question Rationale	The intent of the question is to recognize and incorporate a successful pattern using the ADM appropriately.	
Most Correct	C	This is the best answer for three reasons: 1) it uses the input of the stakeholders and Architecture Board throughout the process, especially in the beginning and as oversight for the implementation. 2) It utilizes the architecture and solution patterns within the Enterprise Continuum to fulfill the request. 3) It recognizes the need to implementation in Transitional phases.
Second Best	B	This is a good representation of what must be done. Where it differs from the best answer is its specific intention to perform the work in transitional phase and for the oversight provided by the Architecture Board.
Third Best	A	At the start of the effort in this answer, the stakeholders are not identified or worked with. IT is not until the end that they are engaged.
Distracter	D	Any implementation consists of both an architecture and a solution. This answer focuses heavily on the solution with little to no regard for the architecture.

Question 2

Question Rationale	The question focuses on interacting with changing security requirements	
Most Correct	A	This is the best answer because it concentrates on the security aspect of the new regulatory requirements from the very beginning by attempting to identify stakeholder concerns related to security. In addition, the security lead is participating in the formation of the architecture requirements, not reviewing. Finally, the risk and threat analysis effort should be able to identify any additional issues that may exist in the environment specific to the security requirements.
Second Best	D	This answer also engages the security architect, but later in the process than the previous answer and the role is used more as a consultant than an active participant in designing the architecture.
Third Best	B	This answer does not have any mention of the need to focus on security concerns from the new requirements. It does provide the basic and necessary steps for introducing a change to the environment, primarily a gap analysis to aid in transitioning the target architecture.
Distracter	C	This is the worst answer out of the possible choices because to does not consider the security aspect of the problem and provides a more generalized description of the effort. Additionally, the assignment for a project manager is rather late, even if the focus of the project is just the implementation. A project manager should be involved at the very beginning.

Question 3

Question Rationale	The question focuses on supporting Service Oriented Architectures using principles of TOGAF.	
Most Correct	D	Using Enterprise Architecture to support SOA initiatives provides four key initiatives, which this answer has: 1) a structured representation of business and technology and their interdependencies. (Hierarchical business model) 2) an Enterprise Continuum and its contents of principles, constraints, frameworks, patterns, and standards. (Central database) 3) a consistent model to address multiple perspectives and problem domains. (Hierarchical business model) 4) A method of governance over deliverables, planning, and analysis (performance measurements, maturity assessment and improvement proposals)
Second Best	C	This is the second best answer primarily because there is no clear indication that the principles of an Enterprise Continuum are being adopted.
Third Best	B	This answer is not close to being as defined as the previous two and focuses mostly on the technology of the company. However, it will provide a good foundation for meeting the expected goals once mapped to business strategy.
Distracter	A	This answer plays out as a series of unattached efforts to attempt to improve the overall standing. Except for the focus on communication, it does little to meet the overall set of problems described in the scenario.

Question 4

Question Rationale	The question focuses on the providing the foundation for proper decision making for technological solutions. For TOGAF, this foundation resides in the development of principles, which in cooperation with the business objectives provides a firm test of a specific solution's capability to support the business appropriately.	
Most Correct	B	This is the only answer that specifically creates architecture principals for the company. The principles themselves incorporate the business objectives and the drivers that influence decision-making. They serve as the baseline to determine past decisions as they relate to the current business model and provide guidance for future decisions in technology. The establishment of the Architecture Board allows the principles to be adhered to and where conflicts exist, to make decisions. Improvements are identified through the efforts of the stakeholders, not the single authoritative group or person.
Second Best	A	This answer is very similar to the previous, except that it does not focus on the creation of principles, but rather relies on the external drivers of decisions. Though external drivers do exist, principles are an internal creation providing guidance. Principles should appropriate incorporate external drivers to or provide a substantial level of resistance to those drivers. An Architecture Board is established for

		governance and stakeholders have a say in improvements to the current environment.
Third Best	D	Though similar in effort to the previous answer, one major disconnect is apparent: there is little or no participation by the stakeholders. Even the creation of the improvement plan seems in isolation from the organization.
Distracter	C	This answer provides a high level of granularity which is not enough to clearly see whether the a resolution can be obtained. The efforts themselves seem to address the issues, but not significantly enough to promote trust or cooperation.

Question 5

Question Rationale	The focus of the question is on stakeholder management. The cultural and political aspects of an organization can deter or advance any architectural effort. The key to success is identifying the potential obstacles that may exist from various, and influential, stakeholders.	
Most Correct	C	Stakeholder management contains four major steps, which are demonstrated in this answer. 1) Identify stakeholders. 2) Determine the stakeholder's readiness (commitment) to support the effort. 3) Determine the approach for managing stakeholders. 4) Tailor the deliverables for engagement (Views and viewpoints).
Second Best	D	This answer identifies the stakeholders and tailors the deliverables (viewpoints) to communicate with the stakeholder. However, the answer does not address determining the stakeholder's commitment or determining the proper approach for engaging the stakeholder's.
Third Best	A	Like the previous answer, the stakeholder's are identified and viewpoints are created. The difference from the previous answer is when the stakeholders are engaged, namely after identifying the business goals, principles, and objectives rather than before. Especially in environments where stakeholder issues exist, the earlier they are involved, the greater success experience throughout the effort.
Distracter	B	This answer has very little involvement from the stakeholders.

Question 6

Question Rationale	This question focuses on the Migration Plan and incidental support of that plan. The concerns of the stakeholders can be narrowed down to two major points: what can prevent successful implementation of the architecture and how do we know if successful implementation is threatened.	
Most Correct	A	This answer provides two tools to address the points mentioned above. The Implementation Factor Assessment and Deduction Matrix provide a clear presentation of the positive and negative factors that can affect the implementation and migration plan. The Enterprise Architecture State Evolution Table provides a pre-determined view of the progressing enterprise architecture, which can be used to inform the stakeholders what to expect at each stage of the migration.
Second Best	C	Like the previous answer, the Implementation Factor Assessment and Deduction Matrix provide a list of factors, which may affect the implementation. The second tool used is the Architecture Definition Increments Table, which allows deliverables to be assigned to specific transition architecture allowing some control of the implementation plan. This is not the better solution as the second table does not set expectations for the stakeholders, but the provision for more control during implementation provides a good approach.
Third Best	D	This answer only focuses on identifying impact factors on the implementation with the intent to mitigate any problems that could occur.
Distracter	B	Though the Consolidated Gaps, Solutions and Dependencies Matrix can provide a good resource in creating the plan, it does little to address the concerns of the stakeholders.

Question 7

Question Rationale	The focus of this question is the activities of the Preliminary Phase to provide immediate attention to business and technical operations issues.	
Most Correct	D	There are several steps involved in the Preliminary Phase, but the ones listed in the answer have the greatest focus for addressing the issues mentioned. Each of the recommendations has immediate impact and long lasting support for the rest of the ADM. The governance framework provides the change management aspect required by the issues, just as the tailoring of the architecture framework. The definition of principles provides a context for viewing current solutions, including legacy, and assessing their implications on the overall architecture. By focusing in the principles, the architecture team can address in a variety of ways the lack of consistency in support and even validate the need for improvement in legacy solutions from a business context.
Second Best	B	This answer is very similar to the previous answer except that principles are not a focus for addressing the issues. As a result, the issue related to legacy systems is not appropriately handled.
Third Best	C	Like the previous answer, the issue related to legacy systems is not directly addressed. The remaining recommendation are valid but are identified as individual efforts outside the context of the ADM. The result is a disconnect from the larger architectural effort required by the architecture team.
Distracter	A	Service contracts are a viable option for communicating and agreeing to operational terms; however, these the use of these contracts is premature without a clearer understanding of the architecture.

Question 8

Question Rationale	The purpose of this question is to demonstrate possible approaches in a greenfield situation assuming the activities of the preliminary phase are complete.	
Most Correct	D	This answer describes activities directly from the Architecture Vision phase. Though it does not provide specific solutions to implement, it provides the foundational structure for communicating and developing the architecture and associated solutions in an iterative fashion.
Second Best	C	This answer attempts to find appropriate solutions quickly, literally passing over many of the architecture vision activities needed. Since the ADM is an iterative process, this may be acceptable to create the first transition architecture for the enterprise.

Third Best	A	The activities within this answer are valid and will essentially aid the architecture effort but there is no real context in place to understand the value of the activities: no vision is being developed nor any solution to be implemented.
Distracter	B	The project is a greenfield with essentially no architecture currently in place to assess. As a result, the remaining activities have no foundation of support.