Across all Modules : Mixed Questions Answers and Explanations

Additional Questions on entire TOGAF 9.2

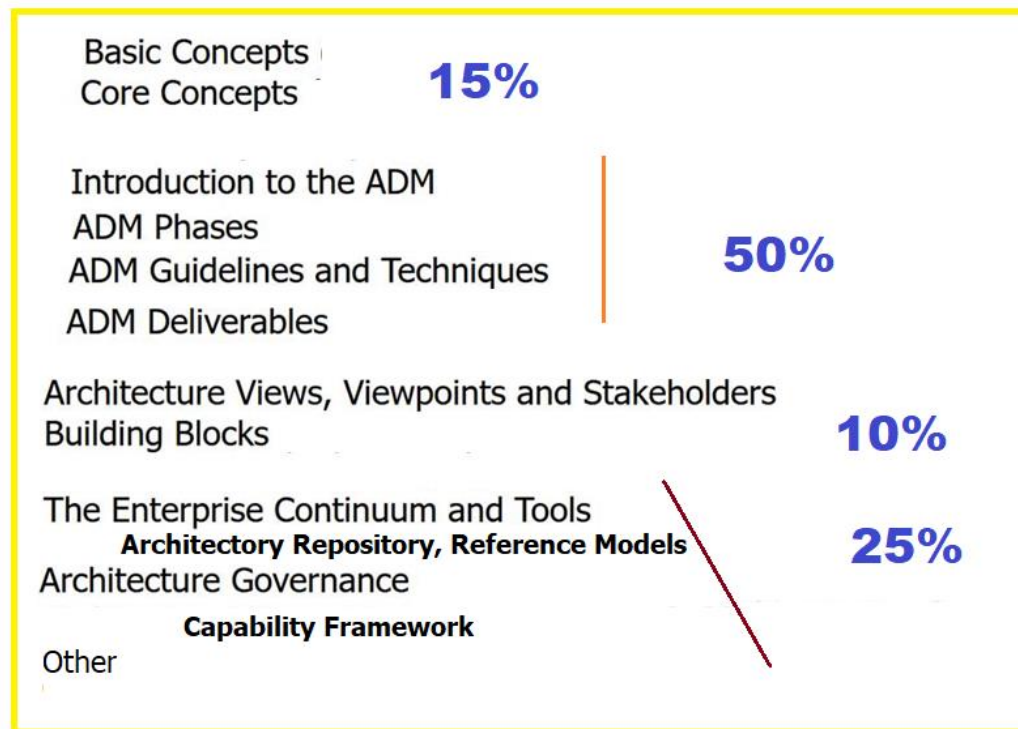## Level 2 questions appear first, followed by Level 1 Questions

It is practical to go by relative weightage in focusing for the Certification

Do check with full feature mock exams to see how they cover the topics below
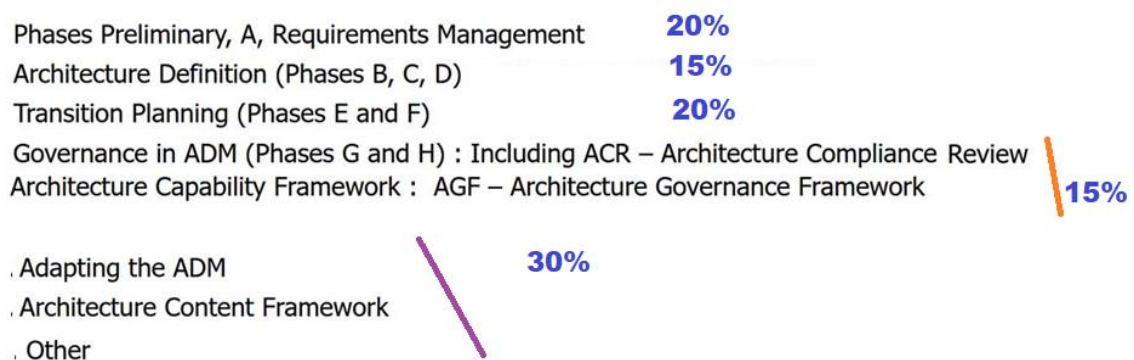
with their own weightage

A very generic weightage suggested by this Faculty appears below:

Level 1 :

Basic Concepts
Core Concepts **15%**

Introduction to the ADM
ADM Phases
ADM Guidelines and Techniques **50%**
ADM Deliverables

Architecture Views, Viewpoints and Stakeholders
Building Blocks **10%**

The Enterprise Continuum and Tools
Architectory Repository, Reference Models **25%**
Architecture Governance
Capability Framework
Other

Level 2 :

Phases Preliminary, A, Requirements Management **20%**
Architecture Definition (Phases B, C, D) **15%**
Transition Planning (Phases E and F) **20%**
Governance in ADM (Phases G and H) : Including ACR – Architecture Compliance Review
Architecture Capability Framework : AGF – Architecture Governance Framework **15%**

Adapting the ADM **30%**
Architecture Content Framework
Other

In this composite modules, Question numbers are not sequential and follow some internal mechanism from our question bank.

Questions are purposely scrambled and may appear from any topic of TOGAF anywhere. This will help you use this as Mock test.

Questions from previous Q&A pdf files may also repeat there.

A video covering some Level 1 Questions

https://www.youtube.com/watch?v=J19sAMd8hOA

One interaction video on Level 1 preparation

https://www.youtube.com/watch?v=J-DAu990Aug&t=259s

A detailed video on a student interacting with an expert with certain Level 2 questions

https://www.youtube.com/watch?v=-N6eAGlJNAc&t=550

One more video on lines similar to the above

https://www.youtube.com/watch?v=2l4QmUGdbio&t=537s

A video focusing on Reference Models of TRM and III-RM and then moves to some Level 2 questions and answer

https://www.youtube.com/watch?v=XKECU4SvgFk&t=265s

Every Part, every Chapter in TOGAF documentation is important for understanding purpose and important for Certification purpose.

We suggest that following Chapters are **relatively more important** from Level 2 Scenario based question viewpoint.

Introduction portion of every Part

Chapter 1 : Introduction (to TOGAF)

Chapter 2 : Core Concepts

Chapter 5 to 16 : Phases of ADM : Steps section, for specifically

Chapter 18 : Applying Iterations to ADM

Chapter 20 : Architecture Principles

Chapter 21 : Stakeholder Management

Chapter 23 : Gap Analysis

Chapter 26 : Business Transformation Readiness Assessment

Chapter 27 : Risk Management

Chapter 28 : Capability Based Planning

Chapter 31 : Architectural Artifacts

Chapter 40 : Establishing an Architecture Capability

Chapter 42 : Architecture Compliance

Scenario : AGEX Inc.

On : Security Architecture and Preliminary Phase

AGEX is a large, global commodities trading company which has been growing rapidly through a series of acquisitions. Each new 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, AGEX has begun implementing a single Enterprise Resource Planning (ERP) system to consolidate information from several applications that exist across the lines of business. The Corporate Board is concerned that the new ERP system must be able to manage and safeguard customer information in a manner that meets or exceeds the legal requirements of the countries in which the company operates.

This will be an increasingly important capability as the company expands its online services offered to clients and trading partners.

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the ERP implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture.

After reviewing the available alternatives, and based on recommendations from the ERP vendor, AGEX has selected TOGAF 9 as the basis for its Enterprise Architecture program.

The CIO has endorsed this choice with the full support of top management.

You are serving as the Chief Architect.

You have been asked to recommend the approach to take in the Preliminary Phase to ensure that the Corporate Board's concern is addressed.

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

A. You evaluate the implications of the Board's concern in terms of regulatory and security policy requirements. You then update the AGEX security policy to reflect the concern, ensuring that this policy is communicated across the organization.

You allocate a security architecture team to ensure that security considerations are included in ongoing architecture planning. You then assess the security implications and agreements within the AGEX businesses and their suppliers.

B. You evaluate the implications of the Board's concern in terms of regulatory requirements and their impact on business goals and objectives. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the Board's concern.

You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed.

C. You start by clarifying the intent that the Board has for raising this concern. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objectives.

You propose that a security architect or security architecture team be allocated to develop comprehensive security architecture.

D. You evaluate the implications of the Board's concern by examining the potential impacts on business goals and objectives. Based on your understanding, you then update the current AGEX security policy to include an emphasis on the Board's concern.

In addition, you allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

What to focus and what to skip and what to just note while reading the Scenario Description : Try to follow such a sample whenever you read and attempt Level 2 Exam questions

~~AGEX is a large, global commodities~~ trading company which has been growing rapidly through a series of acquisitions. ~~Each new 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, AGEX has begun implementing a single Enterprise Resource Planning (ERP) system to consolidate information from several applications that exist across the lines of business. The Corporate Board **is concerned that** the new ERP system must be able to manage and **safeguard customer information** in a manner that meets or exceeds the legal requirements of the countries in which the company operates.

~~This will be an increasingly important capability as the company expands its online services offered to clients and trading partners.~~

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the ERP implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture.

After reviewing the available alternatives, and based on recommendations from the ERP vendor, AGEX has selected TOGAF 9 as the basis for its Enterprise Architecture program.

The CIO has endorsed this choice with the full support of top management.

You are serving as the Chief Architect.

You have been asked to recommend the approach to take in the Preliminary Phase to ensure that the Corporate Board's concern is addressed.

Issues in focus :

Lack of integration between central unit and business units

Going for single ERP solution to consolidate all the information.

Concern : That the new ERP system must be able to manage and safeguard customer information in a manner that meets or exceeds the legal requirements of the countries in which the company operates

Cross-functional Architecture Review Board (Governance body) is formed.

Aim :

Study the alternative approaches to take in the Preliminary Phase to ensure that the concern is addressed.

To do :

Select the best alternative.

What to refer in TOGAF documentation ?

5. Preliminary Phase

Chapter Contents

5.1 Objectives | 5.2 Inputs | 5.3 Steps | 5.4 Outputs | 5.5 Approach

This chapter describes the preparation and initiation activities required to meet the business directive for a new Enterprise Architecture, including the definition of an Organization-Specific Architecture framework and the definition of principles.

A.

You evaluate the implications of the Board's concern in terms of regulatory and security policy requirements. – This is what is the core point of this set of actions appearing in this scenario

You then update the AGEX security policy to reflect the concern, ensuring that this policy is communicated across the organization. – A step that reflects the Architecture Principle definition, which is most important in Preliminary Phase

You allocate a security architecture team to ensure that security considerations are included in ongoing architecture planning. Goes with the step : 5.3.3 Define and Establish Enterprise Architecture Team and Organization

You then assess the security implications and agreements within the AGEX businesses and their suppliers.

Goes with the step : 5.3.1 Scope the Enterprise Organizations Impacted

B.

You evaluate the implications of the Board's concern in terms of regulatory requirements and their impact on business goals and objectives. What about the Security related concern ?

Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the Board's concern. Many points of action are suppressed here and not explicitly revealed

You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed. Appointing a Security Architect is fine, but many points of Preliminary Phase relating to identifying and involving the "communities affected" – meaning the departments and partners involved, are left out

C.

You start by clarifying the intent that the Board has for raising this concern. – This is obvious and not a great point.

This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objectives. We need steps more than understanding. Further the security concern is not mentioned at all.

You propose that a security architect or security architecture team be allocated to develop comprehensive security architecture. Appointing a Security Architect is fine, but many points of Preliminary Phase relating to identifying and involving the "communities affected" – meaning the departments and partners involved, are left out

D.

You evaluate the implications of the Board's concern by examining the potential impacts on business goals and objectives.

Based on your understanding, you then update the current AGEX security policy to include an emphasis on the Board's concern. – A step that reflects the Architecture Principle definition, which is most important in Preliminary Phase

In addition, you allocate a security architect to ensure that security considerations are included in the architecture planning for all domains. Appointing a Security Architect is fine, but many points of Preliminary Phase relating to identifying and involving the "communities affected" – meaning the departments and partners involved, are left out

Answer :

Most Correct : A

This is the best answer. Look at the green points and discussion thereon.

Second Best : D

Two valid points. Also both concerns are mentioned

Third Best : B

Two valid points. Also Security concern not mentioned

Distracter : C

See all red points and decide for yourself

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.

The Implementation and Migration Plan v 0.l, 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 increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation.

You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the projects. You would then document the lessons learned and generate the final plan.

B. You would assess how the plan impacts the other frameworks in use in the organization.

Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. You would then assign a business value to each project, taking into account available resources and priorities for the projects. Finally, you would generate the Implementation and Migration Plan.

C. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met.

If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.

D. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycle. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan.

You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.

Note that just like B D A T Phases go through versions (usually 0.1 to 1.) before the SBBs are produced, there could be version numbers for progressing through subsequent Phases where SBBs are produced. This Scenario refers to The Implementation and Migration Plan v 0.l. This is to be taken as Phase E work with the next and final version being one happening in Phase F

Issues in focus :

Defined a strategic architecture – This is done in Preliminary Phase and continued in Architecture vision Phase

Called for the consolidation of multiple Enterprise Resource Planning (ERP) applications
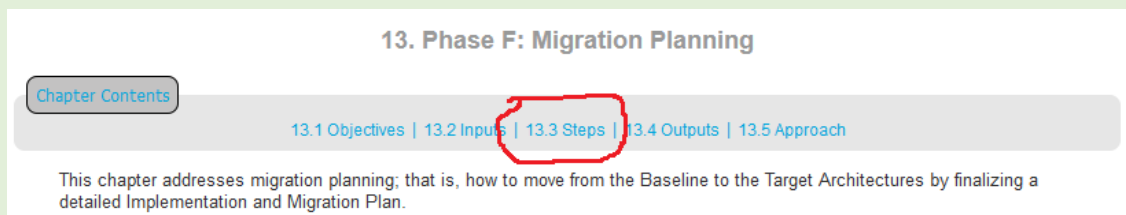
The company has a number of management frameworks in use, including business planning, portfolio/project management, and operations management

Aim :

Goal is to replace the functionality of the existing applications with a new ERP product

To do :

The Implementation and Migration Plan v 0.l, 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.

13. Phase F: Migration Planning

Chapter Contents

13.1 Objectives | 13.2 Inputs | 13.3 Steps | 13.4 Outputs | 13.5 Approach

This chapter addresses migration planning; that is, how to move from the Baseline to the Target Architectures by finalizing a detailed Implementation and Migration Plan.

Also refer to steps of Phase E, since some of them are quoted in the Scenario description : A consolidated gap analysis has been completed; architects have reviewed the requirements, dependencies and interoperability requirements; architects have completed the Business Transformation Readiness Assessment; The Implementation and Migration Plan v 0.l, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete.

Clear indications are in the Scenario Description that we need to focus on Phase F while arriving at the best answer choice.

A.

You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation.

You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the projects. You would then document the lessons learned and generate the final plan.

The scenario focus is on Phase F. The points above are of Phase E : Mismatch of Phase steps

B.

You would **assess how the plan impacts the other frameworks in use in the organization. – Important point**

Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management frameworks.

You would then assign a business value to each project, taking into account available resources and priorities for the projects.

All above are relevant steps of Phase F

Finally, you would generate the Implementation and Migration Plan.

C.

You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met.

The scenario focus is on Phase F. The points above are of Phase G :
Mismatch of Phase steps

If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.

D.

You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycle. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan.

The scenario focus is on Phase F. The points above are of Phases other than Phase F, mostly of Phase G : Mismatch of Phase steps

You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.

Answer :

Most Correct : B

This is the best answer. Look at the green points and discussion thereon.

Next Best Answer, Third Best Answer and for Worst and disaster answer : There is a tie between the other three answer choices. All of them have some major defect in their approach for the Scenario described.

Recollect the steps of Phase F, given as quick summary in the appropriate Module :

Align Implementation Plan with PMO, Operations, LOB

Arrive at the Value (Benefit) for Project and Work Packages in the Charter

Arrive at TCO – Total Cost of Operations

Cost Benefit Analysis, Priority based on that and on a Risk check

Work Products on the Architecture Roadmap confirmed

Implementation and Migration Plan completed and ready for Top Management approval

Architecture Development Cycle for current Portfolio and Charter is completed

You are the Lead Enterprise Architect in a company that 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 Illinois, Nebraska, and 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 moulded fibre reinforced plastics.

However, recent improvements in composite materials, coupled with enhanced automated methods for precision application of materials during the moulding process, have led to significant reduction in weight, increase in strength, and 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 Board. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

TOGAF 9 and its Architecture Development Method (ADM) are used to develop the automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies.

Recently, a pilot architecture project was completed at a single location 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 Architecture Board 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, sponsor of the activity, has expressed concern that a uniform process be employed at each location to ensure consistency.

You have been asked to recommend the best approach to address the Chief Engineer's concern.

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

A. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. 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. 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.

B. You create an Architecture Contract to manage and govern the implementation and migration process at each location. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organization. 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.

C. You create an Architecture Contract to manage and govern the implementation and migration process.

If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. 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 issued Architecture Contracts to manage the architecture governance processes for the project across the locations. You deploy monitoring tools to assess the performance of the completed blade 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 needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

This Scenario Description appears to be highly (Mechanical) engineering oriented. But if we remember what all to ignore and what all to focus, there are not at all any issues.

Issues in focus :

Architecture Contracts have been developed that detail the work needed to implement and deploy the new Automated Test System controller for each location

Aim :

Goal is to replace the functionality of the existing applications with a new ERP product

To do :

To recommend the best approach to address the Chief Engineer's concern: that a uniform process be employed at each location to ensure consistency : This is related to Implementation Governance and Architecture Contracts

Important point to note : Architecture Board approved the plan – this means, Phase F is complete and the Development and Imp mentation are about to start.

This is a clue that Contracts are available and that they need be reviewed rather than going for fresh creation

Remember from Phase G that Governance is closely relate to the concept of Architecture Contracts.

Contracts, in turn are related to ACR – Architectural Compliance Review

A.

You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. 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.

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.

Points are in line with drawing up of Architecture Contracts in Phase G, ACR – Architecture Compliance Review is suitably described

B.

You create an Architecture Contract to manage and govern the implementation and migration process at each location.

For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organization.

This has to be a Contract as per ADM, not a document of mere understanding

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.

The point above is are in line with Phase G, ACR – Architecture Compliance Review

C.

You create an Architecture Contract to manage and govern the implementation and migration process.

If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract.

For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the implementation organization. **This has to be a Contract as per ADM, not a document of mere understanding**

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.

The point above is are in line with Phase G, ACR – Architecture Compliance Review

D.

You use the issued Architecture Contracts to manage the architecture governance processes for the project across the locations. **The Contracts mentioned in Phase G are for 'governing implementation'. Not for entire Architecture Governance**

You deploy monitoring tools to assess the performance of the completed blade assembly at each location and develop change requirements if necessary. **This is an ongoing activity as described in Phase H. This has nothing to do with current scenario and the issue.**

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 needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition. **Dispensation does not lead to a fresh Preliminary Phase and issuance of new Request for Architecture Work**

Answer :

Best Answer : A

As noted already in the clues, Architecture Board approved the plan – this means, Phase F is complete and the Development and Imp mentation are about to start. This means that Contracts are available and that they need be reviewed rather than going for fresh creation

Disaster answer : D

Second Best and Third Best answers will lie between answer choices B and C. When you prepare for the certification, always aim to just reach at the best answer. Not anything else other than that.

Scenario Based Question : SBR – 523

ARTI Dimensioning is a multinational that operates production facilities in 29 countries and sells its products in over 120 countries.

A consultancy firm has recommended a realignment that will enhance sharing of product information across business units. The implementation of this strategic realignment will require the development of integrated customer information systems and product information systems.

ARTI has a mature enterprise architecture practice and uses TOGAF 9 for the basis of the ARTI Architecture Framework (method and deliverables). The CIO is sponsoring an architecture development program that is going to start. The CIO is concerned about a potential disruptive result to the business of this activity and before proceeding with the architecture development he asked to evaluate the impacts on the company business. Refer to the scenario above You are the Lead Architect and you have been asked to recommend an approach to address the concerns raised.

Based on TOGAF 9 recommend which of the following is the best answer.

A. A Risk Aversion Assessment should be conducted during the Implementation Governance phase to determine the degree of risk aversion of the proposed business transformation. After sharing the residual level of risk with the company chairman and the residual risk is not accepted, a set of parallel systems will be implemented to mitigate the risks.

B. Your recommendation is to use risk management techniques to assess the risks associated with the proposed business transformation and ensure the existence of business continuity plans. During the Implementation Governance phase you conduct a residual risk assessment to manage risks that cannot be mitigated.

C. During the Architecture Vision phase a risk assessment is conducted to mitigate initial risks and address those in the Architecture Contract signed in the Implementation Governance phase.

D. Your proposal is to utilize a risk management framework during the Implementation Governance phase to verify the risks associated with the proposed transformation of the business. You then share with the concerned stakeholders the residual level on risk before the Architecture Contracts are released.

Hand holding clues and approach tips from Faculty :

Issues in focus : A scenario question based on risks. Risk is mentioned in more than one ADM Phase. The main treatment of risk management is in Phase E.

Portfolio focus is on development of integrated customer information systems and product information systems.

Aim : recommend an approach to address the risk concerns raised.

To do : Best description to address the concerns raised

Chapter 27 : Risk Management

DO NOT PROCEED TILL IT IS OPEN IN A WINDOW IN YOUR SYSTEM

Never forget to open this, during every Reading and exercises in Level 2 :

For this question, it is :

27. Risk Management

Chapter Contents

27.1 Introduction | 27.2 Risk Classification | 27.3 Risk Identification | 27.4 Initial Risk Assessment | 27.5 Risk Mitigation and Residual Risk Assessment | 27.6 Conduct Residual Risk Assessment | 27.7 Risk Monitoring and Governance (Phase G) | 27.8 Summary

A.

Risk Aversion Assessment be conducted later in the Implementation Governance Phase to determine the implementation organization's degree of risk aversion with regard to the proposed business transformation. May put in place at that stage a set of parallel systems to mitigate the risks.

Providing name of such an assessment - Risk Aversion Assessment- this name is not part of TOGAF.

Phase G is when implementation (coding and development) starts. Too late to look into risk possibilities.

This answer is incorrect and a disaster. There is no such thing as a Risk Aversion Assessment in TOGAF. Putting in place a parallel solution would seem excessive and have its own risks.

B.

You recommend that techniques be used throughout the program to manage risk including risk monitoring. This will enable you to identify, classify and mitigate the risks associated with the proposed transformation and ensure suitable business continuity plans are in place. In the Implementation Governance phase, you ensure a residual risk assessment is conducted to determine the best way to manage risks that cannot be mitigated.

Risk Management techniques be used throughout ADM, especially risk monitoring

Will enable you to identify, classify and mitigate the risks associated with the proposed transformation and ensure suitable business continuity plans are in place.

Residual risk assessment is conducted to determine the best way to manage risks that cannot be mitigated. : Residual risk assessment be conducted later in the Implementation Governance Phase

This is the best answer. It summarizes the approach recommended in the TOGAF chapter on Risk Management. It recognizes that risk has to be managed through all phases, and that you need to identify, classify and mitigate risk before starting a transformation. In the Implementation Governance Phase, those residual risks should be understood and managed to the extent possible.

C.

During the Architecture Vision phase a risk assessment is conducted to mitigate initial risks and address those in the Architecture Contract signed in the Implementation Governance phase.

Architecture Contracts issued in the Implementation Governance phase address those initial risks

TOGAF is very clear that risk monitoring actions are in Phase E

Architectural Contracts relate software to developers and users, it has nothing to with risks being discussed here.

D.

Your proposal is to utilize a risk management framework during the Implementation Governance phase to verify the risks associated with the proposed transformation of the business. You then share with the concerned stakeholders the residual level on risk before the Architecture Contracts are released.

Risk management framework is used in Phase G, the Implementation Governance Phase : Not correct

TOGAF is very clear that risk monitoring actions are in Phase E

Phase G is when implementation (coding and development) starts. Too late to look into risk possibilities

This choice is less correct since it does not perform Risk Assessment prior to the Implementation Governance phase. This answer does not address risk monitoring or the management of residual risks.

Answer :

Best Answer : B

Other answer choices not rated here

Following question, which HAS appeared in Level 2 Exams, is a clear example of how each and every Chapter of TOGAF documentation is IMPORTANT for Certification. It has appeared from a Chapter that is often ignored by those preparing for the Certification.

Scenario Based Question : SBR – 524

On : Content Metamodel

You are working as a consultant to the Chief Architect at a government agency responsible for securing all government communications and information systems. The agency has recently received funding for a program that will upgrade the reliability and performance of its secure communication systems which provide real-time, highly secure communication of voice, video, and message data to remote locations around the world.

The agency has an established enterprise architecture (EA) capability based on TOGAF 9.

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 for the upgraded system. 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 more stringent 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 conduct 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 used since TOGAF 9 was introduced are not adequate 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 defence system involving secure communications. It is possible that these models may be useful for the upgrade program.

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

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

A. Since some artifacts will now require specific measurements and additional data will be needed to support the performance objectives linked to these measurements, you recommend that the motivation and governance extensions of the TOGAF 9 Content Metamodel are used. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance models. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.

B. You recommend all of the TOGAF 9 Content Metamodel extensions be incorporated into the Architecture Content Metamodel. 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 artifacts. 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. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.

C. Since this case requires extensions of the modeling and data details of the service, this is best done by using the services extension of the TOGAF 9 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 requirements. The services extension can also be used to map terminology between the business services and the application components.

D. To support the type of stringent performance measurements needed for the more detailed governance views required for the upgraded system, the interfaces to the communication and network layer of the architecture must be highly visible at the application level. To accommodate the proper development of this, a Communications Engineering view should be created from the infrastructure extension models of the TOGAF Content Metamodel. This view will allow architects to align the required performance measurement communications across the system.

Hand holding clues and approach tips from Faculty :

Issues in focus :

Received funding for a program that will upgrade the reliability and performance of its secure communication systems

The Architecture must be able to provide assurance and verification of specific performance measures on the key services that are most crucial for system operation.

A portion of the program budget has been allocated to conduct 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.

Aim : Provide recommendations for tailoring the Architecture Content Metamodel to accommodate the requirements of the upgraded system

To do : Select the best description

30. Content Metamodel

Chapter Contents

30.1 Overview | 30.2 Content Metamodel Vision and Concepts | 30.3 Content Metamodel in Detail | 30.4 Content Metamodel Extensions | 30.5 Content Metamodel Entities | 30.6 Content Metamodel Attributes | 30.7 Metamodel Relationships

A.

Since some artifacts will now require specific measurements and additional data will be needed **to support the performance objectives** linked to these measurements, you recommend that the motivation and governance extensions of the TOGAF 9 Content Metamodel are used.

The governance extension is intended to allow additional structured data to be held against objectives and business services, supporting operational governance of the landscape. Not for what is referred to above.

Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance models. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.

Note from : 30.4.1 Governance Extensions : The governance extension is intended to allow additional structured data to be held against objectives and business services, supporting operational governance of the landscape.

Note from : 30.4.6 Motivation Extensions : The motivation extension is intended to allow additional structured modeling of the drivers, goals, and objectives that influence an organization to provide business services to its customers. This in turn allows more effective definition of service contracts and better measurement of business performance

Some points of the Motivation Extensions do fall as a partial solution of the problem posed by the Scenario.

B.

You recommend all of the TOGAF 9 Content Metamodel extensions be incorporated into the Architecture Content Metamodel.

All extensions are not needed all the time. It has to be selective.

For example, the benefits of using governance extension are as follows :

- Service levels are defined in a more structured way, with:
  - More detail
  - The ability to re-use service profiles across contracts
  - Stronger tracing to business objectives
- Impacts to operations and operational governance models are considered in a more structured way, with:
  - Additional diagrams of system and data ownership
  - Additional diagrams of system operation and dependencies on operations processes

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 artifacts.

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. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.

C.

Since this case requires extensions of the modeling and data details of the service, this is best done by using the services extension of the TOGAF 9 Content Metamodel.

True. The services extension is intended to allow more sophisticated modeling of the service portfolio by creating a concept of Information System (IS) services in addition to the core concept of business services. IS services are directly supported by applications and creating the layer of abstraction relaxes the constraints on business services while simultaneously allowing technical stakeholders to put more formality into an IS service catalog.

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 requirements. The services extension can also be used to map terminology between the business services and the application components.

Quoting from TOGAF documentation :

This extension should be used in the following situations :

- When the business has a preset definition of its services that does not align well to technical and architectural needs
- When business and IT use different language to describe similar capabilities
- Where IT service is misaligned with business need, particularly around the areas of quality of service, visibility of performance, and management granularity
- Where IT is taking initial steps to engage business in discussions about IT architecture

The benefits of using this extension are as follows :

- Business services can be defined outside of the constraints that exist in the core metamodel; this allows for a more natural engagement with business stakeholders
- IS services can be defined according to a model that maps closely to implementation, providing a more realistic solution abstraction to support IT decision-making
- Business and IS service relationships show where the business view aligns with the IS view and where there are misalignments

D.

To support the type of stringent performance measurements needed for the more detailed governance views required for the upgraded system, the interfaces to the communication and network layer of the architecture must be highly visible at the application level. **Not relevant to the Scenario**

To accommodate the proper development of this, a Communications Engineering view should be created from the infrastructure extension models of the TOGAF Content Metamodel. This view will allow architects to align the required performance measurement communications across the system.

The Scenario is not about Views, though it may be an important topic in the chapter of Content Metamodel

Answer :

Best Answer : C

This answer choice addresses the issue of the Scenario.

It focusses on the point of requirement, which is : The Architecture must be able to provide assurance and verification of specific performance measures on the key services that are most crucial for system operation

Second best answer : A

Though not focusing on Services Extension, it does mention the Motivation extension, This extension has some casual relevance to the problem of the scenario, since 30.4.6 Motivation Extensions does mention : This in turn allows more effective definition of service contracts and better measurement of business performance.

Third best answer : B
However it suggests a very general solution of including all Extensions. This has the tendency of having a bloated content Meta Model

Disaster, worst answer : D : It is irrelevant to the scenario

Please note that what was chapter 21 Security Architecture and the ADM appearing in TOGAF 9.1 documentation is removed from Level 2 Certification angle and documentation of TOGAF 9.2

Nest Question SBR – 525 appearing below may please be ignored from the view of preparing for TOGAF 9.2 Level 2 Certification

Scenario Based Question : SBR – 525

Scenario is based on : Developing an Enterprise Security View

Hurricane Clothing Company is known for western clothing for men teenagers and children. It has over 100 stores in 10 countries and as of now employees 10,000 people.

It carries a rank of 15 among global clothing retailers. The Design team in their headquarters at Milano, Italy controls the process steps for preparing the merchandise from its raw material, as also the design and specification and the task of outsourcing of production and all such needs.

This Enterprise is in the process of acquiring three similar fashion chains in order to increase revenue substantially. They are planning to phase in the acquisitions over a period of 3 years.

This Hurricane Clothing Company has a mature Enterprise Architecture team. They have been has been putting TOGAF into practice for over 4 years. However it is the first time that this architecture team is facing merger of a new entity into the existing enterprise. Main concern of the stakeholders is about their own Security Architecture and its integration with the new acquisitions from different countries and each of which may carry different regulations. Given this situation, the EA team wants to ensure that level of importance and scrutiny on the security portion is adequate.

 Find the best answer, as per TOGAF documentation :

A. Consolidate the companies Information Systems into a single domain in order to reduce the task of security policy development within manageable size. Information objects should be transformed within the information domain in accordance with established rules, conditions and procedures as expressed in the security policy in the domain.

Analyze the minimum security requirement to ensure that the absolute protection will be achieved for the information domain across Communications. Security-Critical functions will be isolated into relatively small modules that are related in well-defined ways. The Operating System will isolate security context from each other using hardware protection features. Untrusted software will use end-system resources only by invoking Security-Critical functions through the separate kernel. Create security association to form as interactive distributed security context. Standardize security management functions, data structures and protocols.

B. Break down the company's Information Systems down into domains to reduce the task of security policy development within manageable size. Information objects should be transferred between two information domains in accordance with established rules, conditions and procedures expressed in the security policy of each information domain.

Analyze the minimum security requirement to ensure that the absolute protection will be achieved for the information domain across Communications. Security-Critical functions will be isolated into relatively small modules that are related in well-defined ways. The Operating System will isolate security context from each other using hardware protection features. Untrusted software will use end-system resources only by invoking Security-Critical functions through the separate kernel. Create security association to form an interactive distributed security context. Standardize security management functions, data structures and protocols.

C. Consolidate the companies Information Systems into a single domain in order to reduce the task of security policy development within manageable size. Hardware should be transferred within the technology domain in accordance with established rules, conditions and procedures expressed in the security and data transfer policies in the domain.

Analyze the minimum security requirement to ensure that the absolute protection will be achieved for the information domain across Communications. Hardware-Critical functions will be isolated into relatively small modules that are related in well-defined ways. . The Operating System will isolate security context from each other using hardware protection features. Untrusted software will use end-system resources only by invoking Security-Critical functions through the separate kernel. Create communication associations to form an interactive distributed security context. Standardize security management functions, data structures and protocols.

D. Conduct a risk assessment to classify and identify potential security risks and produce a Risk identification and Mitigation Assessment Worksheet. Initiate an iteration of Requirements Management and based on the updated security requirements, produce and announce new official security policy. Create a Codified Data / Information Asset Ownership and Custody Catalogue.

Conduct an iteration of Phase H to revise Change Management guidelines using the resulting documentation and the Data Classification Policy Catalogue. Gain a complete understanding of the business security requirements; find the pain point of the stakeholders for security considerations; get a clear understanding of what assets need to be protected, from whom they need to be protected, who has authorization to access them and to what level of security they need; document security forensics, perform a threat analysis; assess the impact of new security measures and its side effects; determine "what can go wrong?"

Hand holding clues and approach tips from Faculty :

Issues in focus :

This Enterprise is in the process of acquiring three similar fashion chains in order to increase revenue substantially. They are planning to phase in the acquisitions over a period of 3 years.

Aim :

Main concern of the stakeholders is about their own Security Architecture and its integration with the new acquisitions from different countries and each of which may carry different regulations

To do :

Given this situation, the EA team wants to ensure that level of importance and scrutiny on the security portion is adequate.

To find the best answer, as per TOGAF documentation

Answer :

Best answer : B

Next Best : A : Note that reducing the task of security policy development in provided not by consolidating domains but by breaking them down into many smaller domains.

Third Best : C : Contains references not related to security

Worst Answer : D : It goes into points which are way out. Also such Artifacts are not seen anywhere in TOGAF

Magic Wand Corporation manufactures a range of equipment used by magician worldwide. The global popularity of a series of children's books describing the formative years of a budding wizard and his various escapades at wizard school has driven unprecedented sales growth in the magical equipment market.

The current IT systems at Magic Wand are struggling to cope with the high volumes in this growth market. The CIO wants to persuade the board of Magic Wand Corporation to make a greater investment in the IT systems to cope with the new higher transaction volumes. One of the key components the CIOs wants to include when he approaches the board is a description of the current problems and how they may be addressed from an architectural point of view.

As the High Architect of Magic Wand Corporation, the CIO has delegated the task of creating a vision for the future Architecture to you.

Which of the following answers best describes how TOGAF recommends delivering an Architecture Vision for the CIO ?

A.

Firstly, I ensure there is a Request for Architecture Work from the CIO. Then I ensure that there is recognition for the architecture vision project by following any project management and programme management frameworks used within the organization. I would identify the key stakeholders and engage with them to understand and document their concerns and high-level requirements. This would result in a stakeholder map used to support other deliverables such as the Architecture Vision, a Communications plan and a Statement of Architecture Work. I would then identify the business goals and strategic drivers of the organization and define any enterprise or project specific constraints such as time and resources.

I would then define the business capabilities of the organization needed to fulfill those business goals and drivers and their readiness for change. Once complete, I would define the scope, confirm the architecture and business principles and develop the Architecture Vision. Following this, I would define the business case for the architecture project, assess the business risks and produce a risk mitigation plan. I would then define a plan of Enterprise Architecture work to meet the scope in the desired timeline and the resources required and secure the support of stakeholders.

B.

I would start by ensuring there is a Request for Architecture Work from the sponsor (the CIO). I would then create a project to define and deliver the architecture vision and the necessary outputs. The outputs include an approved Statement of Architecture Work, refined statements of Businesses Principles, Business Goals and Business Drivers, Architecture Principles, a Capability Assessment, a Tailored Architecture Framework, an Architecture vision, a Communications plan. The Statement of Architecture Work needs to be clear on the scope of architectural work, the resources needed to complete the work and amount of time it would take to complete the work assuming the scope of architectural work is agreed and that all the resources required are available. The final step would be to agree the Statement of Architectural Work with stakeholders confirming the scope, schedule and confirming the availability of the necessary resources.

C.

I would start by establishing the architecture project and follow the appropriate project management method. I would identify stakeholders their concerns and business requirements then confirm and elaborate the business goals, business drivers and constraints. I would then evaluate the business capabilities and readiness for business transformation and define the scope. I would then develop the architecture vision, define the target architecture value proposition, KPIs and identify and mitigate all risks associated with the transformation effort. Finally, I would develop an Enterprise Architecture Plan and Statement of Work and secure approval from the relevant stakeholders.

D.

I would approach this by defining and establishing the architecture team and governance. This would be followed by agreeing and establishing the architecture principles. I would select and customize an architecture framework changing any terminology and selecting the right phases and customizing the structure of content and outputs from the chosen method. Finally I would select and implement and architecture tools. The outputs from this work would include an Organization Model for Enterprise Architecture, a Tailored Architecture Framework including method and content, the Architecture Principles, an initial architecture repository, restatement or references to business principles, business goals and business driver, a request for architecture work and the governance framework.

Issues in focus :

Struggling to cope with the high volumes in this growth market

Aims :

Creating a vision for the future Architecture

To do :

Best description on how TOGAF recommends delivering an Architecture Vision for the CIO ?

A. Firstly, I ensure there is a Request for Architecture Work from the CIO. Then I ensure that there is recognition for the architecture vision project by following any project management and programme management frameworks used within the organization. I would identify the key stakeholders and engage with them to understand and document their concerns and high-level requirements. This would result in a stakeholder map used to support other deliverables such as the Architecture Vision, a Communications plan and a Statement of Architecture Work. I would then identify the business goals and strategic drivers of the organization and define any enterprise or project specific constraints such as time and resources. I would then define the business capabilities of the organization needed to fulfill those business goals and drivers and their readiness for change. Once complete, I would define the scope, confirm the architecture and business principles and develop the Architecture Vision.

Following this, I would define the business case for the architecture project, assess the business risks and produce a risk mitigation plan.

I would then define a plan of Enterprise Architecture work to meet the scope in the desired time line and the resources required and secure the support of stakeholders.

Request for Architecture Work from the CIO : Step of Preliminary Phase, but relevant to the scenario.

Recognition for architecture vision project : follow any project management and programme management frameworks used within the organization : Step of Preliminary Phase, but relevant to the scenario.

Identify the key stakeholders and engage with them

Understand and document their concerns and high-level requirements

Stakeholder map : to support other deliverables (Architecture Vision, Communications Plan and a Statement of Architecture Work)

Identify the business goals and strategic drivers ; any enterprise or project specific constraints

Define the business capabilities of the organization needed to fulfill those business goals and drivers

Assess their readiness for change

Define the scope, confirm the architecture and business principles and develop the Architecture Vision

Define the business case for the architecture project

Assess the business risks and produce a risk mitigation plan

Define a plan of Enterprise Architecture work (Statement of Architecture Work)

Secure the support of stakeholders

B. I would start by establishing the architecture project and follow the appropriate project management method. I would identify stakeholders their concerns and business requirements then confirm and elaborate the business goals, business drivers and constraints. I would then evaluate the business capabilities and readiness for business transformation and define the scope. I would then develop the architecture vision, define the target architecture value proposition, KPIs and identify and mitigate all risks associated with the transformation effort. Finally, I would develop an Enterprise Architecture Plan and Statement of Work and secure approval from the relevant stakeholders.

Establishing the architecture project (A large set of steps mentioned as one)

Follow the appropriate project management method (Vague step, part of which Phase ?)

Identify the key stakeholders and their concerns (engagement details missing)

Confirm and elaborate the business goals, business drivers and constraints

Evaluate the business capabilities and readiness for business transformation ; define the scope (Scope should have been defined before readiness is assessed)

Develop the Architecture vision

Define the target architecture value proposition, KPIs

Identify and mitigate all risks associated with the transformation effort

Statement of Architecture Work (Enterprise Architecture Plan and Statement of Work)

Secure approval from the relevant stakeholders

C. I would start by ensuring there is a Request for Architecture Work from the sponsor (the CIO). I would then create a project to define and deliver the architecture vision and the necessary outputs. The outputs include an approved Statement of Architecture Work, refined statements of Businesses Principles, Business Goals and Business Drivers, Architecture Principles, a Capability Assessment, a Tailored Architecture Framework, an Architecture vision, a Communications plan. The Statement of Architecture Work needs to be clear on the scope of architectural work, the resources needed to complete the work and amount of time it would take to complete the work assuming the scope of architectural work is agreed and that all the resources required are available. The final step would be to agree the Statement of Architectural Work with stakeholders confirming the scope, schedule and confirming the availability of the necessary resources.

Request for Architecture Work from the sponsor (the CIO) : Step of Preliminary Phase, but relevant to the scenario.

Create a project to define and deliver the architecture vision and the necessary outputs

Outputs include : An approved Statement of Architecture Work, refined statements of Businesses Principles, Business Goals and Business Drivers, Architecture Principles,

Capability Assessment, a Tailored Architecture Framework, (TOGAF expects these in which Phase ?)

an Architecture vision, a Communications plan

Statement of Architecture Work : scope of architectural work, the resources needed and time

Agree with stakeholders

D. I would approach this by defining and establishing the architecture team and governance. This would be followed by agreeing and establishing the architecture principles. I would select and customize an architecture framework changing any terminology and selecting the right phases and customizing the structure of content and outputs from the chosen method. Finally I would select and implement and architecture tools. The outputs from this work would include an Organization Model for Enterprise Architecture, a Tailored Architecture Framework including method and content, the Architecture Principles, an initial architecture repository, restatement or references to business principles, business goals and business driver, a request for architecture work and the governance framework

Defining and establishing the architecture team and governance (Step of Preliminary Phase)

Agreeing and establishing the architecture principles (Step of ? Phase, not just this, but all points that follow)

Select and customize an architecture framework (Step of Preliminary Phase)

Select and implement and architecture tools (Step of Preliminary Phase)

Output includes : Organization Model for Enterprise Architecture, Initial Repository (Step of Preliminary Phase)

restatement or references to business principles, business goals and business driver (Yes, Vision Phase)

Request for architecture work and the governance framework (Step of Preliminary Phase)

Answer :

A is the correct answer. This is the most complete description of the TOGAF approach to Architecture Vision phase.

C is the second best answer correctly stating all of the Steps in the Steps section of the TOGAF chapter on the Architecture Vision phase.

B is the third best answer; This re-states all of the outputs in the Outputs section of the TOGAF chapter on the Architecture Vision phase.

Chiamin Metals is a leading world-wide manufacturer for continuous casting and bottom pouring powders. In addition to mould powders, the company also produces cored wire for secondary metallurgy. Chiamin Metals offers a variety of products and uses a paper-based catalog to sponsor them.

A new CIO has joined the enterprise and has set up a team of Enterprise Architects following the TOGAF 9 practice.

The main challenge is now to offer to Chiamin Metals customers a centralized and reliable entry point for their request via the implementation of a global online portal. This will allow the management of new marketing activities and will enable the new Chiamin Metals' ecommerce service.

You are the Chief Architect and the CIO asked you to present an Architecture Vision to address the above business problem. Identify the best answer according to TOGAF 9.

A. You identify key stakeholders, their concerns, and define the key business requirements to be addressed in the architecture engagement and generate a Stakeholder Map. You Evaluate business capabilities and execute a Business Transformation Readiness Assessment. You apply the Business Scenarios technique to create a high-level view of the Baseline and Target Architectures also based on the stakeholder concerns, business capability requirements, scope, constraints, and principles.

B. As requested by the CIO you focus on the Architecture Vision documentation and apply the Business Scenarios technique to create a high-level view of the Baseline and Target Architectures also based on the stakeholder concerns, business capability requirements, scope, constraints, and principles.

C. You create a high-level view of the Target Architectures and then present them to the CIO.

D. As requested by the CIO you focus on the Architecture Vision and create a detailed view of the Baseline Architectures. This is done for Business, Data, Application and Technology domains and then presented to the CIO using the Architecture Definition Document.

A.

You identify key stakeholders, their concerns, and define the key business requirements to be addressed in the architecture engagement and generate a Stakeholder Map. You Evaluate business capabilities and execute a Business Transformation Readiness Assessment. You apply the Business Scenarios technique to create a high-level view of the Baseline and Target Architectures also based on the stakeholder concerns, business capability requirements, scope, constraints, and principles.

Every point is relevant. Important points mentioned include Stakeholder Map, Capability Evaluation, Readiness Assessment etc., **Also major (if not every) step of Vision Phase is mentioned here.**

B.

As requested by the CIO you focus on the Architecture Vision documentation and apply the Business Scenarios technique to create a high-level view of the Baseline and Target Architectures also based on the stakeholder concerns, business capability requirements, scope, constraints, and principles.

All are points relating to steps of Phase A : Architecture Vision. But **look for a more detailed answer before voting for this to be the Best Answer**

C.

You create a high-level view of the Target Architectures and then present them to the CIO.

Incomplete and does not describe how this is done

D.

As requested by the CIO you focus on the Architecture Vision and create a detailed view of the Baseline Architectures. **Detailed View (Building Blocks) are prepared in Phases B to D. Not in Phase A: Architecture Vision. The point below becomes redundant by this statement**

This is done for Business, Data, Application and Technology domains and then presented to the CIO using the Architecture Definition Document.

Answer :

Best Answer : A

Next Best Answer : B

Other answer choices not rated here

ARP Logistics is a worldwide Logistics company with offices in 25 countries and over three hundred thousand employees. TOGAF 9 is the Enterprise Architecture framework in use for many years. The company is facing an increasing number of hacking events with the intent of access to the ARP Logistics customer's bank details (including Credit Card Data). To reduce the likelihood of a successful hacking attempt, the CTO engaged the Enterprise Architecture team issuing a Request for Architecture Work to analyze and address possible gaps in the Security Architecture of the IT estate.

You are the Chief Architect of ARP Logistics. How would you address that situation based on TOGAF 9.1 towards the concerns of CTO ? Choose the best option.

A.

You decide to kick off a project to address the CTO's concerns and based on the TOGAF 9.1 canonical model you start preparing the Architecture Vision together with the IT Security team; here you define a set of areas you will focus on that are: Authentication, Authorization, Audit, Assurance, Availability, Asset Protection, Administration, Risk Management.

The vision will address all these areas and give guidelines for the future designs. You then analyze the current architecture for every architecture domain (Business, Data, Application and Technology) and apply your guidelines to identify gaps and to design the target architectures. Before starting phase G you review the Migration and Implementation Plan with the CTO to ensure that all the concerns are addressed and the risk of a successful hacking attempt is mitigated.

B.

You decide to kick off a project to address this concern and based on the TOGAF 9 canonical model you start preparing the Architecture Vision together with the IT Security team; you then write the Architecture Definition Document and engage a supplier to implement it.

C.

You decide to kick off a project to address this concern and based on the TOGAF 9.1 canonical model you start preparing the Architecture Vision together with the IT Security team; here you define a set of areas you will focus on that are: Authentication, Authorization, Audit, Assurance, Availability, Asset Protection, Administration, Risk Management.

The vision will address all these areas and give guidelines for the future designs. You then engage the Enterprise Architects who would be representative of the main architecture domains (Business, Data, Application and Technology) and kick off an Architecture Development iteration to analyze the current architecture from their viewpoints and apply your guidelines to identify gaps and to design the target architecture for every domain. Before starting phase G you review the Migration and Implementation Plan with the CTO, the domain architects and the IT Security Team to ensure that all the CTO concerns are addressed and the risk of a successful hacking attempt is mitigated.

D.

You Identify the key metamodel and the extensions to the content metamodel. You then identify the key artifact and a style-specific reference materials and maturity models. These will be applied to the baseline architecture to mitigate the risk of a successful hacking attempt.

Hand holding clues and approach tips from Faculty :

Issues in focus : Increasing number of hacking events

Issuing a Request for Architecture Work to analyze and address possible gaps in the Security Architecture

To do : Addressing the concerns of CTO : reduce the likelihood of a successful hacking attempt. Issued a Request for Architecture Work. So look into Vision Phase now.

Steps include, not necessary in strict sequential order :

Establishing the Architecture Project – Portfolio

Identifying Stakeholders, Concerns, and Business Requirements for each project or the group portfolio

Elaborating the Business Goals, Business Drivers, and Constraints

Evaluate Business Capabilities of Enterprise in raising to level expected by these projects

Assessing the Readiness for Business Transformation in the Enterprise

Defining Scope : Breadth, Depth, Time period : All four domains or only some of them is involved for this project ?

Confirming and Elaborate Architecture Principles, including Business Principles in the context of the projects in the portfolio

Thus Develop the Architecture Vision

Define the Target Architecture Value Propositions, through Business Case, KPIs

Identify the Business Transformation Risks and Mitigation Activities

Developing Statement of Architecture Work; then Secure Approval

Addressing the concerns of CTO : reduce the likelihood of a successful hacking attempt. Issued a Request for Architecture Work. So look into Vision Phase now.

A. You decide to kick off a project to address the CTO's concerns and based on the TOGAF 9.1 canonical model you start preparing the Architecture Vision together with the IT Security team; here you define a set of areas you will focus on that are: Authentication, Authorization, Audit, Assurance, Availability, Asset Protection, Administration, Risk Management.

The vision will address all these areas and give guidelines for the future designs. You then analyze the current architecture for every architecture domain (Business, Data, Application and Technology) and apply your guidelines to identify gaps and to design the target architectures. Before starting phase G you review the Migration and Implementation Plan with the CTO to ensure that all the concerns are addressed and the risk of a successful hacking attempt is mitigated.

Kick off a project to address the CTO's concerns and based on the TOGAF 9.1

Start preparing the Architecture Vision together with the IT Security team

Define a set of areas you will focus on that are : Authentication, Authorization, Audit, Assurance, Availability, Asset Protection, Administration, Risk Management. Stake holder engagement in Phase A left out

Analyze the current architecture for every architecture domain (Business, Data, Application and Technology)

Apply guidelines to identify gaps and to design the target architectures

Before starting phase G you review the Migration and Implementation Plan with the CTO to ensure that all the concerns are addressed and the risk of a successful hacking attempt is mitigated – Not a Phase A work. Here it only makes a progression plan as the Roadmap step.

B. You decide to kick off a project to address this concern and based on the TOGAF 9 canonical model you start preparing the Architecture Vision together with the IT Security team; you then write the Architecture Definition Document and engage a supplier to implement it.

Kick off a project to address the CTO's concerns and based on the TOGAF 9.1

Start preparing the Architecture Vision together with the IT Security team

Write the Architecture Definition Document and engage a supplier to implement it – wrong step

Whole answer very much incomplete

C. You decide to kick off a project to address this concern and based on the TOGAF 9.1 canonical model you start preparing the Architecture Vision together with the IT Security team; here you define a set of areas you will focus on that are: Authentication, Authorization, Audit, Assurance, Availability, Asset Protection, Administration, Risk Management.

The vision will address all these areas and give guidelines for the future designs. You then engage the Enterprise Architects who would be representative of the main architecture domains (Business, Data, Application and Technology) and kick off an Architecture Development iteration to analyze the current architecture from their viewpoints and apply your guidelines to identify gaps and to design the target architecture for every domain. Before starting phase G you review the Migration and Implementation Plan with the CTO, the domain architects and the IT Security Team to ensure that all the CTO concerns are addressed and the risk of a successful hacking attempt is mitigated.

Kick off a project to address the CTO's concerns and based on the TOGAF 9.1

Start preparing the Architecture Vision together with the IT Security team

Define a set of areas you will focus on that are : Authentication, Authorization, Audit, Assurance, Availability, Asset Protection, Administration, Risk Management.

Engage the Enterprise Architects who would be representative of the main architecture domains (Business, Data, Application and Technology)

Kick off an Architecture Development iteration to analyze the current architecture from their viewpoints and apply your guidelines to identify gaps and to design the target architecture for every domain

Before starting phase G you review the Migration and Implementation Plan with the CTO to ensure that all the concerns are addressed and the risk of a successful hacking attempt is mitigated – Not a Phase A work. Here it only makes a progression plan as the Roadmap step.

All points are as per Phase A steps. Stakeholder is engaged.

D. You Identify the key metamodel and the extensions to the content metamodel.

You then identify the key artifact and a style-specific reference materials and maturity models.

These will be applied to the baseline architecture to mitigate the risk of a successful hacking attempt.

You Identify the key metamodel and the extensions to the content metamodel

You then identify the key artifact and a style-specific reference materials and maturity models.

These will be applied to the baseline architecture to mitigate the risk of a successful hacking attempt.

Metamodel and maturity models are not something tackled in Vision Phase, that too for a specific concern. These apply to whole EA process. So this option is absurd for this question.
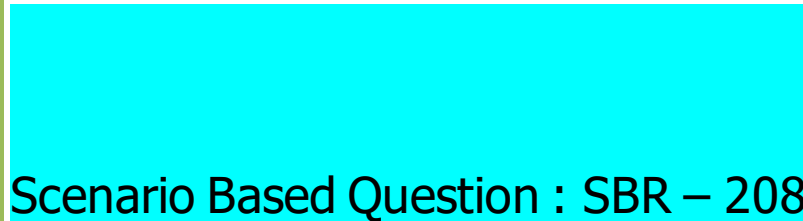
Answer :

Best answer : C

A : This is the second most correct answer. You need to involve the main stakeholders to elaborate a correct design, it is unrealistic that a person alone can perform this amount of design work on time and on budget.

B : This is the third most correct answer, this answer is incomplete.

D : This is the Wrong answer. These steps are nonsense for this scenario and partially referring to "using TOGAF to create SOA" guidelines

Read the question to figure out which Phase it pertains to. Few questions may involve more than one Phase.

FinAccounting Inc. is an online bookkeeping and accountancy firm. They started as a start-up in 2004 but grown now into a mature organisation with around 300 people. The group mainly focuses on accounting (30%), bookkeeping (30%), marketing (8%), software development (12%) and IT staff (18%). The service they deliver is an online bookkeeping software solution and that service includes delivering accountancy and tax services.

Since the beginning, the development team has been in the lead of the direction of the software architecture, marketing and bookkeepers & accounts pushed them to develop new features. IT operations simply had to run and operate it. However since both marketing and accountants pushed for new developments more and more development is blocked with new projects while old problems are still not fixed. Also old generation of code is still in the solution, but needs a huge investment to replace it.

The old code constrains new developments. IT operations has a hard time to operate the solution since there is lack of real development support as they are overall located with new features. Besides that the customers keep complaining about problems that exist even as new releases are launched. These releases attract new customers but the limited scalability of this model now becomes a real pain for everybody involved.

The CEO calls in the managers from B&A, Development, Marketing, IT operations and as a result of the sessions it is concluded that an Enterprise Architecture practice must be setup. The CEO has clearly indicated that the structure in his organisation has no coherence and is loosely connected. As a result decisions are made in each silo domain but not as a congruent one. As an outside EA consultant you are assigned to help this organisation with setting up EA. The framework TOGAF is selected and you are asked to develop an approach to setup this EA capability inside the organisation and the next action of making the projects roll.

Based on TOGAF, what is the best approach you should take ?

A.

You discuss with the stakeholders involved and make a stakeholder map, which will give you clear communication lines for your assignment. You suggest implementing the TOGAF ADM because it is a comprehensive process for architecture development. You adjust it to the needs of the organisation and start the implementation. Now every project has to use the ADM and the communication plan will make sure that everybody is involved, consulted or is a decision maker. This will increase the architecture capability to the level that is expected by the CEO.

B.

You implement architecture governance. You make strict processes for new developments and you make sure that anyone can stop a new development. You identify the stakeholders and bring them your new process for governance. You take the business principles and define architecture principles, which will enable the EA team to limit the amount of out-of-boundary work. You implement the ADM to deliver deliverables so there is a tangible result of architecture work.

C.

First you execute an assessment to identify the current and future Capability Maturity based on Capability Maturity models. This gives you input on the areas where to focus on. It is clear they need an EA department to run the ADM and develop architectures. Now all the requests for architecture change come into this department to be handled. That means that the departments B&A, marketing, software development and IT cannot start initiatives without the EA department being involved.

D.

First you define the scope of the EA activity and based on the case you suggest taking all architecture domains (Business, IS, Technology) in specific projects. You identify the key business drivers and make them fit with the architectural projects. You also define the requirements for the EA work. You define the Architecture Principles. Then you run an assessment to identify the current and future Architecture capability levels. From there you define the knowledge and high level processes needed for specific Architecture Projects. Included in this part are the governance processes and resources needed. After that the ADM method is customised and set to roll into its iterations.

Hand holding clues and approach tips from Faculty :

Issues in focus :

development is blocked with new projects

old problems are still not fixed

decisions are made in each silo domain

Aims : setup this EA capability inside the organisation and the next action of making the projects roll. : Means Preliminary Phase and Vision Phase are both involved.

To do : Find the best approach you should take

To recollect steps of Preliminary Phase : TOGAF documentation chapter 5.3

Steps include, not necessarily in strict sequential order :

Reviewing Organizational Context

Finding out a Sponsor for the whole Enterprise Architectural Movement

Get Commitment of all high Level Stakeholders to EA first, for the Movement

Come up with Scope of the elements of the organization who will participate in the Movement

Define Architecture Footprint - the overall area of coverage – what is in EA, what is not

Define a EA Framework.

Now Tailor TOGAF so that it is fine tuned for this Enterprise :

Obtain Commitment of Top Management for this Movement

To recollect steps of Vision Phase : TOGAF documentation chapter 6.3

Steps include, not necessary in strict sequential order :

Establishing the Architecture Project – Portfolio

Identifying Stakeholders, Concerns, and Business Requirements for each project or the group portfolio

Elaborating the Business Goals, Business Drivers, and Constraints

Evaluate Business Capabilities of Enterprise in raising to level expected by these projects

Assessing the Readiness for Business Transformation in the Enterprise

Defining Scope : Breadth, Depth, Time period : All four domains or only some of them is involved for this project ?

Confirming and Elaborate Architecture Principles, including Business Principles in the context of the projects in the portfolio

Thus Develop the Architecture Vision

Define the Target Architecture Value Propositions, through Business Case, KPIs

Identify the Business Transformation Risks and Mitigation Activities

Developing Statement of Architecture Work; then Secure Approval

A. You discuss with the stakeholders involved and make a stakeholder map, which will give you clear communication lines for your assignment. You suggest implementing the TOGAF ADM because it is a comprehensive process for architecture development. You adjust it to the needs of the organisation and start the implementation. Now every project has to use the ADM and the communication plan will make sure that everybody is involved, consulted or is a decision maker. This will increase the architecture capability to the level that is expected by the CEO.

In tune with Steps :

Stakeholder map : Right step as per Vison Phase : Identifying Stakeholders, Concerns, and Business Requirements for each project or the group portfolio

But the earlier action of "Establishing the Architecture Project" is not mentioned.

Suggest implementing the TOGAF ADM : Only step of Preliminary Phase that is mentioned here. Step is : Define a EA Framework. Components other than ADM are not mentioned.

Communication Plan : Important step of Vision Phase: It is part of Statement of Architecture work for each Architecture project.

B. You implement architecture governance. You make strict processes for new developments and you make sure that anyone can stop a new development. You identify the stakeholders and bring them your new process for governance. You take the business principles and define architecture principles, which will enable the EA team to limit the amount of out-of-boundary work. You implement the ADM to deliver deliverables so there is a tangible result of architecture work.

In tune with Steps :

Implement architecture governance : Important step in Preliminary Phase.

But : Anyone can stop a new development : An anti-Governance point. Architecture Governance Board should have the power to stop the projects due to specific reasons and not everyone in the Enterprise,

Identify the stakeholders and bring them your new process for governance : Not every stakeholder come under Architecture governance. EA team is answerable to Governance Board and can bring up specific actions of stakeholders which go against Principles or prescribed processes to the Board.

You take the business principles and define architecture principles, which will enable the EA team to limit the amount of out-of-boundary work : Point is fine but not so relevant here. It is relevant to Enterprise Architecture as a whole.

Implement the ADM : ADM is not implemented as one step. At best, Vision Phases sets it rolling.

C. First you execute an assessment to identify the current and future Capability Maturity based on Capability Maturity models. This gives you input on the areas where to focus on. It is clear they need an EA department to run the ADM and develop architectures. Now all the requests for architecture change come into this department to be handled. That means that the departments B&A, marketing, software development and IT cannot start initiatives without the EA department being involved.

In tune with Steps :

Execute an assessment to identify the current and future Capability Maturity based on Capability Maturity models : Preliminary Phase 5.4 : Maturity assessment, gaps, and resolution approach

Now all the requests for architecture change come into this department to be handled : Very obvious point and not so relevant to this situation alone. It is generic point.

D. First you define the scope of the EA activity and based on the case you suggest taking all architecture domains (Business, IS, Technology) in specific projects. You identify the key business drivers and make them fit with the architectural projects. You also define the requirements for the EA work. You define the Architecture Principles. Then you run an assessment to identify the current and future Architecture capability levels. From there you define the knowledge and high level processes needed for specific Architecture Projects. Included in this part are the governance processes and resources needed. After that the ADM method is customised and set to roll into its iterations.

In tune with Steps :

Define scope of EA activity : Relates to Preliminary Phase step : Scope the enterprise organizations impacted

Taking all architecture domains (Business, IS, Technology) in specific projects. Relates to a subsequent activity in Vision Phase : Establishing the Architecture Project

You identify the key business drivers and make them fit with the architectural projects : Preliminary Phase : Section 5.4 Restatement of, or reference to, business principles, business goals, and business drivers; followed by Vision Phase step : Elaborating the Business Goals, Business Drivers, and Constraints

Define the requirements for the EA work : Preliminary Phase : Request for Architecture work which makes the EA team arrive at broad requirements for EA work

Define the Architecture Principles : Very important step of Preliminary Phase

Run an assessment to identify the current and future Architecture capability levels : Preliminary Phase 5.4 : Maturity assessment, gaps, and resolution approach

Define the knowledge and high level processes needed for specific Architecture Projects : Vision Phase step : Defining Scope : Breadth, Depth, Time period

The governance processes and resources needed : Important step in Preliminary Phase

ADM method is customised and set to roll into its iterations : Preliminary Phase adopts TOGAF ADM. Thereafter Phase A and subsequent Phases roll on

Answer :

Best Answer : **D**

Every point motioned in this answer choice is proper and appears in Preliminary Phase or Vision Phase. It may not be presented in the answer choice in very specific and systematic order, but nowhere that Vision Phase step is made to appear before a Preliminary Phase step in each of the sentences. And no points in the answer choice contradicts what TOGAF suggests.

Second best : A

Many steps of vision Phase and one step of Preliminary Phase is mentioned. Nevertheless the answer here is not covering more important points of both Phases. However no points in the answer choice contradicts what TOGAF suggests. Tis answer seems to bring up a few more positive points for the situation at hand as compared to answer choice C

Next best : C

Vague points. However no points in the answer choice contradicts what TOGAF suggests.

Worst answer : B

The brown colour making by us indicates that points are not of high rank in choosing this as a good answer. This is worst among the four answers since it does not bring out more points positive to the situation and aim.

This is a tougher exercise compared to earlier ones.

OneStopShop LLC, established as a family business in 1910 is a retailer which satisfies a wide range of durable goods and products to the consumer's personal and residential needs.

OneStopShop LLC has sales channels in the form of physical stores in all major sites in Europe (London, Milan, Amsterdam, Paris, Berlin, Antwerp, Madrid) as well as 150+ small physical stores in small residential areas.

The internet as a sales channel has rapidly undermined the market domination of OneStopShop LLC. Previous attempts to transform OneStopShop LLC to a premium internet channel for durable goods and products have failed due to conflict of interest between stakeholders. This transformation must now be successful or OneStopShop LLC will go bankrupt.

OneStopShop LLC has a mature architecture capability and CFO/CEO has assigned you as lead enterprise architect for this transformation program. The end goal is to have a close down of the 150+ physical stores and an internet channel where all goods of OneStopShop LLC can be purchased worldwide. Your first task is that you and your team ensure that all stakeholders are identified and their input is used.

A.

Using brainstorm and a supportive organisation diagram identify all the stakeholders who will be affected by this engagement. Group these stakeholders, determine their ability to disrupt, their commitment and include their readiness to support the architecture engagement. Shorten the list of stakeholders and determine the strategy for stakeholder approach using power/interest matrix. Understand and validate stakeholder (group) concerns. Identify viewpoints which will cover the concerns. Document results in a Stakeholder Map and incorporate into the communications plan.

B.

Using brainstorm and a supportive organisation diagram identify all the stakeholders who will be affected by this engagement. Bring all stakeholders together and stress on the importance of cooperation. Using business scenario's come up with a scenario's which has the largest consensus with the stakeholders. Usually it requires several stakeholder group meetings before all conflicts of interest are resolved and consensus is found. Document the outcome in the communication plan which includes a timetable describing which communications will occur with which stakeholder groups at what time and in what location. The stakeholders must formally sign this communication plan as this will avoid introduction of new conflict of interest.

C.

Identify all the stakeholders who will be affected by this engagement using stakeholder management techniques. Group these stakeholders, determine their ability to disrupt and their commitment. Shorten the list by removing the informal stakeholders. Determine the strategy for stakeholder approach using power/interest matrix. Document results in a Stakeholder Map and incorporate into the communications plan. Understand and validate stakeholder (group) concerns. Identify viewpoints which will cover the concerns. Document results in a template Stakeholder Map and incorporate into the communications plan.

D.

Identify all the stakeholders who will be affected by this engagement using stakeholder management techniques. Group these stakeholders, determine their ability to disrupt, their commitment and include their readiness to support the architecture engagement. Shorten the list by removing the informal stakeholders. Determine the strategy for stakeholder approach using power/interest matrix. Document results in a Stakeholder Map and incorporate into the communications plan. Understand and validate stakeholder (group) concerns. Document outcome in a template Stakeholder Map and incorporate into the communications plan. Identify views which will cover the concerns.

Hand holding clues and approach tips from Faculty :

Issues in focus :

Attempts to transform OneStopShop LLC to a premium internet channel for durable goods and products have failed due to conflict of interest between stakeholders.

This transformation must now be successful.

To do : ensure that all stakeholders are identified and their input is used.

To recollect steps of Vision Phase : TOGAF documentation chapter 6.3

Steps include, not necessary in strict sequential order :

Establishing the Architecture Project – Portfolio

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Define the Target Architecture Value Propositions, through Business Case, KPIs

Identify the Business Transformation Risks and Mitigation Activities

Developing Statement of Architecture Work; then Secure Approval]

Note : Power – Index Matrix is same as :

This qualification is cross-referenced with the role played in the context of the current project :

- The executive management, who defines strategic goals
- The client, who is responsible for the allocated budget, with regard to the expected goals
- The user, who directly interacts with the system in the course of his or her activities
- The provider, who delivers the component elements of the architecture, notably its software components
- The sponsor, who drives and guides the work

- The Enterprise Architect, who turns business goals into reality within the structure of the system

A. Using brainstorm and a supportive organisation diagram identify all the stakeholders who will be affected by this engagement. Group these stakeholders, determine their ability to disrupt, their commitment and include their readiness to support the architecture engagement. Shorten the list of stakeholders and determine the strategy for stakeholder approach using power/interest matrix. Understand and validate stakeholder (group) concerns. Identify viewpoints which will cover the concerns. Document results in a Stakeholder Map and incorporate into the communications plan.

Organisation diagram - stakeholder engagement

Stakeholder, ability to disrupt (power) – they have conflicted before also

Stakeholder commitment, readiness to support the engagement

Strategy for stakeholder approach using power/interest matrix

Validate stakeholder concerns

Identify viewpoints

Stakeholder Map

Communications Plan

B. Using brainstorm and a supportive organisation diagram identify all the stakeholders who will be affected by this engagement. Bring all stakeholders together and stress on the importance of cooperation. Using business scenario's come up with a scenario's which has the largest consensus with the stakeholders. Usually it requires several stakeholder group meetings before all conflicts of interest are resolved and consensus is found. Document the outcome in the communication plan which includes a timetable describing which communications will occur with which stakeholder groups at what time and in what location. The stakeholders must formally sign this communication plan as this will avoid introduction of new conflict of interest.

Organisation diagram - stakeholder engagement

Joint stakeholder addressing : - Not in TOGAF documentation

Business scenarios (optional in Phase A) – obtain stakeholder consensus : - Not in documentation

Several meetings to do so - : - Not in TOGAF documentation

Communications Plan – followed by Roadmap

Stakeholders commit through signature : - Not in TOGAF documentation

C. Identify all the stakeholders who will be affected by this engagement using stakeholder management techniques. Group these stakeholders, determine their ability to disrupt and their commitment. Shorten the list by removing the informal stakeholders. Determine the strategy for stakeholder approach using power/interest matrix. Document results in a Stakeholder Map and incorporate into the communications plan. Understand and validate stakeholder (group) concerns. Identify viewpoints which will cover the concerns. Document results in a template Stakeholder Map and incorporate into the communications plan.

Identify affected stakeholders. Engage them

Stakeholder grouping, based on ability to disrupt (power)

Strategy for stakeholder approach using power/interest matrix

Stakeholder Map

Communications Plan

D. Identify all the stakeholders who will be affected by this engagement using stakeholder management techniques. Group these stakeholders, determine their ability to disrupt, their commitment and include their readiness to support the architecture engagement. Shorten the list by removing the informal stakeholders. Determine the strategy for stakeholder approach using power/interest matrix. Document results in a Stakeholder Map and incorporate into the communications plan. Understand and validate stakeholder (group) concerns. Document outcome in a template Stakeholder Map and incorporate into the communications plan. Identify views which will cover the concerns.

Stakeholder Management Techniques

Stakeholder, ability to disrupt (power)

Stakeholder commitment, readiness to support the engagement

Identify viewpoints

Stakeholder Map

Communications Plan

Answer :

Best answer : A

Second best : D, with validating stakeholder missing

Next best : C

Worst answer : B, out of sync with TOGAF Phase A steps

Your role is that of Lead Enterprise Architect within a vacation property management firm that has been growing through acquisition. The firm manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently, the only requirement that has been placed on each property is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.

The CEO 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 standardizing its operations across the network to provide consolidated financial, human resources, logistics, sales and marketing, and yield management. He has also stated that he expects results by the end of the current fiscal year.

These changes will provide the company 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 markets to improve yields.

The firm has a mature enterprise architecture practice 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 firm, including detailed requirements and recommendations.

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

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

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

A. You recommend that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. This 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.

B. You recommend that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

C. You recommend 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. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

D. You recommend that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability. Then the focus should be on transition planning and architecture deployment. This will identify retirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

Aim :

These changes will provide the company 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 markets to improve yields.

The firm has taken the decision to adopt a packaged suite of integrated applications that is tailored to the needs of the hospitality industry.

To do :

To justify the best approach for architecture development to realize the vision.

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6. Phase A: Architecture Vision

Chapter Contents

6.1 Objectives | 6.2 Inputs | 6.3 Steps | 6.4 Outputs | 6.5 Approach

A.

You recommend that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. This 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.

The idea of Target first is recommended only in some odd situations. The idea of using a packaged solution enforces the concept of Target first.

B.

You recommend that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy.

Good point, but starting point of Target first and even some current issues do not feature in this answer choice.

Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

Above points are also good. **But again, Target First should have been the starting point for** all these.

C.

You recommend 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. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

This answer is good for suggesting Target first, But it is very generic and not having right steps to step but only suggests the outcome.

D.

You recommend that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability.

For a packaged software, baseline Technology Architecture is ideal to be considered first.

Then the focus should be on transition planning and architecture deployment. This will identify retirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

True. But should have been dealt with in the lines of Target first approach.

Answer :

Best Answer : A

Next best : C

Third best : D

Worst answer : B

Scenario Based Question : SBR – 211

FinAccounting Inc. is an online bookkeeping and accountancy firm. They started as a start-up in 2004 but grown now into a mature organisation with around 300 people. The group mainly focuses on accounting (30%), bookkeeping (30%), marketing (8%), software development (12%) and IT staff (18%). The service they deliver is an online bookkeeping software solution and that service includes delivering accountancy and tax services.

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The CEO calls in the managers from B &A, Development, Marketing, IT operations and as a result of the sessions it is concluded that an Enterprise Architecture practice must be setup. The CEO has clearly indicated that the structure in his organisation has no coherence and is loosely connected. As a result decisions are made in each silo domain but not as a congruent one. As an outside EA consultant you are assigned to help this organisation with setting up EA. The framework TOGAF is selected and you are asked to develop an approach to setup this EA capability inside the organisation.

Based on TOGAF, what is the best approach you should take ?

A.

You discuss with the stakeholders involved and make a stakeholder map, which will give you clear communication lines for your assignment. You suggest implementing the TOGAF ADM because it is a comprehensive process for architecture development. You adjust it to the needs of the organisation and start the implementation. Now every project has to use the ADM and the communication plan will make sure that everybody is involved, consulted or is a decision maker. This will increase the architecture capability to the level that is expected by the CEO.

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You implement architecture governance. You make strict processes for new developments and you make sure that everybody can stop a new development. You identify the stakeholders and bring them your new process for governance. You take the business principles and define architecture principles, which will enable the EA team to limit the amount of out-of-boundary work. You implement the ADM to deliver deliverables so there is a tangible result of architecture work.

C.

First you execute an assessment to identify the current and future Capability Maturity based on Capability Maturity models. This gives you input on the areas where to focus on. It is clear they need an EA department to run the ADM and develop architectures. Now all the requests for architecture change come into this department to be handled. That means that the departments B & A, marketing, software development and IT cannot start initiatives without the EA department being involved.

D.

First you define the scope of the EA activity and based on the case you suggest taking all architecture domains (Business, IS, Technology). You identify the key business drivers and make them fit with the EA work. You also define the requirements for the EA work. You define the Architecture Principles. Then you run an assessment to identify the current and future Architecture capability levels. From there you define the role, knowledge and processes needed. Included in this part are the governance processes and resources needed. After that the ADM method is customised and implemented.

Hand holding clues and approach tips from Faculty :

Issues in focus :

development is blocked with new projects

old problems are still not fixed

decisions are made in each silo domain

Aims : Setting up EA : develop an approach to setup this EA capability

To do : Find the best approach you should take

Develop an approach to setup EA capability

To recollect steps of Preliminary Phase : TOGAF documentation chapter 5.3

Steps include, not necessarily in strict sequential order :

Reviewing Organizational Context

Finding out a Sponsor for the whole Enterprise Architectural Movement

Get Commitment of all high Level Stakeholders to EA first, for the Movement

Come up with Scope of the elements of the organization who will participate in the Movement

Define Architecture Footprint - the overall area of coverage – what is in EA, what is not

Define a EA Framework.

Now Tailor TOGAF so that it is fine tuned for this Enterprise :

Obtain Commitment of Top Management for this Movement

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A. You discuss with the stakeholders involved and make a stakeholder map, which will give you clear communication lines for your assignment. You suggest implementing the TOGAF ADM because it is a comprehensive process for architecture development. You adjust it to the needs of the organisation and start the implementation. Now every project has to use the ADM and the communication plan will make sure that everybody is involved, consulted or is a decision maker. This will increase the architecture capability to the level that is expected by the CEO.

In tune with Steps :

Stakeholder ….

Communication …

Adjust TOGAF

B. You implement architecture governance. You make strict processes for new developments and you make sure that everybody can stop a new development. You identify the stakeholders and bring them your new process for governance. You take the business principles and define architecture principles, which will enable the EA team to limit the amount of out-of-boundary work. You implement the ADM to deliver deliverables so there is a tangible result of architecture work.

In tune with Steps :

… Governance

Stop development power given to …..

Identify stakeholders

Define …… Principles from ……

Implement …

C. First you execute an assessment to identify the current and future Capability Maturity based on Capability Maturity models. This gives you input on the areas where to focus on. It is clear they need an EA department to run the ADM and develop architectures. Now all the requests for architecture change come into this department to be handled. That means that the departments B&A, marketing, software development and IT cannot start initiatives without the EA department being involved.

In tune with Steps :

Capability ….

Changes …

D. First you define the scope of the EA activity and based on the case you suggest taking all architecture domains (Business, IS, Technology). You identify the key business drivers and make them fit with the EA work. You also define the requirements for the EA work. You define the Architecture Principles. Then you run an assessment to identify the current and future Architecture capability levels. From there you define the role, knowledge and processes needed. Included in this part are the governance processes and resources needed. After that the ADM method is customised and implemented.

In tune with Steps :

Domains …

Drivers …

Capability ….

Governance …

Implement ADM

…

Answer :

Best Answer : **D**

Figure out why this the best answer.

Second best : A

Next best : C

Worst answer : B

Find out what is the 'task' to be achieved before start thinking of the answer.

Scenario Based Question : SBR – 212

MobilComs International is a Major Tier3 telecommunication company with offices in 15 nations. The hard competition and technological advance is pushing MobilComs to take an important strategic decision: the upgrade of its mobile network. The CTO decided to bid for a new mobile technology the LTE (Long Term Evolution) and upgrade the access and transport networks in order to enable this new technology to be sold to customers in 18 months.

This is a very challenging transformation programme that directly impacts the core business of the enterprise. The enterprise already has an advanced IT Architecture maturity level : every geography in the organization has an Enterprise and IT Architecture team, managed by a Chief Architect that reports to a Global Chief. Every month, there is a meeting of the GASB (Global Architecture Steering Board) led by the Global Chief Architect with the presence of all the local Chief Architects.

The CTO sponsored you the Global Chief Architect to present at the next session of the GASB the architecture vision for the roll-out of the LTE technology to all the 15 local instances of MobilComs. Define according to TOGAF 9.1 what steps you need to perform to successfully complete the task assigned.

A.

You kick off the Architecture Project and focus on building a stakeholder map that will mainly include the CTO and the local Chief Architects. You then interview all the local Chief Architects trying to identify their concerns and define their Business Requirements. Then you confirm and elaborate business goals, drivers and constraints. You evaluate the business capabilities and assess the transformation readiness for the business. All these steps help you identifying the scope to develop an Architecture Vision that reflects an effective Target Architecture. You then add to your presentation for the GASB a set of Business Transformation risks and propose some activities to mitigate them. You finally assess the work products required to be produced against the business performance requirements, to be approved when presenting to the board.

B.

You kick off the Architecture Project and focus on building a stakeholder map that will be mainly composed by the CTO and the local Chief Architects. You then interview all the local Chief Architects trying to identify their requirements. You run a capability assessment and scope the organization to develop an Architecture Vision that reflects an effective Baseline Architecture. You then add to your presentation for the GASB a set of Business Transformation risks and propose some activities to mitigate them. You finally write an architecture contract that will be approved by the boards during the meeting.

C.

You define the baseline Business, Data, Application and Technology architectures; you then design the related Target Architectures according to the CTO's requirements. You prepare a presentation for the Board where presenting the impact on every local MobilComs instance. The set of decisions you took will be communicated during the next GASB meeting to the local Chief Architects that will formally recognize them as part of the Statement of Architecture Work.

D.

You kick off the project focusing on building a stakeholder map that will be mainly composed by the CTO and the local Chief Architects. You then interview all the local Chief Architects trying to identify their concerns and define their Business Requirements. Then you confirm and elaborate business goals, Drivers and Constraints. You select reference models, viewpoints, and Tools. You evaluate the business capabilities and assess the transformation readiness for the business. All these steps help you identifying the scope to develop an Architecture Vision that reflects an effective Target Architecture. You then add to your presentation for the GASB a set of Business Transformation risks and propose some activities to mitigate them. You finally assess the work products required to be produced against the business performance requirements, to be approved when presenting to the board.

Hand holding clues and approach tips from Faculty :

Issues in focus :

New mobile LTE Technology rollout

Challenging transformation programme

To do : To present Vision for Rollout, steps to perform

To recollect steps of Vision Phase : TOGAF documentation chapter 6.3

Steps include, not necessary in strict sequential order :

Establishing the Architecture Project – Portfolio

Identifying Stakeholders, Concerns, and Business Requirements for each project or the group portfolio

Elaborating the Business Goals, Business Drivers, and Constraints

Evaluate Business Capabilities of Enterprise in raising to level expected by these projects

Assessing the Readiness for Business Transformation in the Enterprise

Defining Scope : Breadth, Depth, Time period. : All four domains or only some of them is involved for this project ?

Confirming and Elaborate Architecture Principles, including Business Principles in the context of the projects in the portfolio

Thus Develop the Architecture Vision

Define the Target Architecture Value Propositions, through Business Case, KPIs

Identify the Business Transformation Risks and Mitigation Activities

Developing Statement of Architecture Work; then Secure Approval

A. You kick off the Architecture Project and focus on building a stakeholder map that will mainly include the CTO and the local Chief Architects. You then interview all the local Chief Architects trying to identify their concerns and define their Business Requirements. Then you confirm and elaborate business goals, drivers and constraints. You evaluate the business capabilities and assess the transformation readiness for the business. All these steps help you identifying the scope to develop an Architecture Vision that reflects an effective Target Architecture. You then add to your presentation for the GASB a set of Business Transformation risks and propose some activities to mitigate them. You finally assess the work products required to be produced against the business performance requirements, to be approved when presenting to the board.

Stakeholder Map

Identify concerns, in terms of Business Requirements

Confirm business goals, drivers and constraints

Evaluate the business capabilities and assess the transformation readiness

Identifying the scope to develop an Architecture Vision, reflecting Target Architecture

Business Transformation risks mitigation plans

Work products assessed, to be approved

B. You kick off the Architecture Project and focus on building a stakeholder map that will be mainly composed by the CTO and the local Chief Architects. You then interview all the local Chief Architects trying to identify their requirements. You run a capability assessment and scope the organization to develop an Architecture Vision that reflects an effective Baseline Architecture. You then add to your presentation for the GASB a set of Business Transformation risks and propose some activities to mitigate them. You finally write an architecture contract that will be approved by the boards during the meeting.

Stakeholder Map

Identify concerns, only from CTO, Architects

Capability Assessment

Identifying the scope

Business Transformation risks, mitigation plans

Contract for Approval – Not as per TOGAF documentation

C. You define the baseline Business, Data, Application and Technology architectures; you then design the related Target Architectures according to the CTO's requirements. You prepare a presentation for the Board where presenting the impact on every local MobilComs instance. The set of decisions you took will be communicated during the next GASB meeting to the local Chief Architects that will formally recognize them as part of the Statement of Architecture Work.

Define the baseline Business, Data, Application and Technology architectures – not the first step for Vision and often these are steps in other Phases

Presentation to the Board (without a Vision ?)

D. You kick off the project focusing on building a stakeholder map that will be mainly composed by the CTO and the local Chief Architects. You then interview all the local Chief Architects trying to identify their concerns and define their Business Requirements. Then you confirm and elaborate business goals, Drivers and Constraints. You select reference models, viewpoints, and Tools. You evaluate the business capabilities and assess the transformation readiness for the business. All these steps help you identifying the scope to develop an Architecture Vision that reflects an effective Target Architecture. You then add to your presentation for the GASB a set of Business Transformation risks and propose some activities to mitigate them. You finally assess the work products required to be produced against the business performance requirements, to be approved when presenting to the board.

Stakeholder Map- only with CTO, Architects

Identify concerns, only from CTO, Architects

Confirm business goals, drivers and constraints

Select reference models, viewpoints, and Tools – only a feature of subsequent Phases

Evaluate the business capabilities and assess the transformation readiness

Identifying the scope to develop an Architecture Vision, reflecting Target Architecture

Business Transformation risks, mitigation plans

Work products assessed, to be approved

Answer :

The Best answer is : A

D : This is the second most correct answer. "Select reference models, viewpoints, and Tools" are steps of phases B, C and D.

B : This is the third most correct answer because: It is not a complete answer and the Architecture Contract is not generated at this phase.

C : This is the Wrong answer. This is not following TOGAF and you cannot take decisions on the full architecture of the enterprise without first gathering the local organizations' concerns and discuss the solution with the steering board.

It is time to leave the actual answer process to your own attempts. Some of the Level 2 questions below may not contain handholding tips and analysis of each answer choice. Only the Answer and some hints of simple reasoning behind the selection is provided.

Good luck with your own attempts, which will make you perfect in winning the Level 2 approach.

You have been assigned the role of Lead Enterprise Architect for a manufacturing firm that specializes in musical instruments. The firm has been established for over 100 years, operating in North America for most of that time. In the last ten years, the firm has expanded into European markets and will soon establish a market in Latin America. A future expansion into the Asia Pacific region is also planned.

The firm is organized into several business units that each focus on manufacturing particular families of instruments such as brass, woodwind, and percussion. Each business unit has acquired other producers to expand its manufacturing capacity. This has resulted in a complex environment with a high diversity of business and manufacturing systems.

The Enterprise Architecture (EA) program within the firm has been functioning for several years. It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are joint sponsors of the EA program.

The EA program is mature, with an active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF 9 Architecture Content Framework.

The EA process framework is well coordinated with the PMO, Systems Development, and Operations functions.

The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the four target geographic markets. One of the goals of this reorganization is to improve the ability of Marketing to collect more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence.

A Request for Architecture Work to address the goals of the reorganization has been approved. As the architecture team commences its work, the CIO has expressed concerns about whether the firm will be able to adapt to the proposed architecture and how to manage the associated risks.

You have been asked how to address the concerns of the CIO.

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

A. In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful introduction of the architecture into the organization. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed architecture.

B. In Phase A the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account. These factors can then be used to assess the initial risks associated with the proposed architecture.

C. In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organization. The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed architecture.
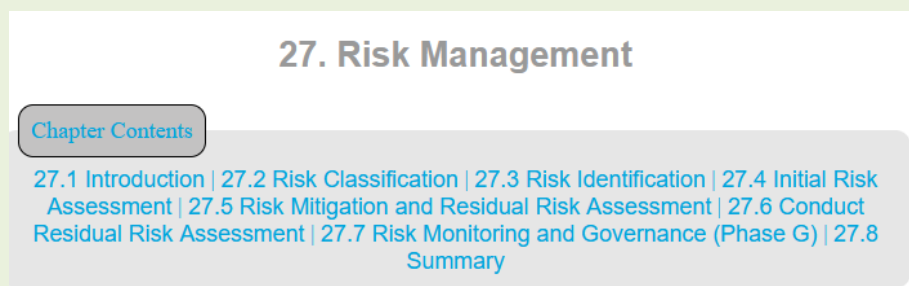
D. In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting technology retirements. Once the retirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated.

Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

Some hints :

It is about Risk Management

What to refer :

27. Risk Management

Chapter Contents

27.1 Introduction | 27.2 Risk Classification | 27.3 Risk Identification | 27.4 Initial Risk Assessment | 27.5 Risk Mitigation and Residual Risk Assessment | 27.6 Conduct Residual Risk Assessment | 27.7 Risk Monitoring and Governance (Phase G) | 27.8 Summary

Examining Answer Choice A :

In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful introduction of the architecture into the organization. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed architecture

Not steps of Phase B. Neither do they address the issue of Risk; Do not give the process to be followed

Examining Answer Choice B :

In Phase A the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account. These factors can then be used to assess the initial risks associated with the proposed architecture.

Are they steps of Phase A or steps of Phase E ?

Talks about Risk related Matrix, but these are not the process steps expected.

Examining Answer Choice D :

In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting technology retirements. Once the retirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated.

Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

Business Scenario can be conducted in Phase A or Phase B. But does that lead to Risk identification ?

Risk evaluation is mentioned somewhat in detail.

But why should be Architecture board be the one to make decisions on addressing the Risk resolution. EA Team should be doing this; At best, Board can be consulted for guidance

Examining Answer Choice C :

In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organization. The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed architecture.

All are acceptable points for the question in the scenario.

Best Answer : C

Because it outlines what happens in Phase A correctly.

Not correct answers :

A : What is given is not all steps of Phase B

B : These are steps of Phase E

D : Expects the Board to tackle risks. Not correct

You are serving as the Lead Enterprise Architect at a major supplier in the automotive industry. The company is headquartered in Cleveland, Ohio with manufacturing plants across the United States, Brazil, Germany, Japan and South Korea. 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 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 Board approved a Request for Architecture Work sponsored by the Chief Engineer of Global Manufacturing Operations. 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 diving their planning and production scheduling from a remote centralized system. The Chief Engineer wants to know how these concerns can be addressed.

During the initial meeting of the Common ERP Deployment architecture project team, 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 develop Baseline and Target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholders. A consolidated gap analysis between the architectures will then be used to validate the approach, and determine the capability increments needed to achieve the target state.

B. 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. Based on the findings from the research, the team should define a preliminary Architecture Vision. The team should then use that model to build consensus among the key stakeholders.

C. The team should use stakeholder analysis to understand who has concerns about the initiative. The team should then hold a series of interviews at each of the manufacturing plants using the business scenario technique. This will then enable them to identify and document the key high- level stakeholder requirements for the architecture.
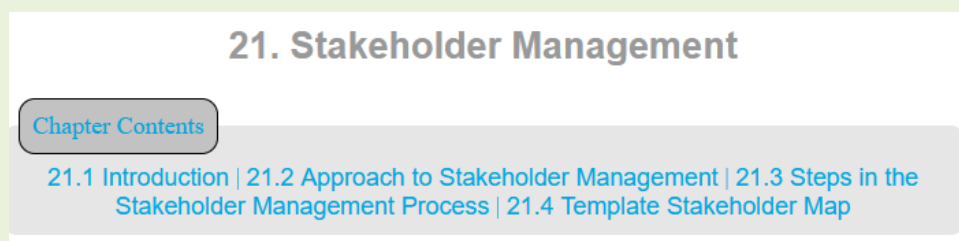
D. The team should conduct a pilot project that will enable vendors on the short list to demonstrate potential solutions that will address the concerns of the stakeholders. Based on the findings of that pilot project, a complete set of retirements will be developed that will drive the evolution of the architecture.

Some hints :

Request for Architecture Work approved. Vision Phase start. Not it is about concerns and the way to proceed to address them.

In short, it is about Stakeholder Management

What to refer :

21. Stakeholder Management

Chapter Contents

21.1 Introduction | 21.2 Approach to Stakeholder Management | 21.3 Steps in the Stakeholder Management Process | 21.4 Template Stakeholder Map

Examining Answer Choice A :

The team should develop Baseline and Target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholders. A consolidated gap analysis between the architectures will then be used to validate the approach, and determine the capability increments needed to achieve the target state.

Does any of this happen in Phase A ? Not at all. Develop Baseline and Target are part of Phase B to D. Consolidated Gap happens in Phase E.

Examining Answer Choice B :

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. Based on the findings from the research, the team should define a preliminary Architecture Vision. The team should then use that model to build consensus among the key stakeholders.

There is nothing like a 'preliminary Architecture vision'.

Nevertheless "build consensus among the key stakeholders" is mentioned. This happens in Phase B to D. Stakeholders are identified as per a Matrix in Phase A and only a high level aspirational view, known as vision document is formed.

Examining Answer Choice D :

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 stakeholders. Based on the findings of that pilot project, a complete set of retirements will be developed that will drive the evolution of the architecture.

Many Level 2 Exam questions may mention a pilot project. But we do not see this phrase anywhere in TOGAF documentation, anywhere.

Vendor and vendor brand related activities come in only in something like Phase E partly and mostly in Phase F. These do not connect with the task of 'addressing eh Stakeholder concerns'

Examining Answer Choice C :

The team should use stakeholder analysis to understand who has concerns about the initiative. The team should then hold a series of interviews at each of the manufacturing plants using the business scenario technique. This will then enable them to identify and document the key high- level stakeholder requirements for the architecture.

Every point here is all about the scenario need : "concern about the security and reliability of diving their planning and production scheduling from a remote centralized system."

Answer :

Best Answer : C :

Because it focusses on Stakeholder engagement

Not correct answers :

A : Not something done in Vision Phase. These happen in Phases B to D. But the scenario is focussed on Phase A

B : Very generic and non-specific answer

D : Pilot project is never mentioned in TOGAF anywhere

MegaMart is a Retail Chain which has expanded throughout India and the Far East.

The CEO and CIO decide that there is a crying need to put an Enterprise Architecture in place to realize MegaMart's strategy to expand its revenue and diversify. The CIO has evaluated and decided to go in for TOGAF9 and adapt it to his enterprise requirements.

The Preliminary and Vision Phase have been completed.

As such very few architectural artifacts exist and the target architecture as of now is not very clear.

As the Lead Architect you need to guide your team of architects for the definition of Business Architecture and subsequent Phases.

Select the best option.

A. In the first iteration start with the definition of the Target Business Architecture using a Top down Approach. Then keep on iterating in Phase B till the Target Business Architecture is refined before going to Phase C and Phase D. After Phase C and Phase D are over, iterate again to Phase B and define the baseline Business Architecture, analyze the gaps finalize the Architecture Definitions documents and proceed to Phase C and Phase D.

B. In the first iteration start with the definition of the Baseline Business Architecture using a Top Down approach. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders. Then proceed to Phase C and Phase D. In the next iteration finalize the Target Business Architecture and proceed to Phase C and Phase D.

C. In the first iteration start with the definition of the Baseline Business Architecture using a Bottom Up approach. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders. Proceed to Phase C and Phase D. In the next iteration finalize the Target Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders. Then proceed with the iteration.

D. In the first iteration start with the definition of the Target Business Architecture using a Top Down approach. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders and proceed to Phase C and Phase D. In the next iteration finalize the Baseline Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition document. After analyzing the impacts and reviewing with the stakeholders. Then proceed with the iteration.

Issues in focus :

Put an Enterprise Architecture in place to realize the strategy to expand its revenue and diversify.

As such very few architectural artifacts exist and the target architecture as of now is not very clear.

Aim :

You need to guide your team of architects for the definition of Business Architecture and subsequent Phases.

To do : Find the best approach

This pertains to Chapter 18 : Applying Iteration to the ADM

DO NOT PROCEED TILL IT IS OPEN IN A WINDOW IN YOUR SYSTEM

Refer to 18.4 Approaches to Architecture Development :

Two approaches can be adopted within the ADM for the development of architectures :

■ Baseline First : in this style, an assessment of the baseline landscape is used to identify problem areas and improvement opportunities

This process is most suitable when the baseline is complex, not clearly understood, or agreed upon. This approach is common where organizational units have had a high degree of autonomy.

■ Target First : in this style, the target solution is elaborated in detail and then mapped back to the baseline, in order to identify change activity

This process is suitable when a target state is agreed at a high level and where the enterprise wishes to effectively transition to the target model.

A. In the first iteration start with the definition of the Target Business Architecture using a Top down Approach. Then keep on iterating in Phase B till the Target Business Architecture is refined before going to Phase C and Phase D. After Phase C and Phase D are over, iterate again to Phase B and define the baseline Business Architecture, analyze the gaps finalize the Architecture Definitions documents and proceed to Phase C and Phase D.

Situation is that of "As such very few architectural artifacts exist and the target architecture as of now is not very clear" : This may not need a Top Down approach in every phase.

In the first iteration start with the definition of the Target Business Architecture using a Top down Approach – Not possible since the situation states that target architecture as of now is not very clear.

Keep on iterating in Phase B till the Target Business Architecture is refined : Suggests multiple iteration (may be with successive version numbers) in Business Architecture till target is understood. Acceptable only if the step above is proper.

After Phase C and Phase D are over, iterate again to Phase B and define the baseline Business Architecture : It is better if the Baseline is defined in Business Architecture before proceeding to Phase C and D.

B. In the first iteration start with the definition of the Baseline Business Architecture using a Top Down approach. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders. Then proceed to Phase C and Phase D. In the next iteration finalize the Target Business Architecture and proceed to Phase C and Phase D.

Start with the definition of the Baseline Business Architecture using a Top Down approach – – Not possible since the situation states that target architecture as of now is not very clear

Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders – True. Architecture Definition document is first defined in Business Architecture Phase : See 7.3.9 Create the Architecture Definition Document

In the next iteration finalize the Target Business Architecture and proceed to Phase C and Phase D. – this contradicts the first point above

C. In the first iteration start with the definition of the Baseline Business Architecture using a Bottom Up approach. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders.

Proceed to Phase C and Phase D. In the next iteration finalize the Target Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders. Then proceed with the iteration.

In the first iteration start with the definition of the Baseline Business Architecture using a Bottom Up approach. – this is the only approach possible under the situation at hand.

Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders – True. Architecture Definition document is first defined in Business Architecture Phase : See 7.3.9 Create the Architecture Definition Document

Proceed to Phase C and Phase D. In the next iteration finalize the Target Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders. Then proceed with the iteration – Proper approach for the given situation

D. In the first iteration start with the definition of the Target Business Architecture using a Top Down approach. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders and proceed to Phase C and Phase D.

In the next iteration finalize the Baseline Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition document. After analyzing the impacts and reviewing with the stakeholders. Then proceed with the iteration.

Start with the definition of the Baseline Business Architecture using a Top Down approach – – Not possible since the situation states that target architecture as of now is not very clear.

Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders and proceed to Phase C and Phase D – True. Architecture Definition document is first defined in Business Architecture Phase : See 7.3.9 Create the Architecture Definition Document

In the next iteration finalize the Baseline Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition document. After analyzing the impacts and reviewing with the stakeholders. Then proceed with the iteration – Makes sense, provided the first step was correct.

Answer :

Best Answer : C − Between C and D this makes better meaning.

Next best answer : D − Since C is qualified to be the best, this one can come next

Third best answer : B − Some points are acceptable

Worst answer : A − All points are away from situational need; All red

Find out what is the 'task' to be achieved before start thinking of the answer.

Scenario Based Question : SBR – 216

You have been assigned the role of Lead Enterprise Architect for a manufacturing firm that specializes in

musical instruments. The firm has been established for over 100 years, operating in North America for most of that time. In the last ten years, the firm has expanded into European markets and will soon establish a market in Latin America. A future expansion into the Asia Pacific region is also planned.

The firm is organized into several business units that each focus on manufacturing particular families of instruments such as brass, woodwind, and percussion.

Each business unit has acquired other producers to expand its manufacturing capacity. This has resulted in a complex environment with a high diversity of business and manufacturing systems.

The Enterprise Architecture (EA) program within the firm has been functioning for several years. It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are sponsors of the EA program. The EA program is mature, with an active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF 9 Architecture Content Framework.

The EA process framework is well coordinated with the PMO, Systems Development, and Operations functions. The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the four target geographic markets.

One of the goals of this reorganization is to improve the ability of Marketing to collect more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence.

A Request for Architecture Work to address the goals of the reorganization has been approved. As the architecture team commences its work, the CIO has expressed concerns about whether the firm will be able to adapt to the proposed architecture and how to manage the associated risks.

You have been asked how to address the concerns of the CIO. Based on TOGAF 9, which of the following is the best answer ?

A.

In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful introduction of the architecture into the organization. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed architecture.

B.

In Phase A the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account. These factors can then used to assess the initial risks associated with the proposed architecture.

C.

In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organization. The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then used to assess the initial risks associated with the proposed architecture.

D.

In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting requirements. Once the requirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

Issues in focus :

A complex environment with a high diversity of business and manufacturing systems. To improve the ability of Marketing to collect more meaningful market analytics

Aim :

To address the concern : Whether the firm will be able to adapt to the proposed architecture and how to manage the associated risks.

To do :

Select the best approach. We find out about Readiness and initial Risk assessment in Phase A

6.3.5 Assess Readiness for Business Transformation

A Business Transformation Readiness Assessment can be used to evaluate and quantify the organization's readiness to undergo a change. The results of the readiness assessment should be added to the Capability Assessment These results are then used to shape the scope of the architecture, to identify activities required within the architecture project, and to identify risk areas to be addressed.

6.3.10 Identify the Business Transformation Risks and Mitigation Activities

Identify the risks associated with the Architecture Vision and assess the initial level of risk (e.g., catastrophic, critical, marginal, or negligible) and the potential frequency associated with it. Assign a mitigation strategy for each risk.

A. In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful introduction of the architecture into the organization. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed architecture.

In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful introduction of the architecture into the organization – Nowhere in steps of Phase B

There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed architecture. – Valid points, but unfortunately not done in Phase B

B. In Phase A the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account. These factors can then be used to assess the initial risks associated with the proposed architecture.

In Phase A the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment – This Assessment is done in Phase E. We will leant this alter in the course

The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account. These factors can then be used to assess the initial risks associated with the proposed architecture - Valid points; Strictly not a Matrix but an informal assessment done in Phase A; only matrix in Phase A is Stakeholder Map Matrix. What is done in Phase A is : Identify the risks associated with the Architecture Vision and assess the initial level of risk (e.g., catastrophic, critical, marginal, or negligible) and the potential frequency associated with it. Assign a mitigation strategy for each risk

C. In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organization. The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed architecture.

In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organization – Valid point, worded properly

The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix – Valid point, worded properly

These factors can then be used to assess the initial risks associated with the proposed architecture - Precisely what is done in Phase A

D. In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting requirements. Once the requirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting requirements - Phase A may optionally include a Business Scenario preparation/But that is nothing to do with the situation at hand.

Once the requirements have been identified, they can be assessed in terms of their risks – As per TOGAF, initial risk assessment is done before looking into scenario based requirements

The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated – Partly acceptable point

Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board – Situation at hand is about assessment of risks. Not about residual risks

Answer :

Best answer : C – All points are appropriate

Second best answer : B : Some points are fine

Third Best Answer : A : Compared to D, it has less absurd points

Worst Answer : D : No need to explain more

SureFlight Air Carrier has received approval for the acquisition of a regional carrier.

To integrate the new acquisition, a TOGAF based enterprise architecture program has been initiated. The CIO sponsors the activity supported by the Chief Architect.

In Phase A within the initial iteration the CIO wants to ensure that the architecture activities are recognized among the various stakeholders of the enterprise. You are a consultant supporting the Chief Architect that should explain how to identify and engage the stakeholders at this stage of the program.

Identify the best answer accordingly to the TOGAF 9 guidelines.

A. Using the business scenarios technique you would identify supporting and not supporting stakeholders. Then you would list the set of viewpoints that are addressing the stakeholder concerns and share these with them.

B. You first priority is to communicate with the regional carrier stakeholders developing a Communications. Plan to share main features and discuss opportunities with them.
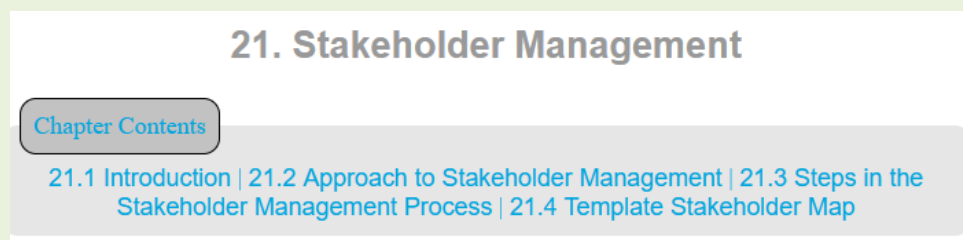
C. You conduct a pilot proof of concept during Phase A to demonstrate the technical feasibility to the stakeholders explaining the approach available from your preferred suppliers.

D. You identify all the main stakeholders on both the acquired carrier and the rest of the enterprise. Using a stakeholder map, you classify and record their power in relation to this activity. You then focus on implementing the relevant viewpoints that can address the concerns of every main stakeholder identified in the stakeholders map.

Some hints :

This scenario is about Stakeholder Management

What to refer :

21. Stakeholder Management

Chapter Contents

21.1 Introduction | 21.2 Approach to Stakeholder Management | 21.3 Steps in the Stakeholder Management Process | 21.4 Template Stakeholder Map

Examining Answer Choice A :

Using the business scenarios technique you would identify supporting and not supporting stakeholders. Then you would list the set of viewpoints that are addressing the stakeholder concerns and share these with them.

Actually Phase A is lot of Stakeholder element and preparing a vision document. Only an optional portion of it can be getting into business scenario technique.

This answer choice talks about viewpoints and stakeholder concerts, but is silent on how to go about addressing the concerns, who to engage and so on.

Examining Answer Choice B :

You first priority is to communicate with the regional carrier stakeholders developing a Communications. Plan to share main features and discuss opportunities with them.

Why focus on concerns of Stakeholders of one airline while the scenario is about acquisition of an airline and merger between two airlines.

Examining Answer Choice C :

You conduct a pilot proof of concept during Phase A to demonstrate the technical feasibility to the stakeholders explaining the approach available from your preferred suppliers.

Many Level 2 Exam questions may mention a pilot project. But we do not see this phrase anywhere in TOGAF documentation, anywhere.

Examining Answer Choice D :

You identify all the main stakeholders on both the acquired carrier and the rest of the enterprise. Using a stakeholder map, you classify and record their power in relation to this activity. You then focus on implementing the relevant viewpoints that can address the concerns of every main stakeholder identified in the stakeholders map.

Stakeholder map – very important point - classify and record their power in relation to this activity

Engage both airlines – a must

Focus on implementing the relevant viewpoints that can address the concerns of every main stakeholder identified in the stakeholders map. – next logical step that is in line with the Scenario requirement.

Best Answer : D

Because it focusses on Stakeholder engagement of both airlines

Not correct answers :

A : Business Scenario comes in only after Stakeholder priority is made through a Power-Interest Map Matrix

B : Why only engagement of one airline stakeholders ?

C : Pilot project is never mentioned in TOGAF anywhere

Rollins Manufacturing 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 Manufacturing Requirements Planning (MRPII) system, production scheduling, and custom developed applications that drive the automated production equipment at each plant.

Rollins 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 MRP-II 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 Rollins 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 MRP-II and production scheduling from a central system located in Cleveland.

The Chief Engineer wants to know how these concerns can be addressed.

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. This will then enable them to identify and document the characteristics of the architecture from the business requirements.

The Business Scenario documents the ERP related business process, along with the business and technology environment. It describes the Actors - the computing environment external but interacting with the system as also the people that interact with the system. It lists the desired outcome.

B. 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. Based on the findings from the research, the team should define a preliminary target Architecture Vision. The team should then use that model to build consensus among the key stakeholders.

C. The team should hold a series of interviews at each of the manufacturing plants using the business scenario technique. This will then enable them to identify and document the characteristics of the architecture from the business requirements.

This is optionally supplemented by a Business Scenario technique. The Business Scenario documents entire business process of the Enterprise, along with the business and technology environment. It describes all the Actors - the computing environment external but interacting with the system as also the people that interact with the system. It also lists the desired outcome.

D. The team should create Baseline and Target Architectures for each of the manufacturing plants. A gap analysis between the architectures will then validate the approach, and determine the Transition Architecture needed to achieve the target state.
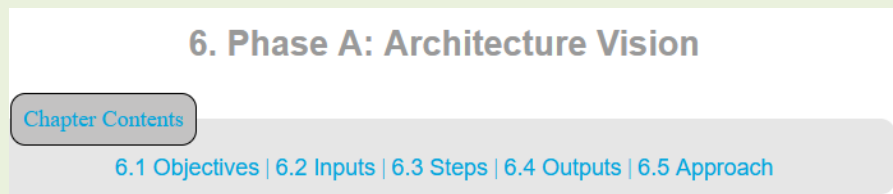
Based on the findings of that gaps, a complete set of requirements can be developed that will arrive the evolution of the architecture.

Some hints :

Request for Architecture Work - approved.

Need to develop an Architecture Vision that will achieve the desired outcomes and benefits

What to refer :

6. Phase A: Architecture Vision

Chapter Contents

6.1 Objectives | 6.2 Inputs | 6.3 Steps | 6.4 Outputs | 6.5 Approach

Note : Only part of the steps of this Phase are relevant to the scenario, as the answer choices focus only on such a sub-set.

Examining Answer Choice B :

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. Based on the findings from the research, the team should define a preliminary target Architecture Vision. The team should then use that model to build consensus among the key stakeholders.

Vendors and product platforms just do not come up in Vision Phase. They came up in Phase E at the earliest.

Examining Answer Choice C :

The team should hold a series of interviews at each of the manufacturing plants using the business scenario technique. This will then enable them to identify and document the characteristics of the architecture from the business requirements.

This is optionally supplemented by a Business Scenario technique. The Business Scenario documents entire business process of the Enterprise, along with the business and technology environment. It describes all the Actors - the computing environment external but interacting with the system as also the people that interact with the system. It also lists the desired outcome.

All green points, including that of an optional business scenario techniques are fine. But it has to be done with specific reference to the projects in question. Not correct to say "Business Scenario documents entire business process of the Enterprise"

Examining Answer Choice D :

The team should create Baseline and Target Architectures for each of the manufacturing plants. A gap analysis between the architectures will then validate the approach, and determine the Transition Architecture needed to achieve the target state.

Based on the findings of that gaps, a complete set of requirements can be developed that will arrive the evolution of the architecture.

Baseline, Target and Gap Analysis are heard in Phases B to D. whereas the Scenario if on Phase A. The steps mentioned here will take place, but in subsequent Phases and not int eh Phase A where our focus currently lies.

Examining Answer Choice A :

The team should hold a series of interviews at each of the manufacturing plants using the business scenario technique. This will then enable them to identify and document the characteristics of the architecture from the business requirements.

Above Green points are fine. Also see below as to how the business scenario related to ERP is specifically mentioned, Also the way the business scenario is formulated is described accurately. Note the mention of business and technology environment.

The Business Scenario documents the ERP related business process, along with the business and technology environment. It describes the Actors - the computing environment external but interacting with the system as also the people that interact with the system. It lists the desired outcome.

Answer :

Best Answer : A

A is best answer. It describes the Business scenario process and its document contents clearly.

C is second best. But the Business Scenario is conducted for whole enterprise and not for the project in question.

D is third best, but is more towards Gap analysis which is a technique that is needed in subsequent phases of ADM.

B is the worst answer. It focusses on the vendor first and the vision next.
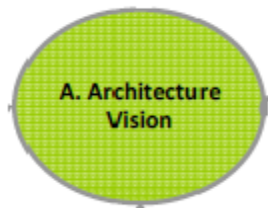
Business scenarios, an option at this stage

Business Scenario is related to moving to a solution to a business problem. Hence it appears both in Vision Phase and Business Architecture Phase.

The process of creating a Business Scenario

starts with Problem statements

Business Scenarios are an appropriate and useful technique to discover and document business requirements, and to articulate an Architecture Vision that responds to those requirements.

Business Scenarios may also be used at more detailed levels of the architecture work such as Phase B.

A Business Scenario describes :

- A business process, application, or set of applications that can be enabled by the architecture
- The business and technology environment
- The people and computing components (called "actors") who execute the scenario

  The desired outcome of proper execution

Florian Flowers BV is an international agricultural company exporting flowers and seeds worldwide. Florian is headquartered in Rotterdam in the Netherlands, and has sales and distribution centers in over 60 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, Florian wants to develop strong self-directed teams in each location. Florian also wants to define new business models that are profitable while reducing their impact on the environment. Florian management 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.

Florians international operations are subject to various legal and regulatory requirements. In areas such as genetically modified seeds, governmental controls 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, 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 guiding framework for the development and evolution of the Enterprise Architecture practice.

Florian management has engaged you as the Lead Consultant to assess the current situation.

You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of all these parties.

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

A. Prepare a Stakeholder Power Matrix map. Depending on the nature of the architecture, a set of models should be created that can be used to ensure that the system will be compliant with the local regulations. Stakeholders should be able to view the models to see that their concerns have been properly addressed.

B. Each architecture activity should be developed using a consistent modeling approach that is uniform across all architecture projects. 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 accessed.

C. For those groups that have sufficient power and level of interest, a special report should be created that summarizes the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders' requirements.

D. It would be beneficial to develop a stakeholder map that allows the architects to define groups of stakeholders that share common concerns. A set of views should be defined that addresses the concerns each group. Architecture models can then be created for each view to address the stakeholders' concerns.

Hand holding clues and approach tips from Faculty :

Issues in focus :

To develop strong self-directed teams in each location.

Define new business models that are profitable while reducing their impact on the environment.

Aim :

Enable the corporate legal staff and auditors to analyze proposed architectures to ensure that they are within the legal guidelines for a given location.

The research organization should be able to see that the architecture is appropriate for its needs.

Board Commitment and Concerns : Concerns are more toward Socially and environmentally Responsible approach, Legal and Regulatory compliance and so on

To do : Approaches that addresses all parties

What to refer :

21. Stakeholder Management

Chapter Contents

21.1 Introduction | 21.2 Approach to Stakeholder Management | 21.3 Steps in the Stakeholder Management Process | 21.4 Template Stakeholder Map

Examining Answer Choice B :

Each architecture activity should be developed using a consistent modeling approach that is uniform across all architecture projects. 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 accessed.

Very generic answer. No mention of Board concerns and the way to approach the same.

Examining Answer Choice C :

For those groups that have sufficient power and level of interest, a special report should be created that summarizes the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders' requirements.

Report mentioned above is irrelevant to the way to address the issue. All stakeholders need to be brought into picture, though some may get better attention with the concerns expressed by them.

Examining Answer Choice D :

It would be beneficial to develop a stakeholder map that allows the architects to define groups of stakeholders that share common concerns. A set of views should be defined that addresses the concerns each group. Architecture models can then be created for each view to address the stakeholders' concerns.

The map is pretty important.

Examine to see if the other Answer Choice is a better one or not.

Examining Answer Choice A :

Prepare a Stakeholder Power Matrix map. Depending on the nature of the architecture, a set of models should be created that can be used to ensure that the system will be compliant with the local regulations. Stakeholders should be able to view the models to see that their concerns have been properly addressed.

Every point seem to be very relevant.

Answer :

Best Answer : A

A : It gives the optimum approach under given circumstances and also states the Concerns as seen in the description to the question very correctly. It suggests modelling based on concerns and so is good in taking care of Views and the corresponding viewpoints.

D : is next best as it suggest Views and addressing them though modelling, but is not listing out the exact Concerns in this situation,.

C : is next best, but has wrong concerns appearing in them

B : is the worst, It advocates a model that will fit all the projects in the Enterprise. Noting specific to this Scenario.

Scenario Based Question : SBR – 305

Armstrong Defence Industries is the prime contractor for the Dreadnought Unmanned Aircraft System program. Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. Armstrong Defence is moving aggressively to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.

To achieve this goal, Armstrong Defence needs to define Baseline and Target Architectures. These architectures must address key stakeholders concerns such as :

1. What groups of people should be involved in procurement-related business processes ?

2. What current applications do those groups use ?

3. Which procurement-related business processes are supported by zero, one, or many existing applications ?

4. What are the overall lifetimes of the Request for Proposal and Purchase Order business objects ?

5. What non-procurement applications will need to be integrated with any new procurement applications ?

6. What data will need to be shared ?

At present, there are no particularly useful architectural assets related to this initiative. All assets need to be acquired and customized or created from scratch. The company prefers to implement existing package applications from systems vendors with little customization.

The architecture development project has just completed its Architecture Context iteration cycle and is about to begin the Architecture Definition iteration cycle.

Armstrong Defence is using TOGAF for its internal Enterprise Architecture activities. It uses an iterative approach for executing Architecture Development Method (ADM) projects.

You are serving as the Lead Architect.

You have been asked to identify the most appropriate architecture viewpoints for this situation.

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

A.

In the early iterations of the Architecture Definition:

Describe the Baseline Business Architecture with a Baseline Business Process catalog · Describe the Baseline Application Architecture with a Technology Portfolio catalog · Describe the Baseline Data Architecture with a Data diagram

In the later iterations of the Architecture Definition:

Describe the Target Business Architecture with an Actor/Process/Data catalog

Describe the Target Application Architecture with a System/Technology matrix ·

Describe the Target Data Architecture with a Data Dissemination diagram

B.

In the early iterations of the Architecture Definition:

Describe the Target Business Architecture with a Business Service/Function catalog and a Business Interaction matrix

Describe the key business objects with Product Lifecycle diagrams

Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix

Describe the Target Data Architecture with a Data Entity/Business Function matrix and a System/Data matrix

In the later iterations of the Architecture Definition:

Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix

Describe the Baseline Application Architecture with a System/Organization matrix and a System/Function matrix

Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

C.

In the early iterations of the Architecture Definition:

Describe the Target Business Architecture with a Business Service/Function catalog and an Organization/Actor catalog

Describe the key business objects with Data Lifecycle diagrams · Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix

Describe the Target Data Architecture with a System/Data matrix

In the later iterations of the Architecture Definition:

Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix

Describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix

Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

D.

In the early iterations of the Architecture Definition:

Describe the Baseline Business Architecture with an Organization/Actor catalog · Describe the Baseline Application Architecture with a System/Function matrix

Describe the Baseline Data Architecture using a Data Entity/Data Component catalog

In the later iterations of the Architecture Definition:

Describe the Target Business Architecture with an Organization/Actor catalog

Describe the Target Application Architecture using Application Communication diagrams end an Application Interaction matrix

Describe the Target Data Architecture with a System/Data matrix

Hand holding clues and approach tips from Faculty :

Issues in focus :

To consolidate and reduce redundant procurement processes and systems by instituting a preferred supplier program.

Aims :

To define Baseline and Target Architectures, addressing key stakeholders concerns such as :

 1. What groups of people should be involved in procurement-related business processes ?

2. What current applications do those groups use ?

3. Which procurement-related business processes are supported by zero, one, or many existing applications ?

4. What are the overall lifetimes of the Request for Proposal and Purchase Order business objects ?

5. What non-procurement applications will need to be integrated with any new procurement applications ?

6. What data will need to be shared ?

To do : Select the most appropriate architecture viewpoints for this situation.

Best Answer : D

Study table below and fill it up on your own for other answer choices.

	A	B	C	D
What people should be involved				Baseline - Organization/Actor catalog
Current applications used ?				Not clear
Procurement-related business processes supported by existing applications ?				Baseline - System/Function matrix
Overall lifetimes of relevant business objects ?				Target : Application Interaction matrix
Non-procurement applications - integrated with new applications				Target : Application Communication diagrams
What data will need to be shared				Target : System/Data matrix

UTrack Transports is a strong UK logistics company. The head of the strategic marketing division engaged the Principal Architect issuing a Request for architectural work to design an enhancement of the current Enterprise Data Warehouse system.

An enhancement is needed to support the change in the business model; UTrack wants to leverage on customer data collected during business as usual activities and anonymize them to offer marketing agencies a fresh and accessible source of analytics data, this will increase the company revenues.

TOGAF 9 is the architectural framework in use.

The Principal Architect has decided to ask you as Business Intelligence Subject Matter Expert to design the Data Architecture. The Chief Architect shared with you the Architecture Definition Document including the Business Architecture design. You now need to choose the artifacts you want to produce as part of the Data Architecture design.

Identify the best answer accordingly to the TOGAF 9.

A. You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are stored. You then classify what the data source are and the relationship with the data entities via a System/Data Matrix. You finally identify common data requirements using a Data Lifecycle Diagram.
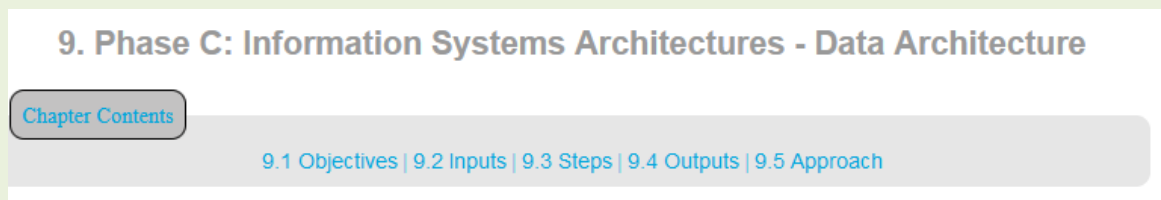
B. You first list the data used across the enterprise using a Data Entity/Data Component Matrix, including data entities and also the data components where data entities are stored. You then classify what the data source are and the relationship with the data entities via a Role/System Catalog. You finally identify common data requirements using a Data Use Case Diagram.

C. You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are stored. You then classify what the data source are and the relationship with the data entities via a System/Data Matrix.

D. You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are stored. You then assign ownership of data entities to the organization via a System/Data Matrix.
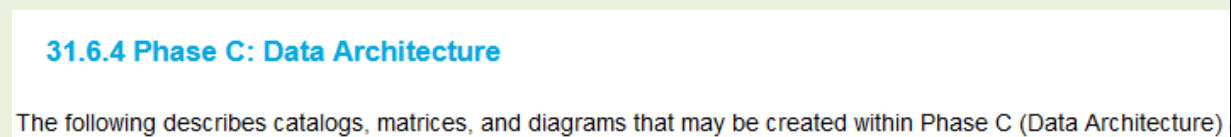
Some hints :

Request for architectural work – Issued

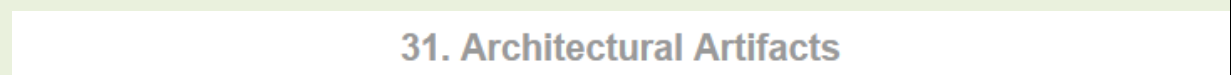To design the Data Architecture as an enhancement of the current Enterprise Data Warehouse system.

To refer :

9. Phase C: Information Systems Architectures - Data Architecture

Chapter Contents

9.1 Objectives | 9.2 Inputs | 9.3 Steps | 9.4 Outputs | 9.5 Approach

Also :

31.6.4 Phase C: Data Architecture

The following describes catalogs, matrices, and diagrams that may be created within Phase C (Data Architecture)

Which is part of

31. Architectural Artifacts

Go through all Artifacts mentioned, especially those relating to Data Architecture

Examining Answer Choice B :

You first list the data used across the enterprise using a Data Entity/Data Component Matrix, including data entities and also the data components where data entities are stored. You then classify what the data source are and the relationship with the data entities via a Role/System Catalog. You finally identify common data requirements using a Data Use Case Diagram.

Data Entity/Data Component Matrix : Relevant to identify and maintain a list of all the data use across the enterprise, including data entities and also the data components where data entities are stored.

Role/System Catalog : Not Relevant : It depicts the relationship between applications and the business roles that use them within the enterprise.

Data Use Case Diagram : Can show the scenarios which relate to Data and the way Data Visualization is done from the Data Warehouse.

Examining Answer Choice C :

You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are stored. You then classify what the data source are and the relationship with the data entities via a System/Data Matrix.

Data Entity/Data Component Matrix : Relevant

System/Data Matrix : Relevant to depict the relationship between applications (i.e., application components) and the data entities that are accessed and updated by them.

Examining Answer Choice D :

You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are stored. You then assign ownership of data entities to the organization via a System/Data Matrix

Data Entity/Data Component Matrix : Relevant

System/Data Matrix : Relevant, but more useful for relationship match than ownership claim

Examining Answer Choice A :

You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are stored. You then classify what the data source are and the relationship with the data entities via a System/Data Matrix. You finally identify common data requirements using a Data Lifecycle Diagram.

Data Entity/Data Component Matrix : Relevant to identify and maintain a list of all the data use across the enterprise, including data entities and also the data components where data entities are stored.

System/Data Matrix : Relevant to depict the relationship between applications (i.e., application components) and the data entities that are accessed and updated by them.

You finally identify common data requirements using a Data Lifecycle Diagram : **Highly relevant point, for a Data Warehouse Architecture.**

Answer :

Best Answer : A

Because Artifact – Building Blocks are chosen appropriately

C is second best.

D is third best.

B is the worst answer.

Please note that what was appearing as dedicated chapters on TRM and III-RM in TOGAF 9.1 documentation are removed from Level 2 Certification angle and documentation of TOGAF 9.2. Only general references to these in respective Segment Architectures (BDAT) is appearing in TOGAF 9.2

Nest Question SBR – 307 appearing below may please be ignored from the view of preparing for TOGAF 9.2 Level 2 Certification. Nevertheless the classification mentioned here is worth knowing for practical use of TOGAF in your Enterprise.

Scenario Based Question : SBR – 307

Zue Self Wheels is a leading world-wide manufacturer bicycles and exercising equipment. They offer a variety of products and equipment for health conscious individuals and also for health centres and Clubs.

A new CIO has joined the enterprise and has set up a team of Enterprise Architects following the TOGAF 9 practice. The Preliminary Phases has discovered that information management about the products, customers and orders were not captured properly and what is stored is not in harmony for easy and systematic retrieval.

The main challenge taken up now is to offer to their customers a centralized and reliable entry and engagement point for their information needs and requests via the creation of a global online portal. This will allow the management to go for new marketing activities and will enable the enterprise a way to offer ecommerce service. They are attempting a Boundaryless Information Flow, at least for now with respect to their customer engagement.

You are the Chief Architect and the CIO asked you to present an Architecture Vision to address the above business problem. Identify the best answer accordingly to the TOGAF 9. At this stage of Vision, you decide with him that there is a need to revisit the Preliminary Phase and set up Reference library which is of the nature of TRM and III-RM.

You will recommend the following major contents to be referenced by the TRM and III-RM . Select the best answer.

A. Service Categories : Data management and data interchange ; User interface, graphics and image; Security, system and network management ; Software engineering ; Information brokers and application integrators

B. Service Categories : Location and Directory ; Data management and data interchange through XML, JSON etc.,; User interface, graphics and image with Multimedia; Security, system and network management

C. Service Categories : Location and Directory ; Data management and data interchange ; User interface, graphics and image; Security, system and network management ; Information brokers and application integrators by way of Information Consumer applications

D. Service Categories : Management utilities; Development Tools; Communications Infrastructure Network Services ; Location and Directory

Hand holding clues and approach tips from Faculty :

Issues in focus :

Information management about the products, customers and orders were not captured properly and what is stored is not in harmony for easy and systematic retrieval.

Aims : To offer to their customers a centralized and reliable entry and engagement point for their information needs and requests via the creation of a global online portal.

So, there is a need to revisit the Preliminary Phase and set up Reference library which is of the nature of TRM and III-RM.

To do : To recommend the following major contents to be references by the TRM and III-RM.

Answer :

A : Best answer : Lists Service Categories most relevant for the global one line portal, which will also have III-RM need of brokering (SOA) application provider.

C : Next best. But lists Information Consumer applications instead of Provider applications

B : Third best Though lists relevant Service Categories, leave out III-RM portion.

D : Worst Answer : Lists things which are more of III-RM intermediaries and TRM low level Services. Not relevant for this question

On Assessment and Risks for Business Transformation

Vittronics Ltd. is a leading medical device manufacturer in the highly competitive market for Migraine Headache Pain Management (MHPM) devices. These tiny wireless devices are implanted in the brain and can deliver a precise electric shock when the wearable Pain Control Unit (PCU) detects an increase in stress induced by the onset of a migraine headache. This technology will be a breakthrough in the treatment of this condition, and several competitors are striving to be the first to introduce a product into the market. However, all of them must demonstrate the effectiveness and safety of their products in a set of clinical trials that will satisfy the regulatory requirements of the countries in the target markets.

The Enterprise Architecture group at Vittronics has been engaged in an architecture development project to create a Secure Private Immersive Collaborative Environment (SPICE) that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials. The Vittronics Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. They have recently upgraded to TOGAF 9. The Vittronics Architecture Development Method (VADM) is strictly based on the TOGAF 9 Architecture Development Method (ADM) with extensions required to support current good manufacturing practices and good laboratory practices in their target markets.

The SPICE project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase.

Due to the highly sensitive nature of the information that is managed in SPICE, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain. A corresponding SPICE Security Architecture has been defined. The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity.

You are serving as the Lead Architect for the SPICE project team. As required by TOGAF, the SPICE project team has completed a Business Transformation Readiness Assessment in Phase A (Architecture Vision). In that assessment, it was determined that there are risks associated with the adoption of the Immersive Collaborative Environment. Despite a clear expression of the vision and the business need for utilizing SPICE to accelerate the clinical trials, the researchers have been resisting the change because of concerns about safeguarding individually identifiable information about the subjects who were participating in the trials. You have been asked to recommend how this situation be managed in the implementation planning phases.

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

A.

You decide that in Phase E, the team creates an overall solutions strategy that can guide the Target Architecture implementation and structure the Transition Architectures. You check that there is consensus before proceeding.

B.

You decide to return to Phase A, where the team should brainstorm a technical solution that mitigates the residual risks presented by the privacy issue. Then, during Phase D, you will direct the team to develop an Architecture Building Block to manage the security risks. After that, the team should select Solution Building Blocks that mitigate all of the identified risks and revise the Requirements Impact Statement to reflect the changes to the high-level solutions strategy and migration plan.

C.

You decide that in Phase E, the team reviews the Business Transformation Readiness Assessment and identify, classify, and mitigate the risks associated with the identified readiness factors. If the risks can be satisfactorily mitigated, then you would continue to define a high-level solutions strategy that includes the Transition Architectures needed to make the change culturally and technically feasible.
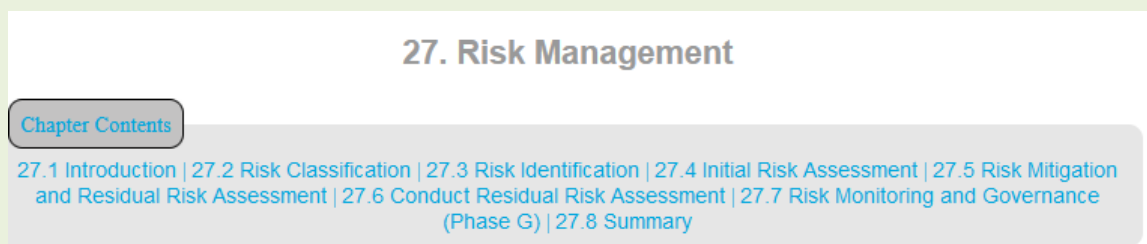
D.

You decide that in Phase E, the team determines an approach to implementing an overall strategic direction that will address and mitigate the risks identified

Some hints :

This scenario is about Risk Management. The Scenarios has taken us to Phase E (completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase) though references to Phase A also appears therein.

Let us not forget that Risk is covered art ana initial level in Phase A : Architecture Vision Phase (no major Building blocks ready yet) and gain at a detailed and residual level in Phase E by when all SBBs are ready.

What to refer :

27. Risk Management

Chapter Contents

27.1 Introduction | 27.2 Risk Classification | 27.3 Risk Identification | 27.4 Initial Risk Assessment | 27.5 Risk Mitigation and Residual Risk Assessment | 27.6 Conduct Residual Risk Assessment | 27.7 Risk Monitoring and Governance (Phase G) | 27.8 Summary

Examining Answer Choice A :

You decide that in Phase E, the team creates an overall solutions strategy that can guide the Target Architecture implementation and structure the Transition Architectures. You check that there is consensus before proceeding.

Creating a Solutions Strategy is about SBB creation. How does it address the concerns on risks ?

Examining Answer Choice C :

You decide that in Phase E, the team reviews the Business Transformation Readiness Assessment and identify, classify, and mitigate the risks associated with the identified readiness factors. If the risks can be satisfactorily mitigated, then you would continue to define a high-level solutions strategy that includes the Transition Architectures needed to make the change culturally and technically feasible.

Points are relevant for Risk assessment in Phase E, but what about the steps needed to mitigate the risks ? This answer choice is silent on it

Examining Answer Choice D :

You decide that in Phase E, the team determines an approach to implementing an overall strategic direction that will address and mitigate the risks identified

How does this one line step address the concerns on risks ?

Examining Answer Choice B :

B.

You decide to return to Phase A, where the team should brainstorm a technical solution that mitigates the residual risks presented by the privacy issue. Then, during Phase D, you will direct the team to develop an Architecture Building Block to manage the security risks. After that, the team should select Solution Building Blocks that mitigate all of the identified risks and revise the Requirements Impact Statement to reflect the changes to the high-level solutions strategy and migration plan.

Talks about mitigation in real terms.

Also steps beyond this revisit to Phase A is mentioning realignment of the ABBS in Phase D before it is passed on to Phase E for SBB (re)creation. Revising the Requirements Impact Statement at this second visit to Phase E is important.

Answer :

Best Answer : B

Because returning to Phase A, by putting a break on further progress with next Phases, is most appropriate for this situation

In other three not correct answers : Phase E has no steps to tackle the issue like what is mentioned here

Second Best answer : C

Third Best answer : A (though it is more strictly second worst answer)

Worst answer : D

It is time to leave the actual answer process including arriving at the reason of not selecting the other three choices is left for to your own attempts. Only minor hints or none is provided in some Questions that follow.

Scenario Based Question : SBR – 408

St. Croix Consulting started as an accounting and financial services company. It has expanded over the years and is now a leading North American IT and Business Services provider. With numerous practice areas and a multitude of diverse engagements underway at any given time, overall engagement management has become challenging.

The company does not want to risk its outstanding reputation or its international certifications and CMM ratings. Senior partners must become team players, working to support the broader needs of the company and its shareholders.

The Enterprise Architecture team has been working to create St. Croixs Enterprise Architecture framework to address these issues. The team has defined a preliminary framework and held workshops with key stakeholders to define a set of 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. An Architecture Review Board has been formed comprised of IT staff executives and executives from the major practice areas.

The Enterprise Architecture framework is based on TOGAF 9.

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of the Enterprise Architecture program.

You have been assigned to the role of Chief Enterprise Architect.

As the EA team prepares to formulate an Implementation plan, they have been asked by the CIO to assess the risks associated with the proposed architecture. He has received concerns from senior management that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

You have been asked to recommend an approach to satisfy these concerns.

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

A. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture. Once all of the concerns have been resolved, the EA team should finalize the Architecture Implementation Roadmap and the Migration Plan.

B. The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

C. Prior to preparing the Implementation plan, the EA team should create a consolidated gap analysis to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture.

D. Prior to preparing the Implementation plan, there are several techniques that should be applied to assess the risks and value of the proposed transformation. In particular, the EA team should pay attention to the Business Transformation Readiness Assessment and the Business Value Assessment.

Best Answer : C

Vittronics Ltd. is a leading medical device manufacturer in the highly competitive market for Migraine Headache Pain Management (MHPM) devices. These tiny wireless devices are implanted in the brain and can deliver a precise electric shock when the wearable Pain Control Unit (PCU) detects an increase in stress induced by the onset of a migraine headache.

This technology will be a breakthrough in the treatment of this condition, and several competitors are striving to be the first to introduce a product into the market. However, all of them must demonstrate the effectiveness and safety of their products in a set of clinical trials that will satisfy the regulatory requirements of the countries in the target markets.

The Enterprise Architecture group at Vittronics has been engaged in an architecture development project to create a Secure Private Immersive Collaborative Environment (SPICE) that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials.

The Vittronics Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. They have recently upgraded to TOGAF 9. The Vittronics Architecture Development Method (VADM) is strictly based on the TOGAF 9 Architecture Development Method (ADM) with extensions required to support current good manufacturing practices and good laboratory practices in their target markets.

The SPICE project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Due to the highly sensitive nature of the information that is managed in SPICE, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain. A corresponding SPICE Security Architecture has been defined.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. He has stated that the changes to the SPICE architecture 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.

You are serving as the Lead Architect for the SPICE project team.

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

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

A. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar solutions together to form work packages.

Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures and documented in an Architecture Definition Increments Table.

B. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procured. Eliminate any duplicate building blocks. Group the remaining Solution Building Blocks together to create the work packages.

Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.

C. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product.

Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

D. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture. Schedule the rollout one region at a time.

Document the progression of the enterprise architecture using an Enterprise Architecture State Evolution table.

Some hints :

This scenario is about

Noted that : Now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Each architecture domain included an examination of the security and privacy issues that are relevant for each domain.

Also noted that : The SPICE architecture 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.

To Do :

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

What to refer :

Looking into Phase E, Opportunities and Solutions

12.3 Steps

The level of detail addressed in Phase E will depend on the scope and goals of the overall architecture effort.

The order of the steps in Phase E as well as the time at which they are formally started and completed should be adapted to the situation at hand in accordance with the established Architecture Governance.

All activities that have been initiated in these steps must be closed during the Create the Architecture Roadmap & Implementation and Migration Plan step (see 12.3.11 Create the Architecture Roadmap & Implementation and Migration Plan).

The steps in Phase E are as follows:

Steps include, not necessary in strict sequential order :

Determine / Confirm Key Corporate Change Attributes

Determine Business Constraints for Implementation

Consolidate Gap Analysis Results from Phases B to D

Review consolidated requirements across related business functions

Review IT Requirements from a Functional Perspective

Consolidate and Reconcile Interoperability Requirements
Refine and Validate Dependencies

Confirm Readiness and Risk for Business Transformation

Formulate High-Level (Initial) Implementation and Migration Strategy

Identify and Group Major Work Packages

Create Portfolio and Project Charters and Update the Architectures

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12. Phase E: Opportunities & Solutions

Chapter Contents

12.1 Objectives | 12.2 Inputs | 12.3 Steps | 12.4 Outputs | 12.5 Approach

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Examining Answer Choice B :

Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procured. Eliminate any duplicate building blocks. Group the remaining Solution Building Blocks together to create the work packages.

Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions. – Very vague steps and ignores that the final decision is made in Phase F

Examining Answer Choice C :

Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product.

Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

All relevant points. But more important points like Implementation Factor Assessment and Deduction Matrix is missing

Examining Answer Choice D :

Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture. Schedule the rollout one region at a time.

Document the progression of the enterprise architecture using an Enterprise Architecture State Evolution table

All the more relevant points. But is there a answer choice which is better than this. Otherwise this will emerge as the best answer.

Examining Answer Choice A :

Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar solutions together to form work packages.

Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the packages into a **set of Capability Increments scheduled into a series of Transition Architectures** and **documented in an Architecture Definition Increments Table**.

The final inference :

Definitely the best answer, improving on many points that are anyhow seen in answer choice D. the clinching points is about mentioning of various relevant points in the last paragraph, seen in block letters above. He ADD – Architecture Definition Document that is being referred to right from Phase A is the one having the Increments Table mentioned here.

Answer :

Best Answer : A

In other three not correct answers :

Second Best answer : D : Many relevant points

Third Best answer : C

Worst answer : B

You have been assigned the role of Chief Enterprise Architect within a leading North American information technology services company. The company has a number of service portfolios including infrastructure, applications, business process outsourcing, accounting, and financial services.

With numerous practice areas and a multitude of diverse engagements underway 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 Chief Executive Officer and Chief Information Officer have co-sponsored the creation of an Enterprise Architecture progam based on TOGAF 9. An Architecture Board has been formed comprised of IT staff executives and executives from the major practice areas.

The Enterprise Architecture team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The 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 senior partners that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

You have been asked to recommend an approach to satisfy these concerns.

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

A. You recommend that 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.

The EA team should assess the readiness of the organization to undergo change. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

B. You recommend that the EA team apply an interoperability analysis to evaluate any potential issues across the Solution Architecture. This should include the development of a matrix showing the interoperability retirements. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.
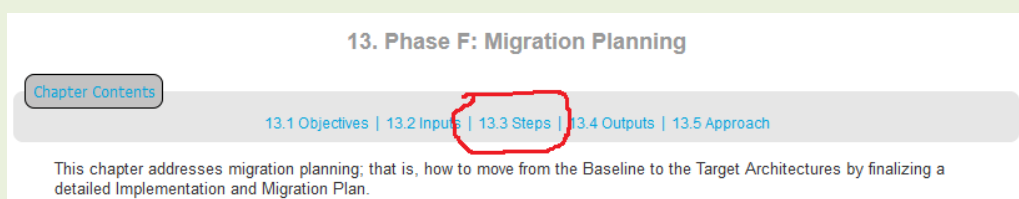
C. You recommend that the EA team apply the Business Transformation Readiness Assessment technique which will allow the risks associated with the transformations to be identified and mitigated for, it will also identify improvement actions to be worked into the Implementation and Migration Plan. A Business Value Assessment should be used to determine the business value and associated risks for the transformation.

D. You recommend that the EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.

Some hints :

This scenario is about detailed Implementation and Migration plan : Means Phase F

What to refer :

13. Phase F: Migration Planning

Chapter Contents

This chapter addresses migration planning; that is, how to move from the Baseline to the Target Architectures by finalizing a detailed Implementation and Migration Plan.

Examining Answer Choice A :

You recommend that 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.

The EA team should assess the readiness of the organization to undergo change. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

The scenario is about Phase F. Many points herein, marked in red above, are about Phase E

Examining Answer Choice B :

You recommend that the EA team apply an interoperability analysis to evaluate any potential issues across the Solution Architecture. This should include the development of a matrix showing the interoperability retirements.

Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.

The scenario is about Phase F. Many points herein, marked in red above, are about Phase E

Examining Answer Choice D :

You recommend that the EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

A value realization process should then be established to ensure that the concerns raised are addressed.

The scenario is about Phase F. Many points herein, marked in red above, are about Phase E. Only the point on value realization is somewhat in alignment with bust Benefit analysis, which is a step in Phase F

Examining Answer Choice C :

You recommend that the EA team apply the Business Transformation Readiness Assessment technique which will allow the risks associated with the transformations to be identified and mitigated for, it will also identify improvement actions to be worked into the Implementation and Migration Plan. A Business Value Assessment should be used to determine the business value and associated risks for the transformation.

This answer choice is one on a combination of steps in Phase E and Phase F. But all are relevant to the concern as raised int eh scenario description of this question/

Answer :

Best Answer : C

In other three not correct answers :

Second Best answer : D

Third Best answer and the Worst answer : A tie between A and B

AutoComp Corporation produces components for the Car industry. Driven by the global financial downturn they are looking to reduce IT costs. They believe there is a cost saving opportunity within IT but this is not quantified in terms of potential savings nor is there agreed target architecture.

Final decisions on the solutions are not yet fully agreed. They have completed their Vision Phase and first pass of the three architecture definition phases and now they want to finalize and plan their solutions. You are the Chief Architect from a consulting organization brought into review the work to date by AutoComp Corporation and to make recommendations to the CIO and the board on this.

Which of the following answers best describes how TOGAF recommends in this context ?

A. I would determine the business value of each solution, prioritize accordingly each set of solutions, conduct detailed Risk Assessment and Mitigation, do Compliance reviews and then implement the solutions. I would present my recommendations to the board for agreement. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.

B. I would after confirming Enterprise Change Attributes and constraints, do a Consolidated Gap Analysis then dependencies, then group and allocate the transitions. I would also assess Enterprise readiness and risks. Then I would also assess the business value of the solutions, do risk analysis with mitigation and then schedule the work products.

C. I would do a Consolidated Gap Analysis by considering then dependencies, then group and allocate the transitions. I would then look to produce artifacts that describe the recommended projects, the risk, issues and dependencies. This would also include transition architects to move us from current architecture to the recommended target architectures. I would present my recommendations to the board for agreement. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.

D. I would look at the corporate culture and attitude to change, understand the constraints such as cost and the required time horizons. I would then look at the architecture work to ensure it is complete and seek to address any gaps. I would review the functional requirements and ensure there are complete interoperability requirements. I would then validate any dependencies and risks. Then formulate an implementation and migration strategy identifies major work packages and the transition architecture required. Finally, once agreement is reached with the board, I will create project charters and re-factor any changes needed from the board discussion into the architecture.

Some hints :
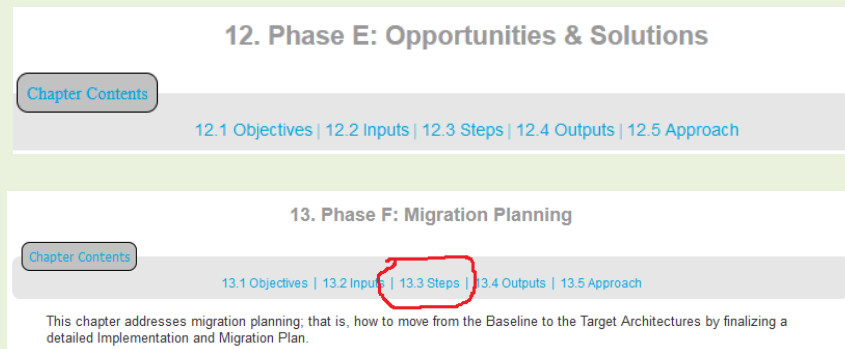
They are looking to reduce IT costs

They have completed their Vision Phase and first pass of the three architecture definition phases and now they want to finalize and plan their solutions

This scenario appears to be about Phase E. But scan through the four answer choices and come to the conclusion that it is combination of actions taken in Phase E and Phase F

To do :

To make recommendations to the CIO and the board on finalizing and planning their solutions

What to refer :

12. Phase E: Opportunities & Solutions

Chapter Contents

12.1 Objectives | 12.2 Inputs | 12.3 Steps | 12.4 Outputs | 12.5 Approach

13. Phase F: Migration Planning

Chapter Contents

13.1 Objectives | 13.2 Inputs | 13.3 Steps | 13.4 Outputs | 13.5 Approach

This chapter addresses migration planning; that is, how to move from the Baseline to the Target Architectures by finalizing a detailed Implementation and Migration Plan.

Examining Answer Choice A :

I would determine the business value of each solution, prioritize accordingly each set of solutions, conduct detailed Risk Assessment and Mitigation, do Compliance reviews and then implement the solutions.

Compliance Review (ACR − Architectural Compliance Review) is part of Phase G

I would present my recommendations to the board for agreement. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.

If this refers to board decision on accepting the implemented solution, it happens in Phase G.

In case the board agreement mentioned above is the approval of work products, that should happen after Phase F steps are indicated, which in turn would expect Phase E steps for this scenario in focus.

Examining Answer Choice B :

I would after confirming Enterprise Change Attributes and constraints, do a Consolidated Gap Analysis then dependencies, then group and allocate the transitions.

I would also assess Enterprise readiness and risks.

These are steps of Phase E and are fine. But we are looking for equal emphasis on steps of Phase F. A few are seen below :

Then I would also assess the business value of the solutions, do risk analysis with mitigation and then schedule the work products.

May be this the best answer, provided no other answer choice is better than this.

Examining Answer Choice C :

I would do a Consolidated Gap Analysis by considering the dependencies, then group and allocate the transitions. I would then look to produce artifacts that describe the recommended projects, the risk, issues and dependencies. This would also include transition architects to move us from current architecture to the recommended target architectures.

All above are valid points as per Phase E.

But points below overlook the fact that few steps of Phase F are needed before the Work Packages are confirmed in Phase F as Work Products after a few steps of work being carried out.

I would present my recommendations to the board for agreement.

Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.

Examining Answer Choice D :

I would look at the corporate culture and attitude to change, understand the constraints such as cost and the required time horizons.

These points above are in alignment with following steps of Phase E :

- 12.3.1 Determine/Confirm Key Corporate Change Attributes
- 12.3.2 Determine Business Constraints for Implementation

I would then look at the architecture work to ensure it is complete and seek to address any gaps. I would review the functional requirements and ensure there are complete interoperability requirements. I would then validate any dependencies and risks. Then formulate an implementation and migration strategy identifies major work packages and the transition architecture required.

Now look at the balance steps of Phase E. They do reflect in the points marked green in the above paragraph.

Ideally Phase F steps could have been highlighted here. But somehow they are not there in this answer choice. Nevertheless the **following points indicate**, though indirectly as to **how the Phase F involves work (Work Product finalization) and Project charter creation after due consultation and approval of the Board.**

Finally, once agreement is reached with the board, I will create project charters and re-factor any changes needed from the board discussion into the architecture.

When we compare the answer choice B and this one, we arrive at the best answer as this choice.

Answer :

Best Answer : D

Second Best answer : B

Third Best answer : C

Worst answer : A

TP Banking is a strong financial institute with a well-known acquisition history with an internal IT department managing over 100 projects related to infrastructure and services.

The CIO has decided to create an Enterprise Architecture based on TOGAF 9 as reaction to the difficult market conditions. An Architecture Vision and a set of domain architectures were approved.

The CIO is asking you (the Lead Architect) to define an Implementation and Migration Plan that realizes the vision already agreed with the stakeholders involved.

You are leading a group of domain architects and you are working with the corporate PMO, the business strategy team and service operations. You are meeting the stakeholders to clarify how you want to proceed with the Implementation and Migration Plan.

Choose one of the following answers

A. You propose to start collecting the existing deliverables describing the different domains in order to enable the Enterprise Architecture tram to integrate them with the support of the operation management. Every domain architect will then evaluate the impact on the projects already planned for the domain. The single revised plans will be integrated together and consolidated into a strategic implementation and migration strategy defining an IT roadmap.

B. You communicate the need for urgency. The projects already planned will be cancelled and the implementation of the new architecture vision will be set as first priority. A set of new projects will be defined to implement the new strategy. You will use the requirements from Phases B through D and define new projects for each one of the requirements. The use of defined interoperability architecture guidelines will then enable the project teams to work together and define a set of new point-to-point interfaces.

C. You describe the concept of Transition Architectures and clarify that the business value can be achieved by all the projects delivering their increments in a coordinated approach. Capability gaps and project dependencies are analyzed for each domain this will then enable the projects to be organized in work packages. You will then agree on the roadmap for the implementation and migration strategy meeting with all the key stakeholders.

D. You communicate the CIO's will to transform the corporation and then that he's seeking help from the domain architects to do that. The requirements are managed in order to enable every Architect to participate to the planning that will result in a detailed list of work activities with impact on the IT portfolio of projects. A five year Target Architecture will then be defined and a report will keep track of dependencies and factors assessment.

Some hints :

Architecture Vision and a set of domain architectures were approved – Means completed upto Phase D
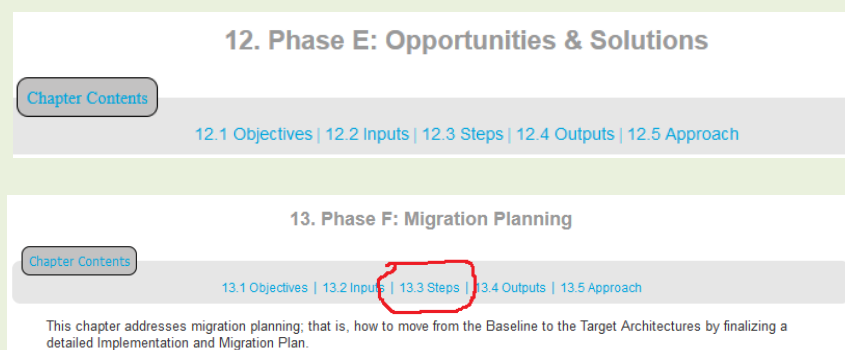
To do :

To define an Implementation and Migration Plan that realizes the vision already agreed with the stakeholders involved.

You are to clarify how you want to proceed with the Implementation and Migration Plan.

This scenario appears to be, just like the previous SBR, about Phase E and Phase F combination

Do expect questions of this tyle of combination. We come across Level 2 questions now and then which are a combination of Phase E and Phase F or sometimes a combination of Preliminary Phase and Phase A

What to refer :

12. Phase E: Opportunities & Solutions

Chapter Contents

12.1 Objectives | 12.2 Inputs | 12.3 Steps | 12.4 Outputs | 12.5 Approach

13. Phase F: Migration Planning

Chapter Contents

13.1 Objectives | 13.2 Inputs | 13.3 Steps | 13.4 Outputs | 13.5 Approach

This chapter addresses migration planning; that is, how to move from the Baseline to the Target Architectures by finalizing a detailed Implementation and Migration Plan.

Examining Answer Choice A :

You propose to start collecting the existing deliverables describing the different domains in order to enable the Enterprise Architecture tram to integrate them with the support of the operation management.

Indicates the **consolidation at Phase E and consultation with other Management Frameworks in Phase F.**

However points appearing below do not qualify to be a streamlines one as seen ion steps of Phase E and Phase F.

Every domain architect will then evaluate the impact on the projects already planned for the domain. The single revised plans will be integrated together and consolidated into a strategic implementation and migration strategy defining an IT roadmap.

Examining Answer Choice B :

You communicate the need for urgency. The projects already planned will be cancelled and the implementation of the new architecture vision will be set as first priority.

Points above are highly irrelevant

A set of new projects will be defined to implement the new strategy. You will use the requirements from Phases B through D and define new projects for each one of the requirements. The use of defined interoperability architecture guidelines will then enable the project teams to work together and define a set of new point-to-point interfaces.

Even points above are irrelevant. They want to roll back Phase B to D.

Not the kind of points we expect for this scenario

Examining Answer Choice D :

You communicate the CIO's will to transform the corporation and then that he's seeking help from the domain architects to do that.

The requirements are managed in order to enable every Architect to participate to the planning that will result in a detailed list of work activities with impact on the IT portfolio of projects.

A five year Target Architecture will then be defined and a report will keep track of dependencies and factors assessment.

All the points above of Preliminary Phase. Not at all in tune with the scenario.

This straightway will **make this the worst answer.**

Examining Answer Choice C :

You describe the concept of Transition Architectures and clarify that the business value can be achieved by all the projects delivering their increments in a coordinated approach. Capability gaps and project dependencies are analyzed for each domain this will then enable the projects to be organized in work packages. You will then agree on the roadmap for the implementation and migration strategy meeting with all the key stakeholders.

Points are relevant though **steps of Phase E and Phase F are intermixed. This is acceptable**

Also it appears as of Key Stakeholders decide on the roadmap. Actually in Phase F, they are consulted (Interaction with Management Frameworks) but the decisions and priority are a matter of task of EAs in Phase F which is then finally approved by the Architecture Board. **This point as given in this answer choice is still acceptable**

Answer :

Best Answer : C

Second Best answer : A

Third Best answer : B

Worst answer : D

Scenario Based Question : SBR – 413

Carter Woods, a global furniture firm, wants to improve the efficiency of its sales force by replacing their legacy configuration and ordering systems based on manual and paper based processes with an online ordering platform.

Carter Woods uses the Architecture Delivery Method from TOGAF 9. The CIO sponsored this activity and the Baseline Architecture was defined on the initial iteration defining: approach, scope and architectural vision including a set of architecture principles related to the Data domain :

- Data is an asset.

- Data is shared.

- Data is accessible.

A set of aspects to clarify arose from the business analysis from the assumption to replace the legacy systems with an online centralized one. These main concerns are :

· To identify the changes to existing business processes.

· To identify the data entities that can be shared among the sales agents.

· To clarify how to keep the data secured.

· To identify the list of non-sales application to be integrated with the sales applications

You, as Lead Enterprise Architect, need to identify the most appropriate architecture viewpoints to address the concerns above mentioned.

Choose one of the following answers

A. Depict the Business Architecture using a Role catalog and a process/Event/Control/Product catalog. Depict the Data Architecture using a System/Data matrix, a Data Entity/Data Component catalog and Data Security diagram. Depict the Application Architecture using an Interface catalog. Define the Technology Architecture via a Network Computing/Hardware diagram.

B. Depict the Business Architecture using a Business Interaction matrix and a Location catalog. Depict the Data Architecture using a Data Lifecycle diagram and a Data Migration diagram. Depict the Application Architecture using a Software Engineering diagram. Depict the Technology Architecture using a Communications Engineering diagram.

C. Depict the Business Architecture using a Business Footprint diagram and a Location catalog. Depict the Data Architecture using a Data Migration diagram, System/Data matrix and Data Lifecycle diagram. Depict the Application Architecture using an Application Communication diagram. Depict the Technology Architecture using a Network Computing/Hardware diagram.

D. Depict the Business Architecture using a Role catalog and Location catalog. Depict the Data Architecture using a System/Data matrix, Data Entity/Business Function matrix and Data Security diagram. Depict the Application Architecture using an Application Interaction matrix. Define the Technology Architecture via a Network Computing/Hardware diagram.

Best Answer : A

Approach is similar to an SBR question appearing in Module 12, Part 2

McKinley Rockets is an enterprise that employs 20,000 men and women in five countries: UK, Italy, France, Spain and the Netherlands and its mission is to guarantee access to space offering space transportation, launch and management of satellite systems at low cost.

A TOGAF 9 mature Enterprise Architecture program is already established within the enterprise. McKinley Rockets strategy is to leverage in the USA shortage of satellite launches availability - that NASA created because of the Shuttle program shutdown - by acquiring an important American space agency. This will ultimately allow McKinley Rockets to offer its services to the US market.

The new acquired company NovaSpace is very successful but with outdated satellite monitoring systems. The CIO is sponsoring an activity to extend the McKinley Rockets' satellite monitoring applications to include the NovaSpace's satellites flock.

Architecture Board decided to approve the vision, provided that the Design Definition Document is presented for review at phase D conclusion.

The Chief Architect asked you as Lead Integration Architect to use TOGAF 9 to recommend the best approach to design the Full Architecture and present it to the Architecture Board.

Identify the best answer accordingly to the TOGAF 9 guidelines.

A. You start with the Business Architecture and then address Technology, Application and Data domains.

For every domain you select the relevant reference models, viewpoints, and tools.

You develop a Target and Baseline Architecture Descriptions. Then perform Gap Analysis, resolve impacts across the Architecture Landscape and update the roadmap. Finally update the Architecture Definition Document.

B. You start with the Business Architecture and then address Data, Application and Technology domains.

You then Confirm management framework interactions for the Implementation and Migration Plan, Prioritize the migration projects through the conduct of a cost/benefit assessment and risk validation. Then perform Gap Analysis and update the Architecture Definition Document.

C. You start with the Business Architecture and then address Data, Application and Technology domains. For every domain you select the relevant reference models, viewpoints, and tools. You develop a Baseline and Target Architecture. Then perform Gap Analysis, assess the roadmap impacts and finally update the Architecture Definition Document.

D. You start with the Business Architecture and then address Data, Application and Technology domains. For every domain you develop a Baseline and Target Architecture. Then perform Gap Analysis and update the Architecture Definition Document.

Some hints :

Scenario is about a larger approach to design the Full Architecture and present it to the Architecture Board. This means the focus is on B D A T segments which fall under Phases B to Phase D

To do

Identify the best answer (which is in line withs steps of Phase B to D)

What to refer :

Note that steps of Phase B to Phase D have lot of similarity. We can refer to any one Phase and extend the ideas to other Phases.

- X.3.1   Select Reference Models, Viewpoints, and Tools
- X. 3.2   Develop Baseline Architecture Description
- X,.3.3   Develop Target Architecture Description
- X.3.4   Perform Gap Analysis
- X.3.5   Define Candidate Roadmap Components
- X.3.6   Resolve Impacts Across the Architecture Landscape
- X..3.7   Conduct Formal Stakeholder Review
- X. 3.8   Finalize the XXX Architecture
- X.3.9   Create the Architecture Definition Document

Examining Answer Choice A :

You start with the Business Architecture and then address Technology, Application and Data domains. – The order should be such that **Technology Architecture comes last.**

For every domain you select the relevant reference models, viewpoints, and tools. – **Generally ok. Domain here refers to the four Segments of B D A T**

You develop a Target and Baseline Architecture Descriptions. Then perform Gap Analysis, resolve impacts across the Architecture Landscape and update the roadmap. Finally update the Architecture Definition Document. – **Generally ok.**

Examining Answer Choice B :

You start with the Business Architecture and then address Data, Application and Technology domains. – **Generally ok.**

You then Confirm management framework interactions for the Implementation and Migration Plan, Prioritize the migration projects through the conduct of a cost/benefit assessment and risk validation. **All steps of Phase F. Not suiting the need of this scenario.**

Then perform Gap Analysis and update the Architecture Definition Document. – **Generally ok, but none of these occur after Phase F.**

Examining Answer Choice D :

You start with the Business Architecture and then address Data, Application and Technology domains. For every domain you develop a Baseline and Target Architecture. Then perform Gap Analysis and update the Architecture Definition Document. – **Generally ok. But compare with the steps of B D A T related Phases, and you will notice that a few points are missing.**

Examining Answer Choice C :

You start with the Business Architecture and then address Data, Application and Technology domains. For every domain you select the relevant reference models, viewpoints, and tools. You develop a Baseline and Target Architecture. Then perform Gap Analysis, assess the roadmap impacts and finally update the Architecture Definition Document.

Every point and its order are fine. Most of the steps are includes (though resolving impact s through peer analysis and Stakeholder Review are missing)

Nevertheless, this is best among the answer choices.

Answer :

Best Answer : C

Second Best answer : D

Third Best answer : A

Worst answer : B

MightyGears produces components for the Car industry. Driven by the global financial downturn they are looking to reduce IT costs. They believe there is a cost saving opportunity within IT but this is not quantified in terms of potential savings nor is there an agreed target architecture. Final decisions on the solutions are not yet fully agreed.

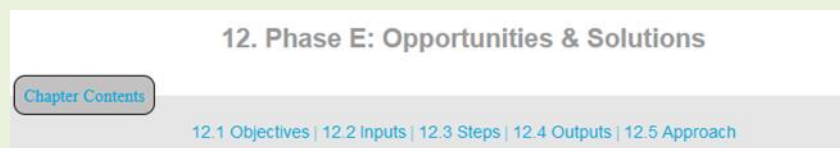They have completed the first pass architecture and now are looking at the best opportunities and solutions to meet their financial goals.

You are the Chief Architect from a consulting organization brought into review the work to date by MightyGears and to make recommendations to the CIO and the board on the opportunities and solutions present.

Which of the following answers best describes how TOGAF recommends examining the opportunities and solutions before presenting to the board ?

A. I would examine the architecture work today ensuring it is complete and accurate and addressing any gaps. I would look at functional and integration requirements. I would then ensure all dependencies are understood and documented. I would then create the necessary artefacts including major work packages and transition architectures and the project charters for the recommended projects for presentation to the board.

B. I would assess the architecture work today, create, and priorities projects to transition Widget Inc from the current architecture to target architecture. This will include a business value for each project, the resources required and the intended timing. I would then validate the prioritizations with the board particularly looking at cost benefits and risks. Lastly, I would generate the Architecture Implementation Roadmap and document lessons learned.

C. I would assess the requirements of the organization particularly those requirements describing the functions required and information flows within the architecture. I would then look to produce artifacts that describe the recommended projects, the risk, issues and dependencies. This would also include transition architects to move us from current architecture to the recommended target architectures. I would present my recommendations to the board for agreement. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.

D. I would look at the corporate culture and attitude to change, understand the constraints such as cost and the required time horizons. I would then look at the architecture work to ensure it is complete and seek to address any gaps. I would review the functional requirements and ensure there are complete interoperability requirements. I would then validate any dependencies and risks. Then formulate an implementation and migration strategy that identifies major work packages and the transition architecture required. Finally, once agreement is reached with the board, I will create project charters and re-factor any changes needed from the board discussion into the architecture.

Some hints :

They have completed the first pass architecture and now are looking at the best opportunities and solutions to meet their financial goals. Final decisions on the solutions are not yet fully agreed.

Clearly a scenario in Phase E

To do

To make recommendations to the CIO and the board on the opportunities and solutions present

What to refer :

> 12. Phase E: Opportunities & Solutions
>
> Chapter Contents
>
> 12.1 Objectives | 12.2 Inputs | 12.3 Steps | 12.4 Outputs | 12.5 Approach

Examining Answer Choice A :

I would examine the architecture work today ensuring it is complete and accurate and addressing any gaps. I would look at functional and integration requirements. I would then ensure all dependencies are understood and documented. I would then create the necessary artefacts including major work packages and transition architectures and the project charters for the recommended projects for presentation to the board.

All are points needed. But missing ones include steps such as

· 12.3.1 Determine/Confirm Key Corporate Change Attributes

· 12.3.2 Determine Business Constraints for Implementation

Examining Answer Choice B :

I would assess the architecture work today, create, and priorities projects to transition Widget Inc from the current architecture to target architecture. This will include a business value for each project, the resources required and the intended timing. I would then validate the prioritizations with the board particularly looking at cost benefits and risks. Lastly, I would generate the Architecture Implementation Roadmap and document lessons learned.

Very little correspondence to steps of Phase E

Examining Answer Choice C :

I would assess the requirements of the organization particularly those requirements describing the functions required and information flows within the architecture. I would then look to produce artifacts that describe the recommended projects, the risk, issues and dependencies. This would also include transition architects to move us from current architecture to the recommended target architectures. I would present my recommendations to the board for agreement. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.

Only some points have correspondence to steps of Phase E

Examining Answer Choice D :

I would look at the corporate culture and attitude to change, understand the constraints such as cost and the required time horizons.

I would then look at the architecture work to ensure it is complete and seek to address any gaps.

I would review the functional requirements and ensure there are complete interoperability requirements.

I would then validate any dependencies and risks.

Then formulate an implementation and migration strategy that identifies major work packages and the transition architecture required.

Finally, once agreement is reached with the board, I will create project charters and re-factor any changes needed from the board discussion into the architecture.

Good points, reflecting the steps of Phase E. The last point takes it further to Phase F

Answer :

Best Answer : D

Second Best answer : A

Third Best answer : C

Worst answer : B

Glacier Ridge LLC is a vacation property management firm that is growing through acquisition. It manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently, the only requirement that has been placed on each property is that they use a standard financial reporting system to report their financials ID the headquarters on a weekly basis. The CEO 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 Glacier Ridge property business by standardizing its operations across the network to provide consolidated financial, human resources, logistics, sales and marketing, and yield management. He has also stated that he expects results by the end of the current fiscal year. These changes will provide the company 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 markets to improve yields. Glacier Ridge has mature enterprise architecture (EA) practice 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 firm, including detailed requirements and recommendations.

Based on the recommendations from the initial engagement, Glacier Ridge has embraced an Architecture Vision to adopt an enterprise application that is tailored to the needs of the hospitality industry.

Your role is that of Chief Architect. You have been asked to recommend the best approach to take in this architecture engagement to realize the CEO's vision. Based on TOGAF 9, which of the following is the best answer ?

A. Since the initial engagement has identified the need to change, you recommend that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

B. Since the vision is well understood and the strategic architecture agreed, you recommend that the target architecture is defined first, followed by transition planning. This will ensure that the current inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial architecture engagement.

C. You recommend that this engagement define the Technology Architecture first in order to assess the current infrastructure capacity and capability. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

D. You recommend that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to help forecast future impacts.

Some hints :

Initial study has been completed = Means Preliminary Phase completed.

Concerns about the inefficiencies of the current approach (with legacy systems) and identified the need to change.

New strategic vision aspired by standardizing its operations across the network to provide consolidated financial, human resources, logistics, sales and marketing, and yield management.

Addition of a corporate-wide data warehouse is among them.

To do

To recommend the best approach to take in this architecture engagement to realize the CEO's vision

What to refer :

This scenario is around Phase A : Architecture Vision, though not exactly on the steps in it.

It is advised that a overall understanding of the "What is Happening in this Phase" is needed while approaching such questions

Examining Answer Choice A :

Since the initial engagement has identified the need to change, you recommend that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

Not the best of the suggestions. We cannot jump to a target architecture this way. This answer choice boils down to very generic advise.

Examining Answer Choice B :

Since the vision is well understood and the strategic architecture agreed, you recommend that the target architecture is defined first, followed by transition planning. This will ensure that the current inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial architecture engagement.

Not the best of the suggestions. We cannot jump to **define the target architecture** first, since this is not a packaged software but a custom made (bespoke) one needing careful Architectural tasks

Examining Answer Choice C :

You recommend that this engagement define the Technology Architecture first in order to assess the current infrastructure capacity and capability. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

Technology Architecture cannot be first one during B D A T Phases, when ABBs are formulated. It will be the last. Steps mentioned are not centred around the concerns to be addressed.

Examining Answer Choice D :

You recommend that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. — **Good as first steps in meeting the needs of this scenario.**

Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to help forecast future impacts.

Mention of the points in above paragraphs strengthens the approach for addressing eh concerns of the given scenario.

Answer :

Best Answer : D

Second Best answer : A

Third Best answer : C

Worst answer : B

Please note that what was chapter 21 Security Architecture and the ADM appearing in TOGAF 9.1 documentation is removed from Level 2 Certification angle and documentation of TOGAF 9.2

Nest Question SBR – 417 appearing below may please be ignored from the view of preparing for TOGAF 9.2 Level 2 Certification

Scenario Based Question : SBR – 417

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.

The Corporate Board is concerned that the new application must be able to manage and safeguard confidential customer information in a secure manner that meets or exceeds the legal requirements of the countries in which the company operates. This will be an increasingly important capability as the company expands its online services in cooperation with its trading partners.

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Board to oversee and govern the architecture. The company has an existing team of security architects.

TOGAF 9 has been selected for use for the Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

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

A. You start by clarifying the intent that the Board has for raising these concerns. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objectives. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture and that this be considered an additional domain architecture.

B. You evaluate the implications of the Board's concerns by examining the security and regulatory impacts on business goals, business drivers and objectives. Based on your understanding, you then update the current security policy to include an emphasis on the concerns. You define architecture principles to form constraints on the architecture work to be undertaken in the project. You then allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

C. You identify and document the security and regulatory requirements for the application and the data being collected. You ensure that written policies are put in place to address the requirements, and that they are communicated across the organization, together with appropriate training for key employees. You identify constraints on the architecture and communicate those to the architecture team. You establish an agreement with the security architects defining their role within the ongoing architecture project.

D. You evaluate the implications of the concerns raised by the Corporate Board in terms of regulatory requirements and their impact on business goals and objectives. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the concerns. You allocate a security architect to oversee the implementation of the new application that is being developed.

Best Answer : C

You are the Lead Architect for a firm that manufactures ball bearings used in industrial equipment applications. They have manufacturing operations in several cities in the United States, Germany, and the United Kingdom.

The firm has traditionally allowed each manufacturing plant to drive its own production planning systems. Each plant has its own custom Materials Requirements Planning, Master Production Scheduling, Bill of Materials, and Shop Floor Control systems.

"Just In Time" manufacturing techniques are used to minimize wastes caused by excessive inventory and work in process. The increasingly competitive business environment has compelled the firm to improve its business capability to be more responsive to the needs of industrial customers. To support this capability, the firm has decided to implement an Enterprise Resource Planning (ERP) solution that will enable it to better coordinate its manufacturing capacity to match the demands for its products across all plants. In addition, there are also new European regulations coming into force to which their manufacturing processes must conform in the next six months.

As part of the implementation process, the Enterprise Architecture (EA) department has begun to implement an architecture process based on TOGAF 9. The CIO is the sponsor of the activity. The Chief Architect has directed that the program should include formal modeling using the Architecture Content Framework and the TOGAF Content Metamodel. This will enable support for the architecture tooling that the firm uses for its EA program.

The Chief Architect has stated that in order to model the complex manufacturing process it will be necessary to model processes that are event-driven. Also, in order to consolidate applications across several data centers it will be necessary to model the location of IT assets. In particular, the end goal is to have the single ERP application running in a single data center.
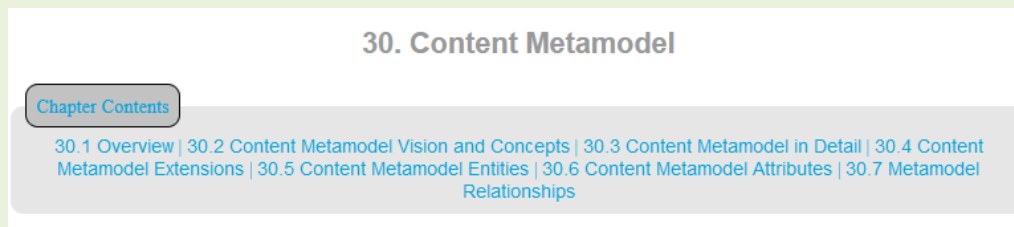
Currently the project is in the Preliminary Phase, and the architects are tailoring the Architecture Development Method (ADM) and Architecture Content Framework to fit into the corporate environment.

You have been asked to recommend a response to the Chief Architect's request to tailor the TOGAF Content Metamodel.

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

A. You recommend that the architecture team incorporate the Process Modeling and Infrastructure Consolidation extensions into their tailored Content Metamodel. As the environment is process-centric this will enable them to model the manufacturing processes and store information to support regulatory compliance. It also includes views useful for managing the consolidation of applications into a single data center.

B. You recommend that the architecture team incorporate the Process Modeling and Governance extensions into their tailored Content Metamodel. This is suitable as this is a significant IT change that will impact its operational models. This will ensure that they include specific entities and attributes that will allow them to model the event-driven nature of the manufacturing processes more precisely.

C. You recommend that the architecture team incorporates the Governance and Motivation Extensions into their tailored Content Metamodel. This would allow modeling of the target milestones they want to achieve with this consolidation of application to a single data center. These extensions will also enable demonstration of regulatory compliance for the manufacturing process.

D. You recommend that the architecture team incorporates the Data and Services Extensions into their tailored Content Metamodel. This would allow modeling of the location of IT assets and ensure regulatory compliance for the manufacturing process. It will also allow for identification of redundant duplication of capability which will be needed for a successful consolidation to a single data center.

Some hints :

Traditionally the Enterprise allowed each manufacturing plant to drive its own production planning systems, own custom Materials Requirements Planning, Master Production Scheduling, Bill of Materials, and Shop Floor Control systems.

"Just In Time" manufacturing techniques are used.

The Enterprise decided to improve its business capability to be more responsive to the needs of industrial customers. So it is going implement an Enterprise Resource Planning (ERP) solution.

Note that this is a packaged solution and ADM has slightly different order of approaching this in each of the Phases of B to Phase D and it its Content Metamodel.

Currently the project is in the Preliminary Phase, and the architects are tailoring the Architecture Development Method (ADM) and Architecture Content Framework to fit into the corporate environment. – Scenario is on Tailoring ADM and tailoring the Content Metamodel and Content Model.

To do

The program should include formal modeming using the Architecture Content Framework and the TOGAF Content Metamodel.

Tt will be necessary to model processes that are event-driven.

What to refer :

30. Content Metamodel

Chapter Contents

30.1 Overview | 30.2 Content Metamodel Vision and Concepts | 30.3 Content Metamodel in Detail | 30.4 Content Metamodel Extensions | 30.5 Content Metamodel Entities | 30.6 Content Metamodel Attributes | 30.7 Metamodel Relationships

5.3.5 Tailor the TOGAF Framework and, if any, Other Selected Architecture Framework(s)

◼ **Content Tailoring**: using the TOGAF Architecture Content Framework and Enterprise Continuum as a basis, tailoring of content structure and classification approach allows adoption of third-party content frameworks and also allows for customization of the framework to support organization-specific requirements

Examining Answer Choice B :

You recommend that the architecture team incorporate the Process Modeling and Governance extensions into their tailored Content Metamodel. This is suitable as this is a significant IT change that will impact its operational models. This will ensure that they include specific entities and attributes that will allow them to model the event-driven nature of the manufacturing processes more precisely.

The purpose behind the Process Modelling Extension is :
- Creation of events as triggers for processes
- Creation of controls that business logic and governance gates for process execution
- Creation of products to represent the output of a process
- Creation of event diagrams to track triggers and state changes across the organization

Only the Event related part suits the scenario need.

Examining Answer Choice C :

You recommend that the architecture team incorporates the Governance and Motivation Extensions into their tailored Content Metamodel. This would allow modeling of the target milestones they want to achieve with this consolidation of application to a single data center. These extensions will also enable demonstration of regulatory compliance for the manufacturing process.

The purpose behind this Extension Governance and Motivation is :

- to allow additional structured data to be held against objectives and business services, supporting operational governance of the landscape.
- to apply measures to objectives and then link those measures to services
- to apply contracts to service communication or service interactions with external users and systems
- to define re-usable service qualities defining a service-level profile that can be used in contracts

These are not the purposes indicated in the scenario and ERP centric change

Examining Answer Choice D :

You recommend that the architecture team incorporates the Data and Services Extensions into their tailored Content Metamodel. This would allow modeling of the location of IT assets and ensure regulatory compliance for the manufacturing process. It will also allow for identification of redundant duplication of capability which will be needed for a successful consolidation to a single data center.

The purpose behind the Data Extension is :

• Creation of logical data components that group data entities into encapsulated modules for governance, security, and deployment purposes

- Creation of physical data components that implement logical data components and are analogous to databases, registries, repositories, schemas, and other techniques of segmenting data

- Creation of data lifecycle, data security, and data migration diagrams of the architecture to show data concerns in more detail

Services Extensions is meant to allow more sophisticated modelling of the service portfolio by creating a concept of Information System (IS) services in addition to the core concept of business services.

This answer choice does not take us closer to the need of the scenario. Some Data Warehousing related points only may get covered here.

Examining Answer Choice A :

You recommend that the architecture team incorporate the Process Modeling and Infrastructure Consolidation extensions into their tailored Content Metamodel. As the environment is process-centric this will enable them to model the manufacturing processes and store information to support regulatory compliance. It also includes views useful for managing the consolidation of applications into a single data center.

The purpose behind the Process Modelling Extension is :

- Creation of events as triggers for processes
- Creation of controls that business logic and governance gates for process execution
- Creation of products to represent the output of a process
- Creation of event diagrams to track triggers and state changes across the organization

Here the **Event related part suits the scenario need**.

Further, the **Infrastructure Consolidation Extensions** are intended to be used in landscapes where the application and technology portfolios have become fragmented and the architecture seeks to consolidate the business as usual capability into a smaller number of locations, applications, or technology components.

Go back to the scenario description and make a clear note of how such a fragmentation is the core issue

Answer :

Best Answer : A

Second Best answer : B

Third Best answer : D

Worst answer : C

Please note that what was chapter 21 Security Architecture and the ADM appearing in TOGAF 9.1 documentation is removed from Level 2 Certification angle and documentation of TOGAF 9.2

Nest Question SBR – 419 appearing below may please be ignored from the view of preparing for TOGAF 9.2 Level 2 Certification

Scenario Based Question : SBR – 419

Raxlon Inc. is a Fortune 500 Company dealing in high value drugs and pharma products. Its annual turnover is over 120 billion $. It has more than 100,000 employees all over the globe in its R&D, Manufacturing and Marketing Units.

Raxlon's CEO, Dr Peter Fowles, is a pharmacology expert and has over 72 patents on various types of drugs mainly used for treating patients with genetic disorders. Raxlon is now moving into a suite of high end critical drug products used for Genetic Repair of congenital Diseases like Alzhmeir's disease and Epilepsy. Rexlon has a well developed EA practice and in 2009 the EA practice has adopted TOGAF 9 as the primary Framework for Enterprise Architectural Change Agent.

Dr Fowles' main concerns are :

Security of the critical data which they have gained over the years after painstaking research. Although Rexlon had an adequate security system Dr Fowles feels it may not be adequate to deal with the new order of things, especially with data which is highly confidential and if leaked would have major financial impact on the Company.

Dr Fowles calls his CIO and explains his position to him and entrusts whim with the responsibly of evaluating the current security system, operation and governance and determine which are the gaps which need to be addressed during the fresh architectural work. Assume that a new Security Framework would be used in the ADM life cycle.

To protect Rexlon's valuable IP. The CIO apprises the Lead Architect of the sensitive nature of the work he has to complete within the next 2 months.

Identify which of the following processes would be most appropriate for the Lead Architect to adopt in this situation.

A. Identify the sources of threat, review the relevant security statutes, see how disaster recovery can be achieved, find who are the actors vis a vis the system and design suitable access control mechanisms, identify critical data and applications and ensure that they are given the highest level of security.

B. First revisit the Preliminary Phase to determine the tailoring of ADM vis a vis Security. Identify any change in the Principles or additions to be carried out. Engage with all Stakeholders to finalize the Vision. Then in Business, Information systems and Technology Architectures ensure the Security Framework adopted to the ADM addresses all critical security issues. Finally conduct an overall review to assess how effective the security ecosystem designed is and whether it meets the security level desired.

C. Invoke Preliminary Phase and Vision Phase Identify Sources of threat, review and determine revised regulatory, security and assumptions, document them get management buy in , develop business continuity plans especially for critical data operations, assure data, application and technological component security.

D. Determine who are the people who are hacking into similar organizations, ensure that highly secure measures are taken when external people enter the R&D and manufacturing locations, ensure that there is a very strong firewall so that people cannot get illicit entry into the system, periodically check the effectiveness of the security measures

Best Answer : A

Eight Twelve has retail outlets throughout North America. An Enterprise Architecture practice already exists in Eight Twelve. Now the CEO and CIO decide that they want to use TOGAF9 to re-architect their Enterprise Architecture to cater to the changing strategies of Eight Twelve to better respond to the changes in the economic and technology environments.

Some of the key issues which need to be addressed in this re-architecting work are :

1. Since Eight Twelve's retail chain operate 24 hours a day and are expanding to South America and Europe, the retail chain business ecosystem should be able to withstand any unforeseen disruptions which might affect the chain's day to day operations. This is highly critical to ensure high levels of customer satisfaction and thus maintaining and enhancing Eight Twelve's revenue chain.

2. Dependency between the application components, which are the nerve centers to Eight Twelve's sophisticated range of services both external and internal, and the application platform and technology infrastructure should be minimal. This would facilitate scalability and ease of enhancement of the service offerings.

3. Eight Twelve uses the ARTS Data Model and the quality of data is of utmost importance for its operation.

4. Users of the Enterprise Information ecosystem should have an environment which is able to cater to their needs without any undue delays.

Which one of the following set of Architecture Principles do you feel is the most appropriate for these guidelines stated above for the TOGAF 9 architecting work which Eight Twelve is embarking on ?

A.

a) Maximize Benefit to the Enterprise

b) Data Trustee

c) Service Orientation

d) Responsive Change Management

B.

a) Business Continuity

b) Data is an Asset

c) Data is Shared

d) Requirements Based Change

C.

a) Maximize Benefit to the Enterprise

b) Data is an Asset

c) Data is Shared

d) Requirements Based Change

D.

a) Business Continuity

b) Data Trustee

c) Technology Independence

d) Responsive Change Management

Best Answer : D

Marona Inc is a Fortune 500 Enterprise in the retail industry with retail store components manufacturing units and marketing outlets spanning the globe and having an annual turnover of 20 billion$ with more than 100, 000 employees world wide.

The CEO, CIO and the stakeholders of the ongoing EA projects are concerned about rising costs and as one measure want to do an investigation into the operational aspects of the realized Enterprise Architecture using TOGAF9.

The CIO approaches you as the Lead Enterprise Architect to carry out this exercise the stakeholder had voiced to him the following concerns:

They want to analyze the roles of the top management for each revenue earning service. Moreover, many of the HR related critical Search application component have become extremely slow. This needs to be diagnosed and rectified. Moreover there is no proper tracking of revenue from retail store component products over time.

There has also been a lot of unauthorized or unwanted access to many of the critical information.

Hence the mode of access needs to be strengthened and made much more secure. Another additional concern is the new launches and the progress of each of the launches over time.

Determine which of the following set of viewpoints are most appropriate to analyze and view in order to address this concern of the stakeholders.

A. (i) System/Functions Matrix

(ii) Actor/Role Matrix

(iii) Data Entity/Business Function Matrix

(iv) Technology Portfolio Catalog

(v) Data Security Diagram

B. (i) Goal/Objective/Service Diagram

(ii) Contract Measure Catalog

(iii) Data Dissemination Diagram

(iv) Application Communication Diagram

(v) Data Life Cycle Diagram

C. (i) Location Catalog

(ii) Service/Function Catalog

(iii) Data Entity/Business Function Matrix

(iv) Application Communication Diagram

D. (i) System/Functions Catalog

(ii) System/Technology Matrix

(iii) Goal/Objective/Service Diagram

(iv) Product Life Cycle Diagram

(v) Data Security Diagram

Best Answer : D

An international Insurance company has grown with little consideration for rationalization and consolidation.

There is no coordination between business unit and everyone have managed its own applications. The CIO decided to establish an Enterprise Architecture program within the enterprise to enable the company to expand to other markets in the next two years. The company has not any Enterprise Architecture Capability in place and the CIO has set up an Architecture Board and called its first meeting.

As Lead Architect you will establish a TOGAF 9 Enterprise Architecture program. Identify the best way to do this among the answers below.

Choose one of the following answers :

A. You tailor TOGAF 9 with the help of the Architecture Board to integrate it with the legacy procedures established by the PMO. You also examine the relationship of TOGAF with other processes and frameworks for governance, systems development and operations management. You then define the footprint of the enterprise architecture.

B. As Lead Architect you create a Request for Architecture Work to allocate resources to work on the Architecture Vision. Based on the outcome of the Business Scenario technique you apply, you create the Common Systems Architecture to guide the choice of Solutions Building Blocks. These will be then used for integrating the systems across business units.

C. You clarify the agreement on key business drivers and the scope of the enterprise architecture. You then clarify the requirements for architecture work. You define the architecture principles together with the help of the Architecture Board in order to lead the architecture work. You consider how to tailor TOGAF 9 for this enterprise.

D. You conduct an Architecture Maturity Assessment. You then use the TOGAF ADM to state the requirements for the integration of a new company information management system into the organization. You then list a set of business goals together with the Architecture Board that will be a reference to the enterprise architecture program.

Examining Answer Choice A :

You tailor TOGAF 9 with the help of the Architecture Board to integrate it with the legacy procedures established by the PMO. You also examine the relationship of TOGAF with other processes and frameworks for governance, systems development and operations management. You then define the footprint of the enterprise architecture.

Only the green point above will lead us a little towards the objective behind the scenario. Other are steps of Preliminary Phase, but are so common in any first steps to Architectural initiative.

Examining Answer Choice B :

As Lead Architect you create a Request for Architecture Work to allocate resources to work on the Architecture Vision. Based on the outcome of the Business Scenario technique you apply, you create the Common Systems Architecture to guide the choice of Solutions Building Blocks. These will be then used for integrating the systems across business units.

Points (except that of creating Request for Architecture work) are all far fetched steps and not he ones to be taken to the Architecture Board as recommendation at this stage.

Examining Answer Choice D :

You conduct an Architecture Maturity Assessment. Such an assessment appears to be have been completed while arriving at the issues of the scenario.

You then use the TOGAF ADM to state the requirements for the integration of a new company information management system into the organization. **ADM cannot be used for these before a number of other pieces as needed in Preliminary Phase are in place.**

You then list a set of business goals together with the Architecture Board that will be a reference to the enterprise architecture program.- A step that is generally accepted in this scenario.

Examining Answer Choice C :

You clarify the agreement on key business drivers and the scope of the enterprise architecture. – **Very important starting point.**

You then clarify the requirements for architecture work. **– A logical starting document.**

You **define the architecture principles** together with the help of the Architecture Board in order to lead the architecture work. **– Most important Artifact and this point stands out as a very essential step**

You consider how to tailor TOGAF 9 for this enterprise. **– Tailoring make sense now.**

Answer :

Best Answer : C

Second Best answer : A

Third Best answer : D

Worst answer : B

FreshFruit Int. is an online American grocer. The Executive Board decided to implement a new strategy to expand the business to other markets.

The CIO is sponsoring an enterprise activity to support the expanded operations.

A new solution is rolled-out to replace the legacy online sales platform. A compliance review was performed to assess the solution implementation.

The result of the review highlighted a complaint from the development team stating that the new system is difficult to integrate with the existing warehouse automation systems. The Chief Architect is concerned that the complaint is not related to a real problem of the solution but is based on personal preferences of the development teams. Another interview with the project team is scheduled.

You are the Lead Architect and an architect from your team leads the review team. You have to answer how, based on TOGAF 9, you should enable the review team to conduct the reviews successfully.

Choose one of the following answers :

A. Meeting with the project architect you clarify the purpose of the review. You ask to perform an objective and fair review using the checklists to frame the review and clarify that you want them to identify

the issues behind the implementation team complaints.

B. You organize a meeting with the review team and state the importance to identify any non-compliancy that may have come from the implemented solution.

C. You organize a meeting with the review team and stress the importance of a high degree of compliance without any exception. The review should cover every aspect of the implementation and should criticize the implementation techniques.

D. You verify that criteria for the program and the business objectives are mapped in the checklists that the project team prepared for the interviews. You confirm the checklist content to the project architect and stress the need to be objective and fair during the review process.

Best Answer : D

TotalComms is a telecommunications company formed from the merging of other 2 telecommunication companies. The business operating model has been unified, the TOGAF 9 Architecture Board approved the outline Implementation and Migration Plan the detailed migration planning must now be approved. Your help is needed to work on the migration planning with all the key stakeholders to achieve an agreement.

You are the Lead Architect asked to describe accordingly to TOGAF 9 the best way to address the following activities:

The way the migration planning is conducted.

What is going to be implemented.

The stakeholders involved in the implementation.

The definition of the deliverables to use

Choose one of the following answers :

A. The Chief Architect will conduct the Migration planning and then share it with the other domain architects. The migration plan will be formed by a list of projects, their priority, their costs and a recommendation on how to proceed. After the plan is shared with the Architectural Board members and any observation that may raise incorporated in the plan, any individual project will go in front of the board for the approval for resources for the next project increment. A GANT chart will be included to be used as a roadmap.

B. The Migration planning will be conducted as a series of steps: confirming and then coordinating the corporate management frameworks involved; establishing clear business value for the deliverables; creating detailed resource estimates for the work to do; define priority of the work, sequence and then the Transition Architectures. After this, an Implementation and Migration Plan can be confirmed. The Portfolio Management, Operations Management and Business Planning teams should be involved in the implementation of the major deliverables. Once these have been completed, regular meetings will be done to enable the architecture to be kept up-to-date.

C. Implementation and Migration Strategy will be used to define project plans focusing on scope, time and budget. The business value of each project is assessed and Project Managers will prepare submissions to the IT governance Board to ask for their funding and the Lead Architect will be active part of the board. The collection of project roadmaps and plans will be used to detail the EA Implementation and Migration Plan.

D. This step will be conducted by the Enterprise Architecture team involving Business, Application, Data, Technology, and Security architects. They will implement the Transition Architectures and together will prioritize a list of activities and include the Architecture Building Blocks in an Implementation and Migration Plan and Roadmap. After this, the comments on the deliverables shared with lines of business and with the members of the Executive Board are integrated, this being to enable the funding on the Enterprise Architecture work.

Some hints :

Detailed migration planning must now be prepared for approval.

To do

To address the following activities:

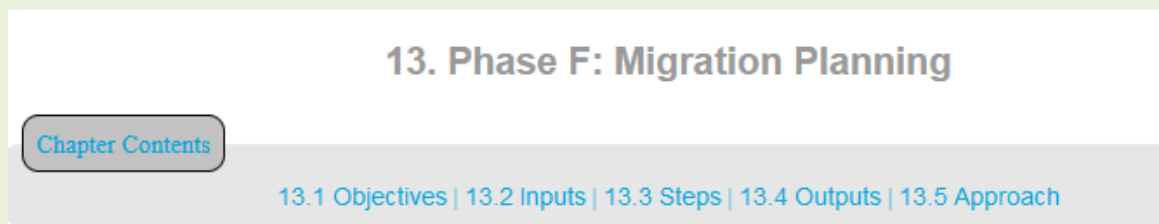The way the migration planning is conducted.

What is going to be implemented.

The stakeholders involved in the implementation.

The definition of the deliverables to use
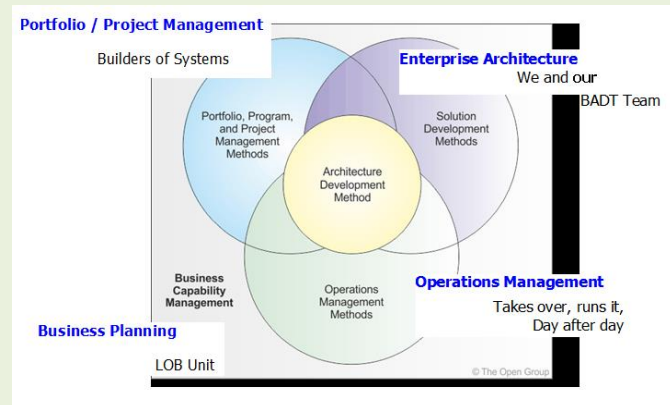
What to refer :

Doubtlessly this is on Phase F

13. Phase F: Migration Planning

Chapter Contents

13.1 Objectives | 13.2 Inputs | 13.3 Steps | 13.4 Outputs | 13.5 Approach

Steps include, not necessary in strict sequential order :

Confirm Management Framework Interactions

for Implementation and Migration Plan

Assign a Business Value to Each Project : A value proposition is a promise of value to be delivered

Direct and Indirect Measures

NPV, IRR, Payback Period, DCF Analysis,

Organizational Business Value :

Critical Success Factors (CSF) , Measures of Effectiveness (MOE) , Strategic Fit

Estimate Resource Requirements, Project Timings, and Availability of Delivery Vehicles : Arrive at TCO

Prioritize the Migration Projects : Cost / Benefit Assessment and Risk Validation

Confirm Transition Architecture Increments / Phases

Update Architecture Definition Document

Generate the Architecture Implementation Roadmap (Time-Lined) and Migration Plan

Establish the Architecture Evolution Cycle

Document Lessons Learned

Examining Answer Choice A :

The Chief Architect will conduct the Migration planning and then share it with the other domain architects. – **How it is prepared among the team is not relevant.**

The migration plan will be formed by a list of projects, their priority, their costs and a recommendation on how to proceed. – **Quite vague**

After the plan is shared with the Architectural Board members and any observation that may raise incorporated in the plan, any individual project will go in front of the board for the approval for resources for the next project increment. – **Does not lead to whatever is asked for in the scenario**

A GANT chart will be included to be used as a roadmap. **- Not relevant. Roadmap is neded but its format is not at all important.**

Examining Answer Choice C :

Implementation and Migration Strategy will be used to define project plans focusing on scope, time and budget. **- OK**

The business value of each project is assessed and Project Managers will prepare submissions to the IT governance Board to ask for their funding and the Lead Architect will be active part of the board. – Factual errors : Project Managers do not prepare it, EA Team prepares it. Lead Architect may not be in the Board, only chief Enterprise Architect

The collection of project roadmaps and plans will be used to detail the EA Implementation and Migration Plan. **- OK**

Examining Answer Choice D :

This step will be conducted by the Enterprise Architecture team involving Business, Application, Data, Technology, and Security architects. **— Good point**

They will implement the Transition Architectures and together will prioritize a list of activities and include the Architecture Building Blocks in an Implementation and Migration Plan and Roadmap. **— Good point**

After this, the comments on the deliverables shared with lines of business and with the members of the Executive Board are integrated, this being to enable the funding on the Enterprise Architecture work.

Points are fine. But, is there a better answer choice ?

Examining Answer Choice B :

The Migration planning will be conducted as a series of steps : confirming and then coordinating the corporate management frameworks involved; establishing clear business value for the deliverables; creating detailed resource estimates for the work to do; define priority of the work, sequence and then the Transition Architectures. **- All steps given so far are fine and great**

After this, an Implementation and Migration Plan can be confirmed. The Portfolio Management, Operations Management and Business Planning teams should be involved in the implementation of the major deliverables. Once these have been completed, regular meetings will be done to enable the architecture to be kept up-to-date. **— These steps are also good**

Definitely a better answer choices than the previous one.

Answer :

Best Answer : B

Second Best answer : D

Third Best answer : C

Worst answer : A

Patterns & Co. is introducing a Commercial Off-the-Shelf (COTS) Market Analytics solution in order to improve its new delivery service.

Patterns & Co. has a mature enterprise architecture capability and the CIO is the sponsor of the enterprise architecture team. The business vision and requirements for the new system are defined. It includes a detailed business process analysis. The supplier has proposed a solution but the Architecture Board identified some of the project requirements not consistent with the adopted infrastructure standards. The CIO considered the risks and approved the implementation.

The CIO has asked the EA team to execute the Phase G ensuring that the system performance KPIs are respected, the project remains within budget and security guidelines are met.

As Lead Enterprise Architect you have to recommend a plan to implement the CIO decision. Choose the best answer according to TOGAF 9.

A. You ask the supplier to modify the web server hardware and software components so they can meet the current infrastructure standards. You advise to execute a proof of concept to anticipate any coding issue. Then, after the agreement with the development leads for supporting the development, you will provide the project plan to the project manager and develop an Architecture Contract. A set of frequent operational reviews to monitor the solution's performance is then scheduled after the implementation is completed.

B. You recommend the co-existence of a second web server standard and modify the company Standards Information Base adding this new technology. You ask the project architects to create an Architecture Contract with the development teams. You identify the need of a performance testing and a compliance review You agree with the business on SLA and delivery dates. You identify re-usable procedures and objects.

C. You eliminate the non-standard web server from the solution as recommended by the Architecture Board. You create a revised plan and Architecture Contract for the development stressing the re-use of standard technologies. You share the budget implication of this solution with a finance committee and inform the CIO of the long term cost benefits of this choice. You define periodical project management meetings to monitor compliance.

D. You execute a risk analysis and set deliverables and timing requirements with the development team. You implement a detailed impact analysis of the chosen solution. You create an Architecture Contract and ask for the CIO's approval before implementing it. You test the solution just prior to implementation and deliver the project artifacts and store after the completion of the implementation.

Best Answer : B

This is somewhat similar to SBR 504 in Module 20

RIG Networks, a global network supplier is implementing a massive replacement of its supply chain to reduce production cost of their new LTE (Long Term Evolution) gateways. As part of this renovation process the CIO decided to replace their ERP (Enterprise Resource Planning) system using a greenfield approach (where the design the solution, he then identified the suppliers and asked you as Chief Architect to supervise the definition of the Architecture Design and Development Contract.

You now need to write the Architecture Design and Development Contract, identify how you would do this following TOGAF 9.

Choose one of the following answers :

A. You would define the Architecture Design and Development Contract with : introduction and background, the nature of the agreement, scope of the architecture, architecture and strategic principles and requirements, conformance requirements, Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

B. You would define the Architecture Design and Development Contract with : introduction and background, the nature of the agreement, scope of the architecture, architecture and strategic principles and requirements, conformance requirements, Baseline Architecture definition, Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

C. You would define the Architecture Design and Development Contract with : Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

D. You would define the Architecture Design and Development Contract with : scope, goals, objectives and constraints, Architecture Principles, Baseline Architecture, Architecture Models, Gap Analysis, Impact Assessment.

Typical contents of an Architecture Design and Development Contract are :

    a) Introduction and background
    b) The nature of the agreement
    c) Scope of the architecture
    d) Architecture and strategic principles and requirements
    e) Conformance requirements
    f) Architecture development and management process and roles
    g) Target architecture measures
    h) Defined phases of deliverables
    i) Prioritized joint workplan
    j) Time window(s)
    k) Architecture delivery and business metrics

Examining Answer Choice B :

You would define the Architecture Design and Development Contract with : introduction and background, the nature of the agreement, scope of the architecture, architecture and strategic principles and requirements, conformance requirements, Baseline Architecture definition, Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

Point marked in red is not correct

Examining Answer Choice C :

You would define the Architecture Design and Development Contract with : Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

Points mentioned are correct. But a few are missing

Examining Answer Choice D :

You would define the Architecture Design and Development Contract with : scope, goals, objectives and constraints, Architecture Principles, Baseline Architecture, Architecture Models, Gap Analysis, Impact Assessment.

Quite way off than the prescribed content

Examining Answer Choice A :

You would define the Architecture Design and Development Contract with : introduction and background, the nature of the agreement, scope of the architecture, architecture and strategic principles and requirements, conformance requirements, Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

By and large. points are covered.

Answer :

Best Answer : A

Second Best answer : B

Third Best answer : C

Worst answer : D

Dante Manufacturing is a big supplier in the automotive industry, head quarter in London with main plants in New York, Milan, Toronto and Tokio. Each one of these plants has been operating its own Manufacturing Requirements Planning (MRP II) system, production scheduling and custom applications for production automation. Dante's objective is to minimize waste production improving production operations. During an analysis of the process improvements was determined that a significant improvement on waste production could be achieved replacing the outdated MRP-II system with a common Enterprise Resource Planning (ERP) located in London.

Dante has well-developed governance and processes based on TOGAF 9. The Chief Engineer of Global Manufacturing operations is the business sponsor and issued a Request for Architectural Work. The architectural activity for the implementation of the new ERP platform is kicked off and the architectural vision is produced. Some concerns on the security, reliability, responsibility and time to manage change of driving the MRP II and production scheduling by a central system located in London are raised by the team of architects working on the project and by senior management of the various organizations. These last in particular, stressed the need to align the information management with the business. Refer to the scenario above

As Lead Architect you have been asked to update the IT architectural principles to address the concerns raised by the project stakeholders and the senior management. According to TOGAF 9, which of the following is the best answer ?

Choose one of the following answers :

A. Common Use Applications, Data is Shared, Data is Accessible, Data is Secure, Interoperability, Control, Technology Independence.

B. Business Continuity, Service-Orientation, Data is Shared , Data is Accessible, Data is Secure, Responsive Change Management.

C. Requirements-Based Change, Ease-of-Use, Data is Normalized.

D. Information Management is Everybody's business, IT Responsibility, Data Trustee, Technology Independence, Responsive Change Management.

Best Answer : D

Note : A variation of above question may read as :

You are serving as the Lead Architect for a chain of convenience stores, operating as a franchise, which has over 5000 retail outlets throughout the Asia-Pacific region. The stores operate 24 hours a day and 7 days a week and rely on point-of-sale technology to manage their inventory. Stores place all orders on-line. The back-office 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 arelocated in neighbouring areas. This strategy makes distribution to each store cheaper, as well as making multiple deliveries per day possible.

An Enterprise Architecture practice exists within the company, with the CEO and CIO as joint sponsors. They have decided to adopt TOGAF 9 within the practice and the first project is to restructure the Enterprise Architecture so that it can better accommodate the changing strategies within the company and also better respond to changes in economic and technical environments.

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

The systems should be able to withstand any unforeseen disruptions which might affect day to day operations. This is highly critical for ensuring high levels of customer satisfaction and maintaining and growing revenue.

Dependencies between the application components, the application platform, and technology infrastructure should be minimal and well defined. This will facilitate scalability and ease of enhancement of the service offerings.

The company is adopting the ARTS Operational Data Model and Data Warehouse Model from the National Retail Federation. This will address past problems with data quality and inconsistent data.

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

You have been asked to identify the most relevant architecture principles for the current situation.

Based on TOGAF, which of the following is the best answer? [Note: The ordering of the principles listed in each answer is not significant.

A. Interoperability, Data is Accessible, Data is Shared, Requirements Based Change, Control Technical Diversity

B. Technology Independence, Business Continuity, Common Vocabulary and Data Definitions, Data Trustee, Responsive Change Management

C. IT Responsibility, Data Security, Ease of Use, Requirements Based Change, Common Use Applications

D. Interoperability, Maximize Benefit to the Enterprise, Data Trustee, Data is an Asset, Responsive Change Management

Best Answer : B

Based on : Importance of Business Scenarios

You are serving as the Lead Architect to a multinational coffeehouse company. The company is the second largest coffeehouse chain in the world and the largest in the United Kingdom. It currently has over 10,000 stores in 31 countries. The company has a long tradition of innovation, offering its customers a wide range of products and services to attract them to stay longer in their stores. They were one of the first stores to offer Free Wi-Fi internet access across their whole chain.

The company has recently received approval to acquire the fourth largest coffeehouse chain. In order to integrate the new acquisition, an enterprise architecture program has been initiated, using the TOGAF standard as the method and guiding framework.

The CIO is the sponsor of the activity. The Chief Architect has indicated that this program should make use of iteration with the ADM. As the program moves into Phase A within the initial iteration of an Architecture Capability cycle, the CIO has emphasized the need to ensure that the architecture is embraced across the enterprise, especially amongst powerful stakeholders across both organizations.

You have been asked to explain how you would ensure that the Architecture Vision responds to the requirements of the stakeholders.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer ?

A.

You would identify all the stakeholders involved in the merger activity, their concerns, and any cultural factors. You would classify their positions and influence, recording the results in a Stakeholder Map. You would then focus on the most influential stakeholders ensuring that you identify the most relevant architecture viewpoints for each stakeholder and validate that their concerns are being addressed.

B.

The effective communication of targeted information to the powerful stakeholders at the right time is a critical success factor for such a merger. Therefore you would develop a Communications Plan to ensure that they are engaged in the program, are made aware of the key features of the architecture and have the opportunity to check that their requirements are being addressed.

C.

You would select one area of the business affected by the merger and conduct a pilot project to demonstrate to the stakeholders the technical feasibility of the approaches that are available. Once all stakeholders confirm the approach meets their requirements you would then complete a Statement of Work and issue an Architecture Contract to your suppliers.

D.

You would conduct a series of Business Scenarios with the stakeholders impacted by the acquisition. This will enable you to discover and document the business requirements for the merger activity and determine which stakeholders are likely to support or block the initiative. It will also enable validation of the scope for the activity. Based on the input you would develop a high level description of the Baseline and Target Architectures.

Issues in focus :

Acquiring a business chain in same line of business.

Aims : The need to ensure that the architecture is embraced across the enterprise

To do :

Find the best answer choice that ensures that the Architecture Vision responds to the requirements of the stakeholder

Section 18.4 : Approaches to Architecture Development

DO NOT PROCEED TILL IT IS OPEN IN A WINDOW IN YOUR SYSTEM

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6. Phase A: Architecture Vision

Chapter Contents

6.1 Objectives | 6.2 Inputs | 6.3 Steps | 6.4 Outputs | 6.5 Approach

21. Stakeholder Management

Chapter Contents

21.1 Introduction | 21.2 Approach to Stakeholder Management | 21.3 Steps in the Stakeholder Management Process | 21.4 Template Stakeholder Map

Please decide if you need to refer to both Chapters or to just one, for this Level 2 question

A.

This answer is less correct since it omits the Stakeholder Map approach recommended by the TOGAF standard to explicitly identify stakeholders. Business Scenarios are an appropriate technique to develop the Architecture Vision and can accomplish some of the engagement.

This answer also lacks the identification of key players and the active engagement policy of Stakeholder analysis.

B.

This answer is less correct since it focuses on stakeholders at the regional carrier only, thus omitting key stakeholders that should be involved. The Communications Plan is produced from the work done by the Stakeholder Management approach suggested in answer A.

C.

This answer is incorrect. The TOGAF standard does not recommend implementing pilot projects in Phase A to assess solution feasibility. This also does not follow the recommended approach for creation and approval of a Statement of Architecture Work.

D.

This answer is incorrect. The TOGAF standard does not recommend implementing pilot projects in Phase A to assess solution feasibility. This also does not follow the recommended approach for creation and approval of a Statement of Architecture Work.

Answer :

Best answer : D

Next Best : A

Third Best : B

Worst Answer : C

Based on : Principles

You are serving as a consultant to the Chief Architect of a low-cost airline. The airline was formed in 2002 and has its main base at a major international airport on the east coast of North America. It currently serves 65 destinations in 20 US states, and nine countries in the Caribbean, South America and Latin America.

The airline has received approval to acquire a smaller regional carrier that will extend the market it reaches and enable it to feed its primary routes with connecting flights from smaller cities. In order to integrate the new acquisition, an enterprise architecture program has been initiated to manage the restructuring of the organization, using the TOGAF standard as the method and guiding framework.

The CIO is the sponsor of the activity.

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

• The airline needs to provide a seamless travel experience for customers

• The airline needs low operating costs

• The airline needs increased revenue and optimized resources

• The airline needs a business driven integration approach rather than simply integrating the IT systems

The Chief Architect has indicated that as this is the first acquisition a review should be undertaken of the Architecture Principles.

[Note: You should assume that the company has adopted the example set of principles that are listed and defined in the Architecture Principles chapter of the TOGAF standard.]

You have been asked to identify the most relevant architecture principles for this situation.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer ?

A. Common Use Applications, Service Orientation, Responsive Change Management, Information Management is Everybody's Business

B. Compliance with Law, Protection of Intellectual Property, Technology Independence, Data is Accessible

C. Common Vocabulary and Data Definitions, Data Security, Requirements-based Change, IT Responsibility

D. Control Technical Diversity, Interoperability, Ease of Use, Maximize Benefit to the Enterprise.

Issues in focus :

Restructuring after M & A (Merger and Acquisition)

Aims :
As this is the first acquisition a review should be undertaken of the Architecture Principles.

To do :
To find the best answer which addressed the points to be taken care during restructuring, as given in the scenario description.

Architecture Principles are based on business principles and are critical in setting the foundation for Architecture Governance. Once the organizational context is understood, define a set of Architecture Principles that is appropriate to the enterprise.

20. Architecture Principles

Chapter Contents

20.1 Introduction | 20.2 Characteristics of Architecture Principles | 20.3 Components of Architecture Principles | 20.4 Developing Architecture Principles | 20.5 Applying Architecture Principles | 20.6 Example Set of Architecture Principles

A.

This is less correct. Information Management is Everybody's Business will help to ensure that efforts are aligned with the business. The other principles do not directly address the scenario but may help.

B.

This set of principles is less correct. Compliance with Law, Protection of Intellectual Property and Data is Accessible are good practice but do not directly address the scenario. It is possible that Technology Independence will increase running costs and lead to less than optimal resources.

C.

This set of principles is incorrect as they are primarily IT focused and not addressing the scenario.

D.

This is the most appropriate set of principles. Those selected match specific concerns: Control Technical Diversity can help in reducing costs and optimizing resources as will the principle of Interoperability. Ease of Use can help address the aim to provide a seamless user experience. Maximize Benefit to the Enterprise addresses ensuring a business driven approach is taken.

Answer :

Best answer : D

Next Best : A

Third Best : B

Worst Answer : C

Based on : Migration Planning Techniques

You are serving as the Lead Architect for a telecommunications company that recently formed through the merging of three other telecommunication companies. The business operating model has been unified, and an enterprise architecture program has been put in place to manage the integration of the three organizations.

The company has adopted the TOGAF Architecture Development Method. It has successfully completed the architecture definition phases of an ADM cycle and has identified a large collection of candidate roadmap components. The CIO is the sponsor of the program. She is concerned about the risks to the existing revenue lines and would also like to ensure that the most cost-beneficial projects are undertaken first.

The Architecture Board has approved the draft Architecture Definition Document and they are now at the stage of conducting migration planning. A working group has been formed that involves all the key architects and the stakeholders from the corporate matrix (those who will work on the project).

You have been asked to recommend how they can identify and prioritize the projects from these roadmap components, taking account of the CIO's concerns

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer ?

A.

Use the Implementation Factor Assessment and Deduction Matrix to document factors impacting the Migration Plan; use the Consolidated Gaps, Solutions, and Dependencies Matrix to consolidate the gaps from Phases B, C, and D; use the Transition Architecture State Evolution Table to show the proposed state of the architectures at various levels; use the Business Value Assessment Technique to analyze the relative value and risk of each proposed project; and use the Architecture Definition Increments Table to show the proposed series of Transition Architectures.

B.

Determine the key corporate change attributes; determine the business constraints; review and consolidate gap analysis results from Phases B, C, and D; review requirements; consolidate interoperability requirements; refine and validate dependencies; confirm readiness and risk for business transformation; formulate the Implementation and Migration Strategy; identify and group major work packages; identify Transition Architectures; create roadmap and plan.

C. Review and consolidate the gap analysis results from Phases B, C, and D by making use of the Consolidated Gaps, Solutions, and Dependencies Matrix. Rationalize the gap analysis and identify dependencies. Group the activities into a coherent set of projects. Use the Business Value Assessment Technique to assign a business value to each project, taking account of value and risk factors. Prioritize the projects into a Migration Plan taking account of dependencies, cost/benefit analysis, and risk.

D. Create a list of all possible projects from the gap analysis results of Phases B, C, and D. Use the Business Value Assessment Technique to assign a business value to each project, taking account of value and risk factors. Prioritize the projects into a Migration Plan, taking account of dependencies, cost/benefit analysis, and risk. Create an Architecture Definition Increments Table showing how a series of Transition Architectures may be implemented to achieve the Migration Plan.

Issues in focus :

Integration of the Enterprises

Aims :

Looking into the concerns about the risks to the existing revenue lines and would also like to ensure that the most cost-beneficial projects are undertaken first

To do :

Select the best among the answer choices based on recommendations on how they can identify and prioritize the projects from these roadmap components, taking account of the CIO's concerns

Two phases to be looked into :

12. Phase E: Opportunities & Solutions

Chapter Contents

12.1 Objectives | 12.2 Inputs | 12.3 Steps | 12.4 Outputs | 12.5 Approach

13. Phase F: Migration Planning

Chapter Contents

13.1 Objectives | 13.2 Inputs | 13.3 Steps | 13.4 Outputs | 13.5 Approach

This chapter addresses migration planning; that is, how to move from the Baseline to the Target Architectures by finalizing a detailed Implementation and Migration Plan.

A.

This is less correct – it uses all the migration planning techniques available but without showing understanding of what each technique is used for. It is just a list of the techniques.

B.

This is incorrect. It is just a list of the steps of Phase E but fails to demonstrate application to the specific scenario which requires use of techniques from Phase F as well as Phase E.

C.

This is the most straightforward approach, selecting just two of the migration planning techniques, relevant to project identification and prioritization, risk, and cost/benefit analysis.

This most addresses the CIO concern of risk and cost/benefit.

D.

This is similar to answer C; C is slightly better because the Consolidated Gaps, Solutions, and Dependencies Matrix identifies possible duplicated projects earlier and is a more rigorous approach than just creating a list of the projects. It also addresses the concerns of risk and cost/benefit analysis.

Answer :

Best answer : C

Next Best : D

Third Best : A

Worst Answer : B

Based on : Architecture Maturity and Skills Framework

You are serving as the Lead Architect for a European Insurance company. The company has grown substantially over the last 20 years. Due to the many mergers and acquisitions, the application portfolio of the enterprise has grown with little consideration for consolidation or rationalization. Each business unit has managed its own applications, with no coordination between them. In the last two years the competition in the insurance industry has increased with the advent of many Internet-based comparison sites leading to increased pressure to reduce the operational expenses including IT.

An Enterprise Architecture program has been underway within the company to integrate and rationalize the application portfolio and introduce a company-wide customer information management system. A recent review has identified shortcomings within the Enterprise Architecture Practice at the company.

This has highlighted concerns about the lack of buy-in to the architecture processes and the EA program.

Concerns have also been raised about lack of appropriate staff skills and experience in key roles.

The CIO is the sponsor of the EA program and the TOGAF standard has been adopted for the architecture method and deliverables. It has been tailored by the EA team.

The CIO has asked you to recommend an approach to improve the performance of the EA Practice within the company.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer ?

A.

You would ensure that the IT vision, principles, business linkages, Baseline and Target Architectures are identified and that a set of Architecture Standards are being followed. You would recommend that the senior management team are briefed regularly and support the enterprise architecture processes. You would ensure that performance metrics associated with the EA practice are captured and analysed regularly.

B.

You recommend conducting an Architecture Maturity Assessment as this will identify the practices on which the company should focus to see the greatest improvement. You also recommend that a skills framework be introduced, based on that of the TOGAF Architecture Skills Framework. This will provide a clear definition of skills and proficiency levels for roles within the team.

C.

You recommend developing an automated Skills Assessment tool based on the TOGAF Skills Framework. The tool will provide a rapid means of identifying skills and gaps. The results from running the tool can then be used to determine the training and development needs of the EA team members and also used when recruiting new team members.

D.

You recommend engaging the services of an external consultant to evaluate the tailored Architecture Development Method to ensure that it is fit for purpose. A set of interviews should then be held with the Lead Enterprise Architect and other architects. A report should then be prepared and presented to the Architecture Board detailing the actions necessary to improve the performance of the EA Practice.

Issues in focus :

Mergers and acquisitions, but no consideration for consolidation or rationalization

Aims :

To integrate and rationalize the application portfolio and introduce a company-wide customer information management system

To do :

Select the best answer that recommends an approach to improve the performance of the EA Practice within the company.

Two Chapters combined in this question :

45. Architecture Maturity Models

Chapter Contents

45.1 Overview | 45.2 Background | 45.3 US DoC ACMM Framework | 45.4 Capability Maturity Models Integration (CMMI) | 45.5 Conclusions

46. Architecture Skills Framework

Chapter Contents

46.1 Introduction | 46.2 Need for an Enterprise Architecture Skills Framework | 46.3 Goals/Rationale | 46.4 Enterprise Architecture Role and Skill Categories | 46.5 Enterprise Architecture Role and Skill Definitions | 46.6 Generic Role and Skills of the Enterprise Architect | 46.7 Conclusions

A.

This answer is less correct because it focuses on specific actions to address improving the architecture processes, but lacks application of any techniques to evaluate the processes. It also fails to address staff skills.

B.

This answer is best because it examines the EA using a technique explicitly designed for assessing process improvement for enterprise architectures. Second, it focuses on assessing the skill levels of the staff by creating an organization specific skills inventory.

C.

This answer is less correct, as it only examines the staff skill levels.

D.

This answer is incorrect. The TOGAF standard does not recommend the proposed course of action.

Answer :

Best answer : B

Next Best : C

Third Best : A

Worst Answer : D
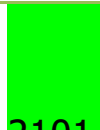
2101 What is the definition of Architecture in the context of TOGAF ?

A. The fundamental organization of a system, embodied in its components, their relationships to each other and the environment, and the principles governing its design and evolution

B. A rigorous description of the structure of an enterprise, which comprises enterprise components (business entities), the externally visible properties of those components, and the relationships (e.g. the behavior) between them

C. An architecture is the most important, pervasive, top-level, strategic inventions, decisions, and their associated rationales about the overall structure (i.e., essential elements and their relationships) and associated characteristics and behaviour

D. Architecture is the use of abstractions and models to simplify and communicate complex structures and processes to improve understanding and forecasting

E. The structure of components, their inter-relationships, and the principles and guidelines governing their design and evolution over time

Answer : E

Explanation :

TOGAF defines Architecture as : The structure of components, their inter-relationships, and the principles and guidelines governing their design and evolution over time.

Try to give your own justification for this answer, by attempting to look at all descriptions but picking the best one, as found in TOGAF documentation or this courseware.

See under : **2.2 What is Architecture in the Context of the TOGAF Standard ?**

ISO/IEC/IEEE 42010: 2011 defines "architecture" as :

"The fundamental concepts or properties of a system in its environment embodied in its elements, relationships, and in the principles of its design and evolution."

The TOGAF standard embraces but does not strictly adhere to ISO/IEC/IEEE 42010: 2011 terminology. In addition to the ISO/IEC/IEEE 42010: 2011 definition of "architecture", the TOGAF standard defines a second meaning depending upon the context:

"The structure of components, their inter-relationships, and the principles and guidelines governing their design and evolution over time."

2102 In which Phase of the TOGAF ADM do activities include assessing the dependencies, costs, and benefits of the migration projects ?

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

Answer : B

Explanation :

Phase F activities include assessing the dependencies, costs, and benefits of the various migration projects.

Phase F activities include assessing the dependencies, costs, and benefits of the various migration projects. The prioritized list of projects will form the basis of the detailed Implementation and Migration Plan that will supplement the architectures with portfolio and project-level detail assigning tasks to specific resources.

2103 TOGAF defines levels of architecture conformance. Which of the following describes a situation where some features in an architecture specification have not been implemented, but those that have are in accordance with the specification ?

A. Compliant
B. Conformant
C. Consistent
D. Irrelevant
E. Non-conformant

Answer : A

Explanation :

TOGAF describes "compliant" as a situation where some features in an architecture specification have not been implemented, but those that have are in accordance with the specification.

2104 According to TOGAF, which of the following define general rules and guidelines for the use of assets across the enterprise ?

A. Architecture principles

B. Business scenarios

C. Functional Requirements

D. Procurement policies

E. Stakeholder concerns

Answer : A

Explanation :

Architecture Principles, which gets defined in Preliminary Phase, in turn define general rules and guidelines for the use of assets across the enterprise.

See : **20.1 Introduction**

Principles are general rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission.
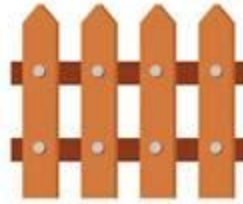
2105 Which of the following is not a business benefit of Enterprise Architecture Framework in the context of TOGAF ?

A. Lower business operation costs

B. More flexible workforce

C. Lower change management costs

D. More agile organization

E. It will ensure compliance and protect the interest of stakeholders

Answer : E

Explanation :

Ensuring compliance and protecting the interest of stakeholders is not stated in TOGAF as a business benefit of Enterprise Architecture Framework.

Try to give your own justification for this answer, by attempting to look at all descriptions but picking the best one, as found in TOGAF documentation or this courseware.

See under : **1.3 Executive Overview**

What are the benefits of an Enterprise Architecture ?

An effective Enterprise Architecture can bring important benefits to the organization. Specific benefits of an Enterprise Architecture include :

■ More effective and efficient business operations:

— Lower business operation costs

— More agile organization

— Business capabilities shared across the organization

— Lower change management costs

— More flexible workforce

— Improved business productivity

■ More effective and efficient Digital Transformation and IT operations :

— Extending effective reach of the enterprise through digital capability

— Bringing all components of the enterprise into a harmonized environment

— Lower software development, support, and maintenance costs

— Increased portability of applications

— Improved interoperability and easier system and network management

— Improved ability to address critical enterprise-wide issues like security

— Easier upgrade and exchange of system components

■ Better return on existing investment, reduced risk for future investment:

— Reduced complexity in the business and IT

— Maximum return on investment in existing business and IT infrastructure

— The flexibility to make, buy, or out-source business and IT solutions

— Reduced risk overall in new investments and their cost of ownership

■ Faster, simpler, and cheaper procurement :

— Buying decisions are simpler, because the information governing procurement is readily available in a coherent plan

— The procurement process is faster — maximizing procurement speed and flexibility without sacrificing architectural coherence

— The ability to procure heterogeneous, multi-vendor open systems

— The ability to secure more economic capabilities

2106 Who is responsible to determine the scope in the Architecture Compliance Review ?

A. Stakeholder

B. Architecture Review coordinator

C. Lead Architect

D. Architecture Board

Answer : B

Explanation :

Architecture Review coordinator gets to determine the scope of the Review in the Architecture Compliance Review process.

See : **Figure 42-2** Architecture Compliance Review Process along with **42.4.2 Roles and 42.4.3 Steps**
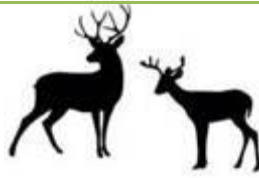
2107 Which section of the TOGAF document describes the purpose of deliverables produced as outputs from the ADM cycle ?

A. ADM Guidelines and Techniques

B. Architecture Capability Framework

C. Architecture Content Framework

D. Architecture Governance Framework

E. TOGAF Reference Models

Answer : C

Explanation :

The Architecture Content Framework provides a detailed model of architectural work products, including deliverables and their purpose, artifacts within deliverables, and the Architecture Building Blocks (ABBs) that deliverables represent.

2108 Which of the following best describes TOGAF ?

A. An abstract framework for the development of standards and processes for a business architecture

B. A collection of components organized to accomplish a specific set of functions

C. A process model, best practices and assets to aid production, use and maintenance of enterprise architectures

D. A reference model containing taxonomy defining terminology for an enterprise architecture, together with an associated graphic

E. A system development lifecycle method for software engineering

Answer : C

Explanation :

TOGAF is described the best as : A process model, best practices and assets to aid production, use and maintenance of enterprise architectures.

Let us not forget the very description of TOGAF.

See under : **2.1 What is the TOGAF Standard ?**

The TOGAF standard is an architecture framework. It provides the methods and tools for assisting in the acceptance, production, use, and maintenance of an Enterprise Architecture. It is based on an iterative process model supported by best practices and a re-usable set of existing architecture assets.

2109 Which of the following best describes the TOGAF Architecture Development Method ?

A. A process for managing architecture requirements

B. A classification mechanism for architectures and solutions

C. A process for managing and controlling change at an enterprise-wide level

D. A view of the Architecture Repository

E. A process for developing an organization-specific enterprise architecture

Answer : E

Explanation :

TOGAF's ADM : Architecture Development Method is described as the process for developing an organization-specific enterprise architecture. By following ADM for each project / portfolio, we arrive at finalized architecture that is in line with the needs of the Enterprise and all it stakeholders and the Architecture Governance body.

See under : **2.4 Architecture Development Method**

The TOGAF Architecture Development Method (ADM) provides a tested and repeatable process for developing architectures. The ADM includes establishing an architecture framework, developing architecture content, transitioning, and governing the realization of architectures.

2110 Which of the following is described by the TOGAF Architecture Content Framework as a type of artifact that shows relationships between things ?

A. Building Block

B. Catalog

C. Diagram

D. Matrix

E. Deliverable

Answer : D

Explanation :

TOGAF Architecture Content Framework describes matrix as a type of artifact that shows relationships between things.

See under : **2.5**

Artifacts are generally classified as catalogs (lists of things), matrices (showing relationships between things), and diagrams (pictures of things). Examples include a requirements catalog, business interaction matrix, and a use-case diagram. An architectural deliverable may contain many artifacts and artifacts will form the content of the Architecture Repository.

In the view creation process, the viewpoints are selected based on who's / which concerns ?

A. Architect
B. Stakeholder
C. Views
D. Architecture

Answer : B

Explanation :

Concerns come from stakeholders and Architect is expected to address them

See under : **31.2.2 Architecture View Creation Process**

The architect may choose to develop a new architecture viewpoint that will cover the outstanding need, and then generate an architecture view from it.

Whatever the context, the architect should be aware that every architecture view has an architecture viewpoint, at least implicitly, and that defining the architecture viewpoint in a systematic way will help in assessing its effectiveness; i.e., does the architecture viewpoint cover the relevant stakeholder concerns ?

2112 What level of the Architecture Landscape provides a long-term summary view of the entire enterprise ?

A. Capability Architecture
B. Operational Architecture
C. Segment Architecture
D. Strategic Architecture
E. Tactical Architecture

Answer : D

Explanation :

Strategic Architecture is the one that provide view of entire enterprise.

See under : **19.2 Architecture Landscape**

Strategic Architecture provides an organizing framework for operational and change activity and allows for direction setting at an executive level.

2113 This one is not specific to an Industry

A. Solution templates and guidelines for Banking industry
B. Solution templates and guidelines for Healthcare industry
C. Solution templates and guidelines for Merchandising industry
D. Solution templates and guidelines for your Enterprise

Answer : D

Explanation :

What is specific to an "industry" (like Banking industry) cannot also be specific to an "Enterprise"

2114 Which among the following statements about patterns is NOT correct ?

A. Pattern is "an idea that has been useful in one practical context and will probably be useful in others"

B. Patterns are considered to be a way of putting Building Blocks into context

C. Patterns can tell when, why, and what trade-offs you have to make

D. Patterns are a package of functionality defined to meet business needs across an organization

E. Patterns offer the promise of helping the architect to solutions that have been proven to deliver effective in the past

Answer : D

Explanation :

Answer choice D is about building Blocks, not Patterns

See : **22.1.1 Background**

A "pattern" has been defined as: "an idea that has been useful in one practical context and will probably be useful in others" (Source: Analysis Patterns — Re-usable Object Models, by M. Fowler).

In the TOGAF standard, patterns are considered to be a way of putting building blocks into context; for example, to describe a re-usable solution to a problem. Building blocks are what you use: patterns can tell you how you use them, when, why, and what trade-offs you have to make in doing so.

Patterns offer the promise of helping the architect to identify combinations of Architecture and/or Solution Building Blocks (ABBs/SBBs) that have been proven to deliver effective solutions in the past, and may provide the basis for effective solutions in the future.

Pattern knowledge to a good degree is essential for every Architect, through TOGAF may yet to emphasize these in specifics of its syllabus.

Read **Chapter 22** : Architecture Patterns in TOGAF documentation

2115 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

Explanation :

TOGAF's description of Architecture runs as : TOGAF describe as "the structure of components, their inter- relationships, and the principles guiding their design and evolution over time"

See under : **2.2 What is Architecture in the Context of the TOGAF Standard ?**

TOGAF standard defines a second meaning depending upon the context:

"The structure of components, their inter-relationships, and the principles and guidelines governing their design and evolution over time."

2116 Which of the following does the TOGAF document define as architectural work product that describes an aspect of the architecture ?

A. Application Platform Interface

B. Artifact

C. Building Block

D. Deliverable

E. Framework

Answer : B

Explanation :

A building block is a package of functionality and is potentially re-usable. So, building blocks are Components which in turn contain artifacts. On the other hand, artifact is a single element, like an Actor in a Use Case. It is a work product that describes one single aspect.
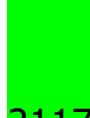
2117 Which of the following is not a part of the guidelines for adapting the ADM process ?

A. Using TOGAF to define Service-Oriented Architectures (SOAs)
B. Coexisting with other Enterprise Architecture frameworks
C. Ways to apply iteration to the ADM
D. Applying the ADM at different levels of the enterprise
E. Security considerations when applying the ADM

Answer : B

Explanation :

Coexistence with other Enterprise Architecture frameworks is not cited as a part of the guidelines and reasons for adapting the ADM process.

See : **Section 4.3 Adapting the ADM**

Go through all reasons given for adapting TOGAF. Vey important for Certification purposes

2118 Which one of the following represents the detailed construction of the architectures defined in the Architecture Continuum ?

A. Architecture Building Blocks
B. Conceptual Models
C. Foundation Architectures
D. Reference Models
E. Solution Building Blocks

Answer : A

Explanation :   The Solutions Continuum defines what is available in the organizational environment as re-usable Solution Building Blocks (SBBs).

The **Architecture Continuum** offers a consistent way to define and understand the generic rules, representations, and relationships in an architecture, including traceability and derivation relationships (e.g., to show that an Organization-Specific Architecture is based on an industry or generic standard).

The Architecture Continuum represents a structuring of Architecture Building Blocks (ABBs) which are re-usable architecture assets. ABBs evolve through their development lifecycle from abstract and generic entities to fully expressed Organization-Specific Architecture assets. The Architecture Continuum assets will be used to guide and select the elements in the Solutions Continuum (see below).

The Architecture Continuum shows the relationships among foundational frameworks (such as TOGAF), common system architectures (such as the III-RM), industry architectures, and enterprise architectures. The Architecture Continuum is a useful tool to discover commonality and eliminate unnecessary redundancy.

The **Solutions Continuum** provides a consistent way to describe and understand the implementation of the assets defined in the Architecture Continuum. The Solutions Continuum defines what is available in the organizational environment as re-usable Solution Building Blocks (SBBs). The solutions are the results of agreements between customers and business partners that implement the rules and relationships defined in the architecture space. The Solutions Continuum addresses the commonalities and differences among the products, systems, and services of implemented systems.

2119 Complete the sentence: In Phase C, when an existing application is to be replaced, the Data Architecture should _____

A. be re-factored to align with the technology infrastructure

B. describe how this change impacts other projects

C. identify the data migration requirements

D. include the application interoperability requirements

E. estimate the effort required to overcome any issues

Answer : C

Explanation :

When an existing application is replaced, there will be a critical need to migrate data (master, transactional, and reference) to the new application. The Data Architecture should identify data migration requirements and also provide indicators as to the level of transformation, weeding, and cleansing that will be required to present data in a format that meets the requirements and constraints of the target application.
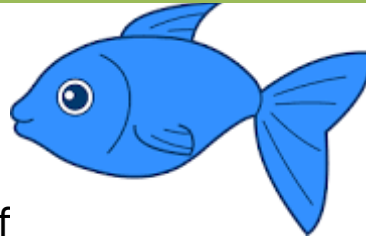
2120 Which of the following is NOT a valid reason for wanting to tailor ADM for the specific need of the enterprise ?

A. The ADM is being mandated for use by a prime or lead contractor in an outsourcing situation, and needs to be tailored to achieve a suitable compromise between the contractor's existing practices and the contracting enterprise's requirements

B. An important consideration is that the order of the phases in the ADM is to some extent dependent on the maturity of the architecture discipline within the enterprise concerned

C. The enterprise is a small-to-medium enterprise, and wishes to use a "cut-down" version of the ADM

D. An enterprise may wish to use or tailor the ADM in conjunction with the security best practices in use in the enterprise

E. The ADM is one of many corporate processes that make up the corporate governance model for an enterprise

Answer : D

Explanation :

We cannot say that an enterprise may wish to use or tailor the ADM with the main reason being to be in conjunction with the security best practices in use in the enterprise. All other answer choices are valid reasons for going for tailoring (customizing or adapting) TOGAF.

See : **Section 4.3 Adapting the ADM**

Go through all reasons given for adapting TOGAF. Very important for Certification purposes

2121 Not an IT benefit of a good enterprise architecture ?

A. Lower software development, support, and maintenance costs

B. Improved business productivity

C. Increased portability of applications

D. Improved interoperability and easier system and network management

E. Improved ability to address critical enterprise-wide issues like security

F. Easier upgrade and exchange of system components

Answer : B

Explanation :

Answer choice B is a business benefit and not an IT benefit.

The Business benefits of good EA are :

— Lower business operation costs

— More agile organization

— Business capabilities shared across the organization

— Lower change management costs

— More flexible workforce

— Improved business productivity

2122 Solution Architecture is not about :

A. A description of a discrete and focused business operation or activity and how IS / IT supports that operation.
B. A strategic context for the evolution in response to the constantly changing   needs of the business environment.
C. Typically applies to a single project or project release
D. Assists in the translation of requirements into a solution vision, high-level business and/or IT system specifications, and a portfolio of implementation tasks

Answer : B

Explanation :

Solution Architecture comes at Segment level of Enterprise Architecture.

It is not a strategic context for the evolution in response to the constantly changing needs of the business environment.

Other three answer choice are about Solution Architecture.

See Section : 3.69 : **Solution Architecture**

A description of a discrete and focused business operation or activity and how IS/IT supports that operation.

Note : A Solution Architecture typically applies to a single project or project release, assisting in the translation of requirements into a solution vision, high-level business and/or IT system specifications, and a portfolio of implementation tasks.

On the other hand, the wrong answer B, which is about Enterprise Architecture is seen in Section 1.3 as :

Today's CEOs know that the effective management and exploitation of information and Digital Transformation are key factors to business success, and indispensable means to achieving competitive advantage.

An Enterprise Architecture addresses this need, by providing a strategic context for the evolution and reach of digital capability in response to the constantly changing needs of the business environment.

2123 Which of the following best describes a purpose of the Business Scenarios technique ?

A. To catch errors in a project architecture early
B. To guide decision making throughout the enterprise
C. To help identify and understand requirements
D. To highlight shortfalls between the baseline and target architectures
E. To mitigate risk when implementing an architecture project

Answer : C

Explanation :

Primary purpose of Business Scenarios is to help identify and understand requirements

Note the question **is on best description**, not on any description that is correct.

2124 Which of the following applies to an Architecture Building Block ?

A. It defines the functionality to be implemented.

B. It defines the implementation.

C. It defines what products and components will implement the functionality.

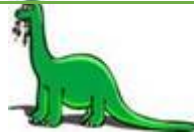D. It is product or vendor-aware.

Answer : A

Explanation :

ABBs define functionality – not implementation

2125 Which of the following statements is correct in the context of ADM and Architecture Repository relationship ?

A. At relevant places throughout the ADM, there are reminders to consider which architecture assets from the Architecture Repository the architect should use

B. The practical implementation of the Enterprise Continuum will typically take the form of an Architecture Repository that includes reference architectures, models, and patterns mandated in TOGAF

C. In executing the ADM, the architect is only developing a snapshot of the enterprise at particular points in time, and populating the organization's own Architecture Repository is outside the scope of ADM

D. The first execution of the ADM is simplified because of the re-use potential of the standard architecture assets available for re-use in TOGAF Architecture Repository

E. Architecture Repository is only accessed in the Requirement Management phase

Answer : A

Explanation :   Looking at the wrong answers :   The practical implementation of the Enterprise Continuum will typically take the form of an Architecture Repository that includes reference architectures, models, and patterns mandated in TOGAF – Not a ADM and Architecture Repository relationship; read this question again after you get to know about Enterprise Continuum.

In executing the ADM, the architect is only developing a snapshot of the enterprise at particular points in time, and populating the organization's own Architecture Repository is outside the scope of ADM – ADM goes through actions which re much more than a snapshot of the Enterprise. ADM populates the Architecture repository with Architectures that are Platform independent (ABBs), Solutions which are implementation and vendor biased (Platform Specific SBBs) and even Implementation Governance and Change Management thereafter.

The first execution of the ADM is simplified because of the re-use potential of the standard architecture assets available for re-use in TOGAF Architecture Repository - Not a point relevant to ADM and Architecture Repository relationship

Architecture Repository is only accessed in the Requirement Management phase – Totally wrong understanding of ADM Phases including its Requirement Management Phase

2126 Benefits of a well conceived and properly established Enterprise Architecture includes all except :

A. Better return on existing investment, reduced risk for future investment

B. More efficient IT operation

C. More efficient business operation

D. Agile only as the development method to acheive Time to market software

Answer : D

Explanation :

Advantages of good Enterprise Architecture

More **efficient business operation** :

— Lower business operation costs

— More agile organization

— Business capabilities shared across the organization

— Lower change management costs

— More flexible workforce

— Improved business productivity

More **efficient IT operation** :

— Lower software development, support, and maintenance costs

— Increased portability of applications

— Improved interoperability and easier system and network management

— Improved ability to address critical enterprise-wide issues like security

— Easier upgrade and exchange of system components

Better **return on** existing investment, reduced risk for future investment :

— Reduced complexity in the business and IT

— Maximum return on investment in existing business and IT infrastructure

— The flexibility to make, buy, or out-source business and IT solutions

— Reduced risk overall in new investments and their cost of ownership

Faster, **simpler**, and cheaper **procurement** :

— Buying decisions are simpler, because the information governing procurement is readily available in a coherent plan

— The procurement process is faster — maximizing procurement speed and flexibility without sacrificing architectural coherence

— The ability to procure heterogeneous, multi-vendor open systems

— The ability to secure more economic capabilities

Which one of the following is defined by acceptable standards 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

Explanation :

Architecture is defined as : the fundamental organization of a system embodied in its components, their relationship to each other, and the principles guiding its design and evolution.

Definitions are important from point of view of Certification preparation

See under : **2.2 : What is Architecture in the Context of the TOGAF Standard ?**

ISO/IEC/IEEE 42010: 2011 defines "architecture" as :

"The fundamental concepts or properties of a system in its environment embodied in its elements, relationships, and in the principles of its design and evolution."

The TOGAF standard embraces but does not strictly adhere to ISO/IEC/IEEE 42010: 2011 terminology.

2128 The Component of TOGAF which includes establishing an architecture framework, developing architecture content, transitioning, and governing the realization of architectures.

A. Enterprise Continuum

B. Enterprise Architecture Framework

C. Architecture Development Method

D. Architecture Content Framework

Answer : C

Explanation :

ADM, Architecture Development Method is an important component of TOGAF. It includes establishing an architecture framework, developing architecture content, transitioning, and governing the realization of architectures.

See Section : 2.4 of TOGAF Documentation : The ADM includes establishing an architecture framework, developing architecture content, transitioning, and governing the realization of architectures.

Section 2.6 : Enterprise Continuum, which sets the broader context for an architect and explains how generic solutions can be leveraged and specialized in order to support the requirements of an individual organization.

Section 2.10 : Enterprise Architecture framework are :

■ A definition of the deliverables that the architecting activity should produce

■ A description of the method by which this should be done

Section 2.5 : Architecture Content Framework provides a structural model for architectural content that allows major work products to be consistently defined, structured, and presented.

2129 Which of the following is NOT a correct statement about an Architecture Framework ?

A. An architecture framework is a tool that can be used for developing a broad range of different architectures

B. An architecture framework should describe a method for designing an information system in terms of a set of building blocks, and for showing how the building blocks fit together

C. Architecture Framework is just a set of resources, guidelines, templates, background information, etc. provided to help the architect establish an architecture practice within an organization

D. An architecture framework can contain or point to a set of tools and must provide a common vocabulary

E. An architecture framework should also include a list of recommended standards and compliant products that can be used to implement the building blocks

Answer : C

Explanation :

It is not correct to state that : Architecture Framework is just a set of resources, guidelines, templates, background information, etc. provided to help the architect establish an architecture practice within an organization.

Such Frameworks are much more that reference resources.

See under : **1.3 : Executive Overview**

What is an architecture framework ?

An architecture framework is a foundational structure, or set of structures, which can be used for developing a broad range of different architectures.

It should describe a method for designing a target state of the enterprise in terms of a set of building blocks, and for showing how the building blocks fit together. It should contain a set of tools and provide a common vocabulary. It should also include a list of recommended standards and compliant products that can be used to implement the building blocks.

2130 Not a Section, as per Structure of the TOGAF Library as maintained under the governance of The Open Group Architecture Forum.

A. Section 1. Foundation Documents

B. Section 5. Enterprise Continuum

C. Section 2. Generic Guidance and Techniques

D. Section 3. Industry-Specific Guidance and Techniques

E. Section 4. Organization-Specific Guidance and Techniques

Answer : B

Explanation :

The Structure of the TOGAF Library (which is totally different from TOGAF documentation and its parts) has only four sections.

See : **1.2 : Structure of the TOGAF Library**

Accompanying this (TOGAF) standard is a portfolio of guidance material, known as the TOGAF Library, to support the practical application of the TOGAF approach. The TOGAF Library is a reference library containing guidelines, templates, patterns, and other forms of reference material to accelerate the creation of new architectures for the enterprise.

The TOGAF Library is maintained under the governance of The Open Group Architecture Forum.

Library resources are organized into four sections :

■ Section 1. Foundation Documents

■ Section 2. Generic Guidance and Techniques

■ Section 3. Industry-Specific Guidance and Techniques

■ Section 4. Organization-Specific Guidance and Techniques

Where resources within the Library apply to the deployment of the TOGAF ADM and make explicit reference to "anchor points" within the TOGAF standard they are classified within the Library as Dependent documents.

Resources that provide guidance on how to utilize features described in the standard are classified as Supporting documents. Resources that relate to Enterprise Architecture in general, and that do not make any specific references to the TOGAF standard, are classified as EA General documents.

2131 Not a justification on why to use the TOGAF standard as a framework for Enterprise Architecture

A. The TOGAF standard has been developed through the collaborative efforts of the whole community

B. Using the TOGAF standard results in Enterprise Architecture that is consistent, reflects the needs of stakeholders, employs best practice, and gives due consideration both to current requirements and the perceived future needs of the business.

C. Developing and sustaining an Enterprise Architecture is a technically straight process and TOGAF is free of complexity here

D. The TOGAF standard plays an important role in standardizing and de-risks the architecture development process

E. The TOGAF standard provides a best practice framework for adding value, and enables the organization to build workable and economic solutions which address their business issues and needs

Answer : C

Explanation :

It is not correct to state that developing and sustaining an Enterprise Architecture is a technically straight process and TOGAF is free of complexity here.

We do come across complexity and technical challenges during the practice of enterprise Architecture.

See under : 1.3 : **Why use the TOGAF standard as a framework for Enterprise Architecture ?**

The TOGAF standard has been developed through the collaborative efforts of the whole community. Using the TOGAF standard results in Enterprise Architecture that is consistent, reflects the needs of stakeholders, employs best practice, and gives due consideration both to current requirements and the perceived future needs of the business.

Developing and sustaining an Enterprise Architecture is a technically complex process which involves many stakeholders and decision processes in the organization. The TOGAF standard plays an important role in standardizing and de-risks the architecture development process.

The TOGAF standard provides a best practice framework for adding value, and enables the organization to build workable and economic solutions which address their business issues and needs.

2132 Which section of the TOGAF template for Architecture Principles should describe situations where one principle would be given precedence over another ?

A. Implications

B. Name

C. Rationale

D. Statement

E. Trade-Offs

Answer : C

Explanation :

Rationale section of the TOGAF template for Architecture Principles should describe situations where one principle would be given precedence over another.

See : 20.3

Rationale : Should highlight the business benefits of adhering to the principle, using business terminology. Point to the similarity of information and technology principles to the principles governing business operations. Also describe the relationship to other principles, and the intentions regarding a balanced interpretation. Describe situations where one principle would be given precedence or carry more weight than another for making a decision.

2133 Integrating TOGAF methods with other standard frameworks or best practices - One that TOGAF does not suggest there is

A. CMMI

B. ITIL

C. COBIT

D. PRINCE2

E. PMBOK

F. MSP

Answer : A

Explanation :

TOGAF does not mention CMMI when it talks about integration ADM.

But note that CMMI does find a mention in different context in Section 32.1. Also note that CMMI is detailed in : 45.4 Capability Maturity Models Integration (CMMI)

See : **2.10 Using the TOGAF Standard with Other Frameworks**

TOGAF framework may be used either in its own right, with the generic deliverables that it describes; or else these deliverables may be replaced or extended by a more specific set, defined in any other framework that the architect considers relevant.

This architecture tailoring may include adopting elements from other architecture frameworks, or integrating TOGAF methods with other standard frameworks or best practices, such as ITIL®, CMMI®, COBIT®, PRINCE2®, PMBOK®, and MSP®. It may also include adopting reference materials from the TOGAF Library, such as the IT4IT™ Reference Architecture.

2134 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

Explanation :

In the Preliminary Phase of ADM, one which drives the requirements and performance metrics is - Business imperatives. A "business imperative" is a major change or goal a business is

The business imperatives behind the enterprise Architecture work drive the requirements and performance metrics for the architecture work.

For example, the *Request for Architecture Work* may include :

- Business requirements : service contracts, need for automation ...
- Cultural aspirations : target environment & its cultural variations
- Organization intents : intention behind change or fresh greenfield software
- Strategic intent : sustaining initiatives and approach specifics for projects
- Forecast financial requirements : ways and means to fund the projects

Request for Architectural Work is a document that is sent from the sponsoring organization to the architecture organization to trigger the start of an architecture development cycle. Requests for Architecture Work can be created as an output of the Preliminary Phase, a result of approved architecture Change Requests, or terms of reference for architecture work originating from migration planning.

It outlines the Business imperatives behind the Enterprise Architecture drive the requirements and performance metrics for the architecture work

Imperatives therein should be sufficiently clear so that the Preliminary Phase can scope the business outcomes and resource requirements and define the outline business information requirements and associated strategies of the enterprise architecture work to be done.

★ ★ : 2135 Which of the following is a Key Point of the ADM Cycle ?

A. Though ADM is iterative, the decisions regarding enterprise coverage, level of detail, time period and architecture asset re-use needs to be take upfront

B. ADM provides a recommended the scope of activity which can be tailored by the organization itself

C. Where necessary, use of the ADM should be tailored to meet the needs of the organization but phases cannot be omitted

D. The main guideline is to focus on what creates value to the enterprise, and to select horizontal and vertical scope, and project schedules, accordingly

E. Decisions taken should be based on the value accruing to the enterprise only

Answer : D

Explanation :

The main guideline and key point of ADM is to focus on what creates value to the enterprise, and to select horizontal and vertical scope, and project schedules, accordingly.

Section 4.7 Summary in Chapter 4 : Introduction to Part II

The TOGAF ADM defines a recommended sequence for the various phases and steps involved in developing an architecture, but it cannot recommend a scope — this has to be determined by the organization itself, bearing in mind that the recommended sequence of development in the ADM process is an iterative one, with the depth and breadth of scope and deliverables increasing with each iteration.

Each iteration will add resources to the organization's Architecture Repository. While a complete framework is useful (indeed, essential) to have in mind as the ultimate long term goal, in practice there is a key decision to be made as to the scope of a specific Enterprise Architecture effort. This being the case, it is vital to understand the basis on which scoping decisions are being made, and to set expectations right for what is the goal of the effort.

The main guideline is to focus on what creates value to the enterprise, and to select horizontal and vertical scope, and time periods, accordingly. Whether or not this is the first time around, understand that this exercise will be repeated, and that future iterations will build on what is being created in the current effort, adding greater width and depth.

It is better to go through the Introduction portion of each part of TOGAF documentation

2136   The main aspects of the Preliminary Phase include all of the following except

A. Defining the Enterprise

B. Defining the Architecture Principles that will form any architecture work

C. Analyzing the gaps between Baseline and Target Architecture

D. Evaluating the Architecture Maturity of the enterprise

Answer : C

Explanation :

Baseline and Target refer to states of completion of specific projects. These can come into picture only from Phase A where specific projects get defined

See **3.21 Baseline**

A specification that has been formally reviewed and agreed upon, that thereafter serves as the basis for further development or change and that can be changed only through formal change control procedures or a type of procedure such as configuration management.

See **3.75 Target Architecture**

The description of a future state of the architecture being developed for an organization.

Note : There may be several future states developed as a roadmap to show the evolution of the architecture to a target state.

2137 Which one of the following is not part of the approach to the Preliminary Phase ?

A. Defining the enterprise

B. Identifying key drivers and elements in the organizational context

C. Defining Architecture Contracts

D. Defining the framework to be used

E. Defining the requirements for architecture work

Answer : C

Explanation :

Architecture Contracts are prepared and issued in Phase G.

See : **5.5 Approach :** This Preliminary Phase is about defining "where, what, why, who, and how we do architecture" in the enterprise concerned. The main aspects are as follows :

■ Defining the enterprise

■ Identifying key drivers and elements in the organizational context

■ Defining the requirements for architecture work

■ Defining the Architecture Principles that will inform any architecture work

- Defining the framework to be used

- Defining the relationships between management frameworks

- Evaluating the Enterprise Architecture maturity

2138 What marks the boundary of Enterprise Architecture ?

A. Description of its boundaries

B. Identifying the boundaries of its organizational structure

C. Defining its units

D. Looking at the highest level of description of the organization and structure of the Enterprise

Answer : D

Explanation :

Looking at the highest level of description of the organization and structure of the Enterprise – this is where spread of Enterprise Architecture gets demarcated from other departments in the enterprise.

See : **3.38 : Enterprise**

The highest level (typically) of description of an organization and typically covers all missions and functions. An enterprise will often span multiple organizations.

Pointer : The highest level of description of an organization is used to identify the boundary encompassed by the Enterprise Architecture and EA Capability.

Not related to concept of Capability

A. Do something that may lead to enhanced outcome

B. Can enable measurement of resources employed

C. Management concept to facilitate measurement of profitability

D. Can enable to measure outcome of goals achieved

Answer : C

Explanation :

Capability is a management concept that facilitates planning improvements in the ability to do something that leads to enhanced outcomes. It enables the ability to measure resources employed and outcomes or goals achieved within a specified context.

2140 NOT correct in the context of Capability and Enterprise Architecture

A. Change is expected in the gap between current and future states

B. Change least expected in the gap between current and future states

C. Description of future state enabling understanding of goals, mission and vision

D. Description of future state in guiding what has to change from current state

Answer : B

Explanation :

In its simplest terms, EA is used to describe the future state of an enterprise to guide the change to reach the future state. The description of the future state enables key people to understand what must be in their enterprise to meet the enterprise's goals, objective, mission, and vision in the context within which the enterprise operates. The gap between the enterprise's current state and future state guides what must change within the enterprise.

2141 In which section of the TOGAF template for Architecture Principles would a reader find the answer to the question of 'How does this affect me" ?

A. Implications

B. Name

C. Rationale

D. Statement

Answer : A

Explanation :

Implications section of the TOGAF template for Architecture Principles would a reader find the answer to the question of 'How does this affect me"?.

See : **20.3 Components of Architecture Principles – (Template)**

Name : Should both represent the essence of the rule as well as be easy to remember.

Specific technology platforms should not be mentioned in the name or statement of a principle. Avoid ambiguous words in the Name and in the Statement such as: "support", "open", "consider", and for lack of good measure the word "avoid", itself, be careful with "manage(ment)", and look for unnecessary adjectives and adverbs (fluff).

Statement: Should succinctly and unambiguously communicate the fundamental rule.

For the most part, the principles statements for managing information are similar from one organization to the next. It is vital that the principles statement is unambiguous.

Rationale: Should highlight the business benefits of adhering to the principle, using business terminology.

Point to the similarity of information and technology principles to the principles governing business operations. Also describe the relationship to other principles, and the intentions regarding a balanced interpretation. Describe situations where one principle would be given precedence or carry more weight than another for making a decision.

Implications: Should highlight the requirements, both for the business and IT, for carrying out the principle — in terms of resources, costs, and activities/tasks.

It will often be apparent that current systems, standards, or practices would be incongruent with the principle upon adoption. The impact to the business and consequences of adopting a principle should be clearly stated. The reader should readily discern the answer to: "How does this affect me?".

It is important not to oversimplify, trivialize, or judge the merit of the impact. Some of the implications will be identified as potential impacts only, and may be speculative rather than fully analyzed.

2142 Which of the following are combinations of ABBs and SBBs that provided effective solutions in the past and can be reused to provide new solutions ?

A. Architecture View

B. Architecture View Point

C. Architecture Pattern
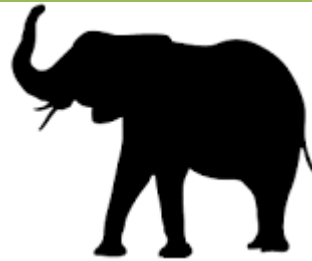
D. Architecture Continuum

Answer : C

Explanation :

In TOGAF, patterns are considered to be a way of putting building blocks into context; for example, to describe a re-usable solution to a problem. Building blocks are what you use: patterns can tell you how you use them, when, why, and what trade-offs you have to make in doing so.

Patterns offer the promise of helping the architect to identify combinations of Architecture and/or Solution Building Blocks (ABBs/SBBs) that have been proven to deliver effective solutions in the past, and may provide the basis for effective solutions in the future

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

A. Develop the Architecture Vision document

B. Draft the Implementation and Migration Plan

C. Ensure conformance requirements for the target architecture are defined

D. Establish the Organizational Model for enterprise architecture

E. Operate the governance framework

Answer : D

Explanation :

An objective of the Preliminary Phase is to establish the Organizational Model for enterprise architecture.

See : **5.1 Objectives**

The objectives of the Preliminary Phase are to :

1. Determine the Architecture Capability desired by the organization :

■ Review the organizational context for conducting Enterprise Architecture

■ Identify and scope the elements of the enterprise organizations affected by the

Architecture Capability

■ Identify the established frameworks, methods, and processes that intersect with the Architecture Capability

■ Establish Capability Maturity target

2. Establish the Architecture Capability :

■ Define and establish the Organizational Model for Enterprise Architecture

■ Define and establish the detailed process and resources for Architecture Governance

■ Select and implement tools that support the Architecture Capability

■ Define the Architecture Principles

2144 Which of the following would require an architecture redesign ?

A. Re-alignment of foundation architecture due to strategic change

B. Technology change that required refresh of technological architecture

C. New technology that can reduce the infrastructure

D. Bottom up change due to operation issues

Answer : A

Explanation :

Any strategic change would mean going back to Phase A for a full look of the Requirement. Sometimes it needs to go back to Preliminary Phase from Phase A.

See under : **15.5.1 Drivers for Change**

In addition, there are business drivers for architecture change, including :

■ Business-as-usual developments

■ Business exceptions

■ Business innovations

■ Business technology innovations

■ Strategic change

2145 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

Explanation :

Implications section of the TOGAF template for Architecture Principles highlights the requirements for carrying out the principle.

See under : 20.3 : **Implications**

Should highlight the requirements, both for the business and IT, for carrying out the principle — in terms of resources, costs, and activities/tasks. It will often be apparent that current systems, standards, or practices would be incongruent with the principle upon adoption.

The impact to the business and consequences of adopting a principle should be clearly stated. The reader should readily discern the answer to: "How does this affect me?". It is important not to oversimplify, trivialize, or judge the merit of the impact.

Some of the implications will be identified as potential impacts only, and may be speculative rather than fully analyzed.

2146 Which one of the following best describes TOGAF ?

A. A framework and method for architecture development
B. An architecture pattern
C. A business model
D. A method for developing Technology Architectures
E. A method for IT Governance

Answer : A

Explanation :

TOGAF - The Open Group Architecture Framework is a framework - a detailed method and a set of supporting tools - for developing an enterprise architecture

Framework because it is an EAF : Enterprise Architecture Framework and in turn contains a method : ADM – Architecture Development Method which is meant for providing the process for developing (Enterprise and Solution) Architectures

 TOGAF in turn may involve Architectural approaches and Patterns, Business models, Technology and other Architectures as also IT Governance. But by itself TOGAF is large superset of all these things and best be referred to as "EA Framework"

TOGAF should suggest a set of tools and provide a common vocabulary.

Soft Tools : Building Block etc.,

Software Tools : Archimate Standard : Like Archi

Like Abacus

: UML Standard: Like Star UML

Or combined Tools

Like Enterprise Architect from Sparx with TOGAF add-In

It should also include a

list of recommended standards and compliant products

that can be used to implement the building blocks.

2147 What are the business benefits of a good enterprise architecture ?

A. Organization reluctant to change

B. Lower Change Management Costs

C. More Agile Organization

D. Business Capabilities kept within Silos of the Organization

E. A and B

F. B and C

G. C and D

H. A and D

Answer : F

Explanation :

Answer choices B and C are about business benefits of a good enterprise architecture. Other answer choices are not so much about EA or it benefits.

See under : **1.3 Executive Overview**

What are the benefits of an Enterprise Architecture ?

An effective Enterprise Architecture can bring important benefits to the organization. Specific benefits of an Enterprise Architecture include :

■ More effective and efficient business operations:

— Lower business operation costs

— More agile organization

— Business capabilities shared across the organization

— Lower change management costs

— More flexible workforce

— Improved business productivity

■ More effective and efficient Digital Transformation and IT operations :

— Extending effective reach of the enterprise through digital capability

— Bringing all components of the enterprise into a harmonized environment

— Lower software development, support, and maintenance costs

— Increased portability of applications

— Improved interoperability and easier system and network management

— Improved ability to address critical enterprise-wide issues like security

— Easier upgrade and exchange of system components

■ Better return on existing investment, reduced risk for future investment:

— Reduced complexity in the business and IT

— Maximum return on investment in existing business and IT infrastructure

— The flexibility to make, buy, or out-source business and IT solutions

— Reduced risk overall in new investments and their cost of ownership

■ Faster, simpler, and cheaper procurement :

— Buying decisions are simpler, because the information governing procurement is readily available in a coherent plan

— The procurement process is faster — maximizing procurement speed and flexibility without sacrificing architectural coherence

— The ability to procure heterogeneous, multi-vendor open systems

— The ability to secure more economic capabilities

Learn about other benefits apart from Business Benefits

2148 Which section of the TOGAF template for Architecture Principles should clearly state the impact to the business and consequences of adopting the principle ?

A. Implications

B. Name

C. Rationale

D. Statement

Answer : A

Explanation :

Implications section of the TOGAF template for Architecture Principles should clearly state the impact to the business and consequences of adopting the principle.

See : 20.3

Implications : Should highlight the requirements, both for the business and IT, for carrying out the principle — in terms of resources, costs, and activities/tasks. It will often be apparent that current systems, standards, or practices would be incongruent with the principle upon adoption. The impact to the business and consequences of adopting a principle should be clearly stated. The reader should readily discern the answer to: "How does this affect me?". It is important not to oversimplify, trivialize, or judge the merit of the impact.

Some of the implications will be identified as potential impacts only, and may be speculative rather than fully analyzed.

2149 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 and Enterprise Principles

B. Buy lists

C. Procurement policies

D. Requirements

E. Stakeholder concerns

Answer : A

Explanation :

Architecture and Enterprise Principles surely provide a foundation for making architecture and planning decisions, framing policies, procedures, and standards, and supporting resolution of contradictory situations.

See : 20.1

■ **Enterprise Principles** provide a basis for decision-making throughout an enterprise, and inform how the organization sets about fulfilling its mission

■ **Architecture Principles** are a set of principles that relate to architecture work

They reflect a level of consensus across the enterprise, and embody the spirit and thinking of existing enterprise principles. Architecture Principles govern the architecture process, affecting the development, maintenance, and use of the Enterprise Architecture.

Not a Characteristic of Architecture Principles

A. Define the underlying general rules and guidelines for the use and deployment of all IT resources and assets across the enterprise.

B. Are not to be followed beyond the Preliminary Phase

C. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions.

D. Should be clearly related back to the business objectives and key architecture drivers.

Answer : B

Explanation :

Architecture Principles are to be followed beyond the Preliminary Phase and applies to all architectural projects. So, answer choice B) is not true.

It is interesting to note that the Principles that pertain to specific projects in a portfolio are revalidated in Phase A : Architecture Vision.

See Section : 20.2 : Characteristics of Architecture Principles

Architecture Principles define the underlying general rules and guidelines for the use and deployment of all IT resources and assets across the enterprise. They reflect a level of consensus among the various elements of the enterprise, and form the basis for making future IT decisions.

Each Architecture Principle should be clearly related back to the business objectives and key architecture drivers.

2151 Preliminary Phase involves with all except :

A. The preparation and initiation activities

B. Preparing to meet the business directive fora new Enterprise Architecture,

C. Includes the definition of an Organization-Specific Architecture framework

D. Definition of principles

E. Informing about defining the scope, identifying the stakeholders and obtaining approvals

Answer : E

Explanation :

Informing about defining the scope, identifying the stakeholders and obtaining approvals – These pertain to projects in the identified portfolio. This happens in Phase A : Architecture Vision.

See Chapter : 5 which begins the description of Preliminary Phase as : The preparation and initiation activities required to meet the business directive for

a new Enterprise Architecture, including the definition of an Organization-Specific Architecture framework and the definition of principles.

Answer choice E is about how Chapter 6 describes Phase A, Architecture Vision

Which one of the following is part of a step of Phase A ?

A. To review the stakeholders, their requirements, and priorities

B. To validate business principles, goals, drivers, and KPIs

C. To generate and gain consensus on an outline Implementation and Migration Strategy

D. To formulate recommendations for each implementation project

E. To provide a process to manage architecture requirements

Answer : B

Explanation :

Validating business principles, goals, drivers, (which are defined first in Preliminary Phase) and also defining the KPIs are among the steps of Phase A : Architecture Vision.

See : **6.3 Steps (of Phase A)**

The order of the steps in Phase A as well as the time at which they are formally started and completed should be adapted to the situation at hand in accordance with the established Architecture Governance.

The steps in Phase A are as follows :

■ Establish the architecture project

■ Identify stakeholders, concerns, and business requirements

■ Confirm and elaborate business goals, business drivers, and constraints

■ Evaluate capabilities

■ Assess readiness for business transformation

■ Define scope

■ Confirm and elaborate Architecture Principles, including business principles

■ Develop Architecture Vision

■ Define the Target Architecture value propositions and KPIs

■ Identify the business transformation risks and mitigation activities

■ Develop Statement of Architecture Work; secure approval

**2153** How is scope of the Enterprise Architecture projects decided ?

A. The scope is defined in Phase A and refined in Phases B, C and D

B. Agreement on scope is reached in the Preliminary Phase and it is defined in Phase A

C. The scope is defined in the Preliminary Phase and agreement is reached in phase A

D. Agreement on the scope is reached in the Preliminary Phase but the definition happens through Phase A to D

E. The scope is defined and agree upon in the Preliminary Phase

Answer : B

Explanation :

With many projects coming under an Architectural Initiative, the overall agreement on the scope - has to be reached in the Preliminary Phase, However it is taken to details only in Phase A.

In Preliminary Phase : Scope of the elements of the organization who will participate in the Movement
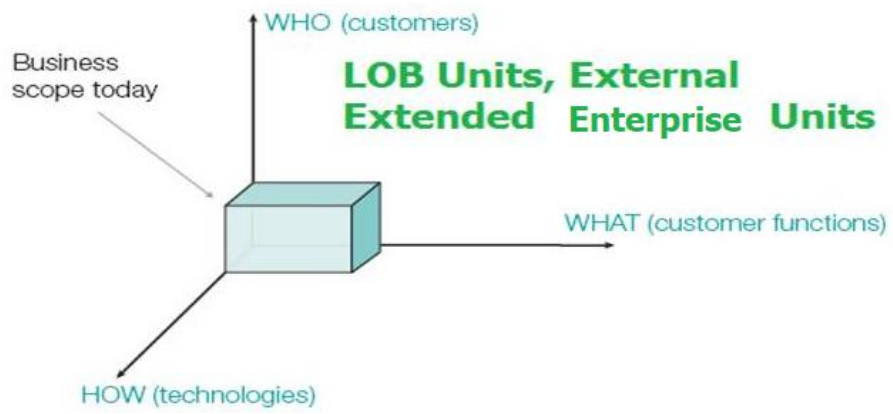
This answer is an important point in your understanding of scope over Phases

2154 Complete the sentence. TOGAF defines five criteria for a good set of principles: Complete, Consistent, Stable, Understandable and_____.

A. Agile,

B. Dynamic

C. Comprehensive

D. Robust

E. Strategic

Answer : D

Explanation :

The five criteria for a good set of principles are : Complete, Consistent, Stable, Understandable and Robust.

See : **20.4.1 :** There are five criteria that distinguish a good set of principles :

■ **Understandable** : the underlying tenets can be quickly grasped and understood by individuals throughout the organization. The intention of the principle is clear and unambiguous, so that violations, whether intentional or not, are minimized.

■ **Robust** : enable good quality decisions about architectures and plans to be made, and enforceable policies and standards to be created. Each principle should be sufficiently definitive and precise to support consistent decision making in complex, potentially controversial situations.

■ **Complete** : every potentially important principle governing the management of information and technology for the organization is defined — the principles cover every situation perceived.

■ **Consistent** : strict adherence to one principle may require a loose interpretation of another principle. The set of principles must be expressed in a way that allows a balance of interpretations.

Principles should not be contradictory to the point where adhering to one principle would violate the spirit of another. Every word in a principle statement should be carefully chosen to allow consistent yet flexible interpretation.

■ **Stable** : principles should be enduring, yet able to accommodate changes. An amendment process should be established for adding, removing, or altering principles after they are ratified initially.

★ ★ : 2155 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

Explanation :

When we have a need to adapt the ADM, because of the situation where the business case for doing architecture is not well recognized – we need to concentrate more on ADM areas that involve a Business Scenarios. So, we have to Create an Architecture Vision and then a detailed Business Architecture.

A. Architecture Vision

Business scenarios, an option at this stage

Let us exercise this option in the specific case,

Business Scenario is related to moving to a solution to a business problem. Hence it appears both in Vision Phase and Business Architecture Phase.

The process of creating a Business Scenario

starts with Problem statements

A Business Scenario describes :

- A business process, application, or set of applications that can be enabled by the architecture
- The business and technology environment
- The people and computing components (called "actors") who execute the scenario
- The desired outcome of proper execution

The ADM has its own method (a "method-within-a-method") for identifying and articulating the business requirements implied, and the implied architecture requirements. This technique is known as "business scenarios".

The technique may be started in Vision Phase and then used iteratively, at different levels of detail in the hierarchical decomposition of the Business Architecture

There has to be an approach Path to anything significant.

2156 Which of the following documents is produced early in the project lifecycle and contains an aspirational view of the end architecture project ?

A. Architecture Contract

B. Architecture Definition Document

C. Architecture Requirements Specification

D. Architecture Roadmap

E. Architecture Vision

Answer : E

Explanation :

Vision document is produced early in the project lifecycle and contains an aspirational view of the end architecture project.

See : under **6.1**

The objectives of Phase A are to :

■ Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed Enterprise Architecture

■ Obtain approval for a Statement of Architecture Work that defines

Naturally the Architecture Vision documents produced in Phase A will contain an aspirational view of the end architecture project

2157 Complete the sentence :

According to TOGAF, Capability-Based Planning is _____

A. a tactical planning technique that enhances system performance

B. focused on technical capabilities

C. focused on staffing and human resource management issues

D. focused on business outcomes

E. relevant to IT architecture

Answer : D

Explanation :

Capability-Based Planning is focused on - the planning, engineering, and delivery of strategic business capabilities to the enterprise. It is business-driven and business-led and combines the requisite efforts of all lines of business to achieve the desired capability.

Capability-Based Planning is a business planning technique that focuses on business outcomes. Capability-Based Planning accommodates most, if not all, of the corporate business models and is especially useful in organizations where a latent capability to respond (e.g., an emergency preparedness unit) is required and the same resources are involved in multiple capabilities.
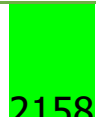
2158 Which of the following architectures in the Architecture Continuum contains the most re-usable architecture elements ?

A. Common Systems Architectures

B. Foundation Architectures

C. Industry Architectures

D. Organization-Specific Architectures

Answer : B

Explanation :

It is obvious that Foundation Architectures, lying in top-left corner of Enterprise Continuum will have maximum re-use potential. It will not only be used in building rest of three Architectures in Architecture Continuum but also in the Solutions Continuum

2159 Which of the TOGAF Architecture Development phases includes the creation and then and approval of the Architecture Vision document ?

A. Preliminary Phase, Phase A

B. Phase A, Phase A

C. Phase A, Phase B

D. Phase C, Phase A

E. Phase D, Phase G

Answer : B

Explanation :

Phase A includes the creation and then and approval of the Architecture Vision document.

See under : 6.5.2 (in Phase A)

Once an Architecture Vision is defined and documented in the Statement of Architecture Work, it is critical to use it to build a consensus.

The consensus is represented by the sponsoring organization signing the Statement of Architecture Work.

The above point implies that creation and then and approval of the Architecture Vision document is part of Phase A

2160 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

Explanation :

Architecture Vision document is - high level description of the baseline (What is available before starting the Initiative) and target architectures (that are aimed to be achieved with the Initiative).

Vision document is an important artifact in the whole ADM process

2161   When we sit to change and tailor TOGAF to suit our Enterprise, we should not be doing

A. Changing the Content in certain areas, say be adapting to other frameworks

B. Changing the idea of Enterprise Architecture to Solution Architecture

C. Changing the ADM process by removing Phases and tasks and adding more

D. Changing the TOGAF jargons to ones which we are already using

Answer : B

Explanation :

TOGAF expects its main theme of it being Enterprise Architecture to be maintained during the Tailoring.

Similarly the concepts of core TOGAF Components are to be maintained

Governance : Capability Framework

Enterprise Continuum : with Architecture Repository

ADM : consisting of iterative Phases

See : **5.3.5 Tailor the TOGAF Framework and, if any, Other Selected Architecture Framework(s)**

In this step, determine what tailoring of the TOGAF framework is required. Consider the need for :

- **Terminology Tailoring**

- **Process Tailoring**

- **Content Tailoring**

In effect, these allow for changing a small portion of the ADM based process route and Content Framework based artifact deliverable list of TOGAF to make it an enterprise-specific framework.

However we cannot change the spirit of TOGAF to make in a pure Solution Architecture Framework.

2162 Which of the following does TOGAF describes or accepts as "a formal description of a system, or 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

Explanation :

TOGAF describes Architecture as : OGAF describes or accepts as "a formal description of a system, or a detailed plan of the system at component level to guide its implementation".

See under : **2.2 What is Architecture in the Context of the TOGAF Standard ?**

ISO/IEC/IEEE 42010: 2011 defines "architecture" as :

"The fundamental concepts or properties of a system in its environment embodied in its elements, relationships, and in the principles of its design and evolution."

The TOGAF standard embraces but does not strictly adhere to ISO/IEC/IEEE 42010: 2011 terminology. In addition to the ISO/IEC/IEEE 42010: 2011 definition of "architecture", the TOGAF standard defines a second meaning depending upon the context:

"The structure of components, their inter-relationships, and the principles and guidelines governing their design and evolution over time."

Not an Architecture Tool, to be selected in the context of TOGAF and Enterprise Architecture

A. Modeling tool such as Archi, which is an Archimate standard

B. Modeling Tool for UML standard

C. Conceptual tools such as Excel that can produce matrices

D. Tools that are not meant to produce catalogues, matrices or diagrams

Answer : D

Explanation :

TOGAF expects the software tools to be something that produces artifacts that are in three formats of catalog, matrix or a diagram. Additionally support tools of Excel and the like are expected in the list that is prescribed in the Preliminary Phase.

The EA Team can select not just software Tools, but also soft Tools that will eb used in architectural practice.

See 5.3.6 : Develop a Strategy and Implementation Plan for Tools and Techniques

There are many tools and techniques which may be used to develop Enterprise Architecture across many domains. The development of a tools strategy is recommended that reflects the understanding and level of formality required by the enterprise's stakeholders.

(On soft Tools and software Tools) : The strategy should encompass management techniques, decision management, workshop techniques, business modeling, detailed infrastructure modeling, office products, languages, and repository management as well as more formal architecture tools.

The implementation of the tools strategy may be based on common desktop and office tools or may be based on a customized deployment of specialist management and architecture tools.

Also see : **Chapter 38 : Tools for Architecture Development**

2164 Which one of the following is a part of the activity 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

Explanation :

To define the Baseline Architecture for this cycle of the ADM – The cycle mentioned here starts from Phase A, which is not Preliminary Phase, but the one after

To define the application systems for the Target Architecture – Application Architecture is Phase C

To define the relevant stakeholders and their concerns – Part of Phase A

To define and prioritize work packages – part of Phase E

If you do not know about other Phases at this stage, it is fine. But you must revisit and go through all the questions and answers with explanation after the course is completed and when your revision starts.

Question on Objective / Approach / Activity of any Phase, especially on the Preliminary Phase, is seen as a favourite one in TOGAF Certification.

2165 Which one of the following is not part of the approach to the Preliminary Phase ?

A. Creating the Architecture Vision

B. Defining the enterprise

C. Defining the framework to be used

D. Defining the relationships between management frameworks

E. Evaluating the maturity of the architecture of the enterprise

Answer : A

Explanation :

This happens in Phase A

The name of Phase A itself is : Architecture Vision. All visions and aspirations of selected Architecture Projects starts only in Phase A/Note that Vision is for specific projects while Goals, Mission and Principles may apply over all projects in the enterprise

It is important to lean about approach of each and every Phase.

5.5 Approach

This Preliminary Phase is about defining "where, what, why, who, and how we do architecture" in the enterprise concerned.

The main aspects are as follows :

■ Defining the enterprise

■ Identifying key drivers and elements in the organizational context

■ Defining the requirements for architecture work

■ Defining the Architecture Principles that will inform any architecture work

- Defining the framework to be used

- Defining the relationships between management frameworks

- Evaluating the Enterprise Architecture maturity

The Enterprise Architecture provides a strategic, top-down view of an organization to enable executives, planners, architects, and engineers to coherently co-ordinate, integrate, and conduct their activities.

The Enterprise Architecture framework provides the strategic context within which this team can operate.

Therefore, developing the Enterprise Architecture is not a solitary activity and the Enterprise Architects need to recognize the interoperability between their frameworks and the rest of the business.

Strategic, interim, and tactical business objectives and aspirations need to be met. Similarly, the Enterprise Architecture needs to reflect this requirement and allow for operation of architecture discipline at different levels within the organization.

Depending on the scale of the enterprise and the level of budgetary commitment to Enterprise Architecture discipline, a number of approaches may be adopted to sub-divide or partition architecture teams, processes, and deliverables.

The Preliminary Phase should be used to determine the desired approach to partitioning and to establish the groundwork for the selected approach to be put into practice.

The Preliminary Phase may be revisited, from the Architecture Vision Phase in order to ensure that the organization's Architecture Capability is suitable to address a specific architecture problem.

(Note : Through Preliminary Phase is meant to be on time activity for a long (say 5 years or x years) strategic term. It may still be revisited, but only from Phase A)

2166 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

Explanation :

Architecture Principles are for - guiding decision making within the enterprise.

The incorrect answer choices above deal more with Architecture at work. Principles are statements defined first and all decisions thereafter during action stages are guided by the same.

Knowing the usage of Principles is as important as listing the principles. Spend some time understanding this answer.

See **20.1 : Introduction**

Principles are general rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission.

In their turn, principles may be just one element in a structured set of ideas that collectively define and guide the organization, from values through to actions and results.

Depending on the organization, principles may be established within different domains and at different levels.

Two key domains inform the development and utilization of architecture :

■ **Enterprise Principles** provide a basis for decision-making throughout an enterprise, and inform how the organization sets about fulfilling its mission

 ■ **Architecture Principles** are a set of principles that relate to architecture work. They reflect a level of consensus across the enterprise, and embody the spirit and thinking of existing enterprise principles.

2167 The phrase 'Architecture Principles' is understood with

A. Architecture Principles define the underlying general rules and guidelines for the use and deployment of all IT resources and assets across the enterprise

B. Architecture Principles reflect a level of consensus among the various elements of the enterprise and form the basis for making future IT decision

C. Architecture Principles need not be clearly related back to the business objectives and key architecture drivers

D. All of the above

E. A and B above

Answer : E

Explanation :

Answer choice A) and B) help us understand the phrase 'Architecture Principles'
Answer choice C) is not correct and true.

See : **5.3.4 Identify and Establish Architecture Principles**

Architecture Principles (are based on business principles and are critical in setting the foundation for Architecture Governance. Once the organizational context is
understood, define a set of Architecture Principles that is appropriate to the enterprise.

Also see : **20.1 Introduction**

Principles are general rules and guidelines, intended to be enduring and seldom amended, that inform and support the way in which an organization sets about fulfilling its mission.

In their turn, principles may be just one element in a structured set of ideas that collectively define and guide the organization, from values through to actions and results.

Depending on the organization, principles may be established within different domains and at different levels.

It is common to have sets of principles form a hierarchy, in that segment principles will be informed by, and elaborate on, the principles at the enterprise level. Architecture Principles will be informed and constrained by enterprise principles.

Architecture Principles may restate other enterprise guidance in terms and form that effectively guide architecture development.

2168 Which one of the following does not apply to architecture principles ?

A. A principle is a general rule or guideline

B. A principle is transient and updated frequently

C. An IT principle provides guidance on the use and deployment of IT resources

D. TOGAF defines a standard way of describing a principle

E. A principle statement should be succinct and unambiguous

Answer : B

Explanation :

One of the questions seen earlier deals with same answer but in a different questioning context. Be prepared for various styles of question pattern.

Principles are intended to be enduring and seldom amended

See **20.4.1 Qualities of Principles**

A good set of principles will be founded in the beliefs and values of the organization and expressed in language that the business understands and uses.

Principles should be few in number, future-oriented, and endorsed and championed by senior management. They provide a firm foundation for making architecture and planning decisions, framing policies, procedures, and standards, and supporting resolution of contradictory situations.

There are five criteria that distinguish a good set of principles :

■ **Understandable** : the underlying tenets can be quickly grasped and understood by individuals throughout the organization.

The intention of the principle is clear and unambiguous, so that violations, whether intentional or not, are minimized.

■ **Robust** : enable good quality decisions about architectures and plans to be made, and enforceable policies and standards to be created.

Each principle should be sufficiently definitive and precise to support consistent decision making in complex, potentially controversial situations.

■ **Complete** : every potentially important principle governing the management of information and technology for the organization is defined — the principles cover every situation perceived.

■ **Consistent** : strict adherence to one principle may require a loose interpretation of another principle.

The set of principles must be expressed in a way that allows a balance of interpretations.

Principles should not be contradictory to the point where adhering to one principle would violate the spirit of another. Every word in a principle statement should be carefully chosen to allow consistent yet flexible interpretation.

■ **Stable** : principles should be enduring, yet able to accommodate changes

An amendment process should be established for adding, removing, or altering principles after they are ratified initially.

2169 When determining the requirements for enterprise architecture work in the Preliminary Phase, which of the following is not a business imperative that should be considered ?

A. Business requirements

B. Cultural aspirations

C. Forecast financial requirements

D. Strategic Intent

E. Technical elegance

Answer : E

Explanation :

Preliminary Phase does not get into Requirement of any specific project. It is about establishing the requirement of long term Architectural Initiative such as

a) reducing opex – say by Cloud enablement

b) reaching customers more closely – by Digital and Mobility initiatives

c) integrating applications to reduce the number and increasing effectiveness – say by SOA and so on.

Naturally one answer choice that is not a business based imperative (a major change or goal) is - Technical elegance. Actually Technical Elegance means *fine quality* approach as a means of solving a problem. Such an approach may be thought of for specific projects in subsequent Phases.

Also note how the other four answer choices go in with business imperative (a major change or goal) that is sought out in the Preliminary Phase itself.

2170 In order for the sponsor to identify the key decision makers and stakeholders and generate a Request for Architecture Work, which of the following need to be articulated ?

A. Organization intents

B. Strategic intent

C. Forecast Financial requirements

D. Any one or more of the above

E. None of the above

Answer : D

Explanation :

None of the answer choices are relevant in order for the sponsor to identify the key decision makers and stakeholders and generate a Request for Architecture Work.

See : **5.5.3 Requirements for Architecture Work**

The business imperatives behind the Enterprise Architecture work drive the requirements and performance metrics for the architecture work. They should be sufficiently clear so that this phase may scope the business outcomes and resource requirements, and define the outline enterprise business information requirements and associated strategies of the Enterprise Architecture work to be done.

For example, these may include :

■ Business requirements

■ Cultural aspirations

■ Organization intents

■ Strategic intent

■ Forecast financial requirements

Significant elements of these need to be articulated so that the sponsor can identify all the key decision-makers and stakeholders involved in defining and establishing an Architecture Capability.

2171 How is the scope of the architecture projects decided ?

A. Agreement on the scope is reached in the Preliminary phase but the definition happens through phase A to D

B. The scope is defined in the Preliminary phase and agreement is reached in phase

C. The scope is defined in phase A and refined in phases B, C and D

D. Agreement on the scope is reached in the Preliminary phase and is defined in phase A

E. The scope is defined and agree upon in the Preliminary phase

Answer : C

Explanation :

Architecture projects are those which start and get matured in first few phases of ADM. So, they have the scope defined in phase A and then get refined in phases B, C and D. Do note that **define scope** is step of Phase A.

See : **5.5.3 Requirements for Architecture Work**

The business imperatives behind the Enterprise Architecture work drive the requirements and performance metrics for the architecture work. They should be sufficiently clear so that this phase may scope the business outcomes and resource requirements, and define the outline enterprise business information requirements and associated strategies of the Enterprise Architecture work to be done.

See 6.3.6 Define Scope

Define what is inside and what is outside the scope of the Baseline Architecture and Target. Architecture efforts, understanding that the baseline and target need not be described at the same level of detail.

2172 The approach of the Preliminary Phase is about defining "where, what, why, who, and how we do architecture" in the enterprise concerned. Which one of the following statements is *not* correct ?

A. "Where" can be seen as scoping the enterprise concerned

B. "Why" can be seen as the key drivers and elements in the context of the organization

C. "Who" can be seen as defining the sponsor responsible for performing the architectural work

D. "How" is determined by the frameworks selected and the methodologies that are going to be used

Answer : C

Explanation :

"Who" is to identify the sponsor stakeholder(s) and other major stakeholders impacted by the business directive to create an Enterprise Architecture and determine their requirements and priorities from the enterprise, their relationships with the enterprise, and required working behaviour with each other. Note in this answer it incorrectly suggests that the sponsor performs the work.

Sponsoring stakeholders (say the Enterprise Management) would only initiate the EA process by suitable sponsorship and budget provisioning.

The "work" is performed by the EA Team of Architects.

2173 Which of the following is organizationally tailored application of an architecture framework which includes method for architecture development and metamodel for architecture content ?

A. Architecture Capability
B. Architecture Landscape
C. Standards Information Bas
D. Architecture Metamodel

Answer : D

Explanation : Metamodel refers to any definition of how a model should be. TOGAF documentation is considered to be a definition of models (including ADM, Frameworks therein) . It is recommended to be tailored before being placed in the Architecture Repository as a content.

See : **37.1** : The **Architecture Metamodel** describes the organizationally tailored application of an architecture framework, including a method for architecture development and a metamodel for architecture content.

Note the step in Preliminary Phase : **Step 5.3.5 Tailor the TOGAF Framework and, if any, Other Selected Architecture Framework(s) :** After such a Tailoring, the Metamodel (the model that describes how to model and architecture EA as per adapted TOGAF) is placed in the Architecture Repository

What document is used to initiate a TOGAF ADM cycle ?

A. Architecture Roadmap

B. Statement of Architecture Work

C. Architecture Landscape

D. Request for Architecture Work

E. Architecture Vision

Answer : D

Explanation :

Request for Architecture Work initiates a TOGAF ADM cycle, which is from Phase A to Phase H.

See : **6.5.1 General**

Phase A starts with receipt of a Request for Architecture Work from the sponsoring organization to the architecture organization.

Under **18.1** :

Projects will exercise through the entire ADM cycle, commencing with Phase A

Each cycle of the ADM will be bound by a Request for Architecture Work. The architecture output will populate the Architecture Landscape, either extending the landscape described, or changing the landscape where required

Which two of the TOGAF Architecture phases are the context iteration portions of ADM, the initial phase of an Architecture Development Cycle ?

A. Preliminary Phase and Phase H

B. Preliminary Phase and Phase A

C. Phase B and Phase C

D. Phase C and Phase D

E. Phase B and Phase D

Answer : B.

Explanation :

Phase A : Architecture Vision is the initial phase of a cycle. Note that the Preliminary Phase is a preparatory phase and not a development phase

In which Phase of the ADM does the Business Driver based approach figures most prominently ?

A. Preliminary

B. Architecture Vision

C. Business Architecture

D. Information Systems Architectures

E. Technology Architecture

Answer : B.

Explanation :

Business Drivers are defined in Preliminary Phase, but are validated for being relevant to the projects in the portfolio in Architecture Vision Phase. This term gets mentioned in more than one Phase. What is the difference in each of these Phases treating this ? Try to explore this aspect.

See under **6.3.3 : (under Phase A)** : Identify the business goals and strategic drivers of the organization.

If these have already been defined elsewhere within the enterprise, ensure that the existing definitions are current, and clarify any areas of ambiguity. Otherwise, go back to the originators of the Statement of Architecture Work and work with them to define these essential items and secure their endorsement by corporate management.

Define the constraints that must be dealt with, including enterprise-wide constraints and project-specific constraints (time, schedule, resources, etc.). The enterprise-wide constraints may be informed by the business and Architecture Principles developed in the Preliminary Phase or clarified as part of Phase A.

2177 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

Explanation :

A Vision document is description of how the new capability will address stakeholder concerns.

Other answer choices pertain to different Phases and documents and not focus on the Vision document.

See : **32.2.8 Architecture Vision : Purpose**

The Architecture Vision is created early on in the ADM cycle. It provides a summary of the changes to the enterprise that will accrue from successful deployment of the Target Architecture.

The purpose of the Architecture Vision is to provide key stakeholders with a formally agreed outcome. Early agreement on the outcome enables the architects to focus on the detail necessary to validate feasibility. Providing an Architecture Vision also supports stakeholder communication by providing a summary version of the full Architecture Definition.

Note that : sentences like :

1. Summary of the changes to the enterprise that will accrue from successful deployment of the Target Architecture

and

2. To provide key stakeholders with a formally agreed outcome

indicate that correct answer choice is : A description of how the new capability will address stakeholder concerns

Which of the following best completes the sentence: The Enterprise Continuum _____

A. describes a database of open industry standards
B. is an architecture framework
C. is a technical reference model
D. provides a method for architecture development
E. provides methods for classifying artifacts

Answer : E

Explanation :

The Enterprise Continuum is a model providing methods for classifying architecture and solution artifacts as they evolve from generic Foundation Architectures to Organization-Specific Architectures.

The Enterprise Continuum comprises two complementary concepts : the Architecture Continuum and the Solutions Continuum.

The Enterprise Continuum describes view of the Architecture Repository that provides methods for classifying architecture and solution artifacts, showing how the different types of artifact evolve, and how they can be leveraged and re-used.

It is usually impossible to create a single unified architecture that meets all requirements of all stakeholders for all time. Therefore, the enterprise architect will need to deal not just with a single enterprise architecture, but with many related enterprise architectures.

Each architecture will have a different purpose and architectures will relate to one another. Effectively bounding the scope of an architecture is therefore a critical success factor in allowing architects to break down a complex problem space into manageable components that can be individually addressed.

The Enterprise Continuum provides a view of the Architecture Repository that shows the evolution of these related architectures from generic to specific, from abstract to concrete, and from logical to physical.

2179 According to TOGAF, in which Phase does the initial implementation planning occur ?

A. Phase A : Architecture Vision
B. Phase B : Business Architecture
C. Phase C : Information Systems Architectures
D. Phase D : Technology Architecture
E. Phase E : Opportunities and Solutions

Answer : E

Explanation :

Phase E: Opportunities & Solutions conducts initial implementation planning and the identification of delivery vehicles for the architecture defined in the previous Phases
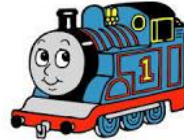
2180 According to TOGAF, the recommended dimensions used to define the scope of an architecture includes all the following, except :

A. Architecture Domains

B. Breadth

C. Depth

D. Subject Matter

E. Time Period

Answer : D

Explanation :

The recommended dimensions to define the scope of an architecture activity are breadth, depth, time period and architecture domains.

Typical contents of an Architecture Design and Development Contract, to be seen in Phase G are :

- Introduction and background
- The nature of the agreement
- Scope of the architecture
- Architecture and strategic principles and requirements
- Conformance requirements
- Architecture development and management process and roles

- Target architecture measures
- Defined phases of deliverables
- Prioritized joint workplan
- Time window(s)
- Architecture delivery and business metrics

- Architecture maturity assessment, includes :
  - o Architecture governance processes, organization, roles, and responsibilities
  - o Architecture skills assessment
  - o Breadth, depth, and quality of landscape definition with the Architecture Repository
  - o Breadth, depth, and quality of standards definition with the Architecture Repository
  - o Breadth, depth, and quality of reference model definition with the Architecture Repository
  - o Assessment of re-use potential

2181   The process of defining the Target Architecture Value Propositions does not involve

A. Developing the business case for the architectures and changes needed

B.   Producing the value proposition for each of the stakeholder groupings as also assessing the business risk

C.   Deciding the value of procurement on each vendor

D.   Reviewing and agreeing the value propositions with the sponsors and stakeholders concerned

E.   Defining the performance metrics and measures to be built into the enterprise architecture to meet the business needs

Answer : C

Explanation :

TOGAF is not concerned with Vendor Rating and value assessment of procurement. It is a function outside of Enterprise Architecture

See : **6.3.9 : Define the Target Architecture Value Propositions and KPIs**

■ Develop the business case for the architectures and changes required

■ Produce the value proposition for each of the stakeholder groupings

■ Assess and define the procurement requirements

■ Review and agree the value propositions with the sponsors and stakeholders concerned

■ Define the performance metrics and measures to be built into the Enterprise Architecture to meet the business needs

■ Assess the business risk

The outputs from this activity should be incorporated within the Statement of Architecture Work to allow performance to be tracked accordingly.

A level of risk

A. Critical

B. Finance not available

C. Residual

D. Catastrophic

E. Negligible

Answer : C

Explanation :

See under : **27.1**

There are two levels of risk that should be considered, namely :

1. **Initial Level of Risk**: risk categorization prior to determining and implementing mitigating actions

2. **Residual Level of Risk**: risk categorization after implementation of mitigating actions (if any)

Classification of Risks :

See : **27.4**

Catastrophic infers critical financial loss that could result in bankruptcy of the Organization

Critical infers serious financial loss in more than one line of business leading to a loss in productivity and no return on investment on the IT investment

Marginal infers a minor financial loss in a line of business and a reduced return on investment on the IT investment

Negligible infers a minimal impact on a line of business' ability to deliver services and/or products

Frequency could be indicated as follows :

■ **Frequent**: likely to occur very often and/or continuously

■ **Likely**: occurs several times over the course of a transformation cycle

■ **Occasional**: occurs sporadically

■ **Seldom**: remotely possible and would probably occur not more than once in the course of a transformation cycle

■ **Unlikely**: will probably not occur during the course of a transformation cycle

Combining the two factors to infer impact would be conducted using a heuristically-based but consistent classification scheme for the risks. A potential scheme to assess corporate impact could be as follows :

■ **Extremely High Risk (E)**: the transformation effort will most likely fail with severe consequences

■ **High Risk (H)**: significant failure of parts of the transformation effort resulting in certain goals not being achieved

■ **Moderate Risk (M)**: noticeable failure of parts of the transformation effort threatening the success of certain goals

■ **Low Risk (L)**: certain goals will not be wholly successful

2183 Which one of the following is not an objective of Phase H : Architecture Change Management ?

A. Ensure that the architecture lifecycle is maintained

B. Ensure that the Architecture Governance Framework is executed

C. Ensure that the Enterprise Architecture Capability meets current requirements

D. Ensure conformance with the Target Architecture by implementation projects

Answer : D

Explanation :

Change Management is not involved with conformance of Architecture. Any ABB and SBB work start with high level in Phase A and culminates with releasing it for coding / testing / installation in Phase G.

Note, this is an objective from Phase G (not H)

2184   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

Explanation : Enterprise architectures, meaning the work of EA department needs an oversight. That is by the Architecture Governance Board.

See : **44.1.1 Levels of Governance within the Enterprise**

Architecture Governance is the practice and orientation by which Enterprise Architectures and other architectures are managed and controlled at an enterprise-wide level.

Overall Architectural Governance has got its description.

2185 Which of the following is NOT an activity in Phase E ?

A. Perform initial implementation planning
B. Group projects into Transition Architectures
C. Decide on approach — Make versus buy versus re-use
D. Identify the major implementation projects
E. Perform a cost/benefit analysis and subsequent risk assessment

Answer : E

Explanation :

Phase F convers Cost Benefit and consequent Risk as an Analysis step.

Actually Phase E is more technical in nature while Phase F is more (financial and) managerial in nature

2186 Which one of the following best describes the purpose of the Communications Plan ?

A. To ensure that architecture information is communicated to the right stakeholders at the right time

B. To support Boundaryless Information Flow

C. To evangelize the architecture to the end user community

D. To keep the Architecture Review Board appraised of changes to the architecture

E. To ensure that the outcomes of a Compliance Assessment are distributed to the members of the Architecture Review Board

Answer : A

Explanation :

Communications Plan has the purpose of – being communicated (about the Vision and the Projects therein) to appropriate stakeholders.

Effective communication of targeted information to the right stakeholders at the right time is a critical success factor for enterprise architecture. Development of a Communications Plan in Phase A for the architecture allows for this communication to be carried out within a planned and managed process.

The stakeholders are involved with the project and as a result **form the starting point for a Communications Plan**

In Phase A documentation, please **see under 6.3** : Develop Enterprise Architecture Plans and Statement of Architecture Work; Secure Approval ; Develop the specific Enterprise Architecture Communications Plan and show where, how, and when the enterprise architects will communicate with the stakeholders, including affinity groupings and communities, about the progress of the Enterprise Architecture developments

Where would B, D and E would become the answers ?

For B : The Integrated Information Infrastructure Reference Model (III-RM), which is based on the TOGAF Foundation Architecture, and is specifically aimed at helping the design of architectures that enable and support the vision of Boundaryless Information Flow.

For D and E : **Part VI - Architecture Capability Framework :** Architecture Board - This portion provides guidelines for establishing and operating an Enterprise Architecture Board.

2187 Which one of the following best describes a primary use of the Architecture Vision document ?

A. A checklist for compliance reviews

B. An evaluation tool to select vendors to conduct a proof of concept demonstration

C. To calculate detailed cost estimates

D. To project plan the implementation activities

E. To describe the benefits of the proposed capability to stakeholders

Answer : E

Explanation :

Main use of the Architecture Vision document is - to describe the benefits of the proposed capability (Architecture Initiative) so that it can be taken to high level stakeholders.

The Architecture Vision provides the sponsor with a key tool to sell the benefits of the proposed capability to stakeholders and decision-makers within the enterprise. It describes how the new capability will meet the business goals and strategic objectives and address the stakeholder concerns when implemented.

2188 Which Phase of the ADM relates to agreement reached on the architecture method to be adapted ?

A. Preliminary Phase
B. Phase A
C. Phase B
D. Phase E
E. Requirement Management Phase

Answer : A

Explanation :

Whether to use ADM as it is for architecture method, or to tailor it – this is done in the Preliminary Phase itself.

Define the EA Framework. So it is TOGAF. Or TOGAF + …. + ..

> To define the framework and detailed methodologies that are going to be used to develop enterprise architectures in the organization concerned (typically, an adaptation of the generic ADM) define Framework (TOGAF or other ?), Methodologies

2189 Not a reason for treating Impact assessment as a cross-organizational means

A. Each Phase Evaluates the impact in a broader way and goes beyond its own scope

B. Side effects cannot be controlled this way

C. Business Architecture Phase may examine impacts of technology on the proposed Architecture and its Building Blocks

D. Unexpected side effects from numerous relationships within the enterprise can be anticipated and taken care of

Answer : B

Explanation :

Note in B,C,D Phases, the step itself is called : **Resolve Impacts Across the Architecture Landscape**

Once the … Architecture is finalized, it is necessary to understand any wider impacts or implications. At this stage, other architecture artifacts in the Architecture Landscape should be examined

NOTE : **TOGAF often uses the term "organization" to mean a Department**

Impact assessment should be considered in a cross-organizational way, for two reasons.

First, because each Phase evaluates its impact beyond its own scope. During Phase B, for example, the impact of evolutions on technical elements is also assessed. If, for example, the executive management team decides to remove a product range, it is easy to work out the consequences of this decision on the corresponding database.

Second, because the sheer number of relationships within an enterprise can lead to all sorts of unexpected side effects on entities outside the initial scope.

2190 According to TOGAF, in which Phase of the ADM should an initial assessment of business transformation readiness occur ?

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

Answer : B

Explanation :

An initial assessment of business transformation readiness occur should occur in - Phase A, Architecture Vision.

Section 7.4.5 under Architecture Vision Phase

A Business Transformation Readiness Assessment can be used to evaluate and quantify the organization's readiness to undergo a change. This assessment is based upon the determination and analysis/rating of a series of readiness factors. The results of the readiness assessment should be added to the Capability Assessment.

Do we see Phase that focus more on this assessment at an initial level ?

2191 When using the ADM to establish an Architecture Capability, which phase would define the structure of the organization's Architecture Repository ?

A. Application Architecture

B. Business Architecture

C. Data Architecture

D. Preliminary Phase

E. Technology Architecture

Answer : C

Explanation :

The Data Architecture would define the structure of the organization's Architecture Repository and hence the indexed accessing logic of Enterprise Continuum

2192 Which one of the following describes a key objective of the Technology Architecture Phase ?

A. To define the solution architecture needed to support the Application Architecture

B. To define technology components into a set of technology platforms

C. To define the Transition Architectures needed to achieve the Target Architecture

D. To develop a migration plan to deliver incremental capabilities

E. To select a set of technology products that will form the basis of a solution architecture

Answer : B   Objectives of Phases, important from Certification point of view

Explanation :

To define the solution architecture needed to support the Application Architecture - Phase C (note the word 'define'

 To define the Transition Architectures needed to achieve the Target Architecture - Phase E

 To develop a migration plan to deliver incremental capabilities – Phases E and F

 To select a set of technology products that will form the basis of a solution architecture – Phases E and F; Phase D stops with architectural design which is ABBs and does not go into SBBs

2193 Contents of Architecture Requirements Specification does not include

A. Success Measures : How the Architecture can be recognized as having completed its purpose

B. Contracts for Business and Application Services and requirement for interoperability

C. Implementation stipulations : Guidelines, Specifications, Standards

D. Implementation Specifics such as vendor data

Answer : D

Explanation :

Architecture Requirements Specification may contain some implementation related measures and details duly inserted in Phases E and F, but still remain free from vendor data.

See : **32.2.6 Architecture Requirements Specification**

Purpose

The Architecture Requirements Specification provides a set of quantitative statements that outline what an implementation project must do in order to comply with the architecture. An Architecture Requirements Specification will typically form a major component of an implementation contract or contract for more detailed Architecture Definition.

As mentioned above, the Architecture Requirements Specification is a companion to the Architecture Definition Document, with a complementary objective :

■ The Architecture Definition Document provides a qualitative view of the solution and aims to communicate the intent of the architect

■ The Architecture Requirements Specification provides a quantitative view of the solution, stating measurable criteria that must be met during the implementation of the architecture

Architecture Requirements Specification

The following contents are typical within an Architecture Requirements Specification:
- Success measures
- Architecture requirements
- Business service contracts
- Application service contracts
- Implementation guidelines
- Implementation specifications
- Implementation standards
- Interoperability requirements
- Constraints
- Assumptions

2194 What architectures are in the first-cut, high-level description that is provided by Architecture Vision ?

A. Baseline Architectures, Target Architectures and Gap Analysis

B. Architecture Definition, Architecture Specification and Architecture Roadmap

C. Strategic Architectures, Segment Architectures and Capability Architectures

D. Business Architectures, Data Architectures, Application Architectures and Technology Architectures

E. Enterprise Architectures, Solution Architectures and Transition Architectures

Answer : D

Explanation :

Architecture Vision provides – very high level, first level work of Architectures relating to : Business Architectures, Data Architectures, Application Architectures and Technology Architectures, In short, it provides both business and a technical perspective through these FOUR Architectural segments.

The **Architecture Vision** includes a first-cut, high-level description of the baseline ("as-is") and target ("to-be") environments, from both a business and a technical perspective.

Take here that business and technical refers to the four domains of Business, Data. Application and Technology.

2195 With what does the process of creating a Business Scenario start ?

A. Business and Technical environments

B. Problem statements

C. Desired objectives

D. Human participants

E. Roles and responsibilities

Answer : B

Explanation :

In order to describe the business process and actor related actions, the Problem statement as initially found in the Architecture Vision has to be taken as the starting point.

Business Scenario is related to moving to a solution to a business problem. Hence it appears both in Vision Phase and Business Architecture Phase.

Business scenarios, an option at Phase A

is also an appropriate and useful technique

to discover and document business requirements, and to

articulate an Architecture Vision

that responds to those requirements.

A Business Scenario describes   :

- A business process, application, or set of applications that can be enabled by the architecture
- The business and technology environment
- The people and computing components (called "actors") who execute the scenario

Is there a difference between Business Scenarios which is mentioned more often under Architecture Vision Phase and Use Cases which is mentioned under Business Architecture Phase ?

 Primarily, Business Scenarios at Phase A, Architecture Vision is **for a Portfolio of Projects** and has to be prepared by the Enterprise Architect and team. See the visual below to see how they will have to look at Global Perspective, Competitive Scenarios etc.,

Whereas, Use Cases as Business Scenarios are essentially **prepared by Business Architect**, under Guidelines of Enterprise Architect. This is done at Phase B, Business Architecture.

2196 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

Explanation :

TOGAF makes it very clear that a view is used to describe the concerns of a stakeholder.

See under : **31.4.2**

The users of the system have an architecture viewpoint that reflects their concerns when interacting with the system, and the developers of the system have a different architecture viewpoint. Architecture views that are developed to address either of the two architecture viewpoints are unlikely to exhaustively describe the whole system, because each perspective reduces how each sees the system.

Also see under **31.1**

The reason why architects should identify concerns and associate them with architecture viewpoints, is to ensure that those concerns will be addressed in some fashion by the models of the architecture.

2197 According to TOGAF, when creating views for a particular architecture, what is the recommended second step ?

A. Refer to existing libraries of viewpoints, to identify one for re-use
B. Develop views for the target architecture first
C. Ensure completeness of the architecture
D. Develop Baseline

Answer : D

Explanation :

The steps in Phase B (or C or D) are as follows :

■ Select reference models, viewpoints, and tools

■ Develop Baseline ____   Architecture Description

■ Develop Target ____   Architecture Description

2198 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

Explanation :

TOGAF Architecture Content Framework describes Catalog as a type of artifact that shows lists of things. In almost every Phase, TOGAF recommends the kind of catalog that can be produced.

Artifacts are generally classified as catalogs (lists of things), matrices (showing relationships between things), and diagrams (pictures of things). Examples include a requirements catalog, business interaction matrix, and a use-case diagram. An architectural deliverable may contain many artifacts and artifacts will form the content of the Architecture.

2199 When Preliminary Phase refers to Defining and Establishing the Enterprise Architecture Team and Organization, it is about

A. Determining the existing enterprise and business capability and establishing the Capability Maturity target
B. Reviewing the organizational context for conducting Enterprise Architecture and in the process identifying the elements of the enterprise organizations affected by the Architecture Capability
C. Conducting an enterprise architecture / business change maturity assessment, if required
D. Identifying the established frameworks, methods, and processes that intersect with the Architecture Capability
E. All of the above

Answer : E

Explanation : This step is all about making a good assessment of Capability level, maturity level etc., with respect to current architectural practices and then Allocate key roles and responsibilities for EA Team and all other connected with enterprise Architecture Capability management and governance

2200 Which of the following statements about Business Architecture is NOT correct ?

A. Business Architecture should support the agreed Architecture Vision

B. Business Architecture is often necessary as a means of demonstrating the business value of subsequent architecture work

C. Business Architecture looks at the Enterprise in abstraction and does not look at the relationship between people and process

D. A knowledge of the Business Architecture is a prerequisite for architecture work in any other domain

E. Business Architecture should demonstrate how stakeholder concerns are addressed

Answer : C.

Explanation :

Business Architecture definitely looks at the relationship between people and process.

See under : **Chapter 7**

This chapter describes the development of a Business Architecture to support an agreed Architecture Vision.

Also under 7.5 : Approach

Business Architecture is a representation of holistic, multi-dimensional business views of : capabilities, end-to-end value delivery, information, and organizational structure; and the relationships among these business views and strategies, products, policies, initiatives, and stakeholders.

Business Architecture relates business elements to business goals and elements of other domains.

7.5.1 General

A knowledge of the Business Architecture is a prerequisite for architecture work in any other domain (Data, Application, Technology), and is therefore the first architecture activity that needs to be undertaken, if not catered for already in other organizational processes (enterprise planning, strategic business planning, business process re-engineering, etc.).

In practical terms, the Business Architecture is also often necessary as a means of demonstrating the business value of subsequent architecture work to key stakeholders, and the return on investment to those stakeholders from supporting and participating in the subsequent work.
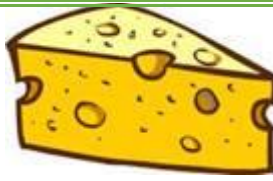
2201 Which one of the following statements does not correctly describe architecture deliverables ?

A. They are consumed and produced across the ADM cycle

B. They are defined to avoid tailoring the inputs and outputs of the ADM cycle

C. They are typically contractual work products of an architecture project

D. They are usually reviewed and signed off by the stakeholders

Answer : B

Explanation :

TOGAF provides a typical baseline of architecture deliverables in order to better define the activities required in the ADM and act as a starting point for tailoring within a specific organization.

Since deliverables are typically the contractual or formal work products of an architecture project, it is likely that these deliverables will be constrained or altered by any overarching project or process management for the enterprise.

Once the framework has been tailored to the enterprise, further tailoring is necessary in order to tailor the framework for the specific architecture project. Tailoring at this level will select appropriate deliverables and artifacts to meet project and stakeholder needs.

2202 In which phase of the TOGAF ADM are migration projects prioritized by conducting a cost/benefit assessment ?

A. Phase E

B. Phase F

C. Phase G

D. Phase H

E. Requirements Management

Answer : B

Explanation :

Phase F activities include assessing the dependencies, costs, and benefits of the various migration projects. The prioritized list of projects will form the basis of the detailed Implementation and Migration Plan that will supplement the architectures with portfolio and project-level detail assigning tasks to specific resources.

2203 Which of the following TOGAF Model component was created to enable architects to design architectures addressing Boundaryless Information Flow ?

A. The Architecture Repository

B. The Enterprise Continuum

C. The Integrated Information Infrastructure Model

D. The TOGAF Technical Reference Model

Answer : C

Explanation :

TOGAF has recommended and brought in Integrated Information Infrastructure Model mainly to provide portal and highly interoperable architecture. That will lead to Boundaryless Information Flow between related Enterprises.

TOGAF has many components. One of these addresses the need for bringing in Boundaryless Flow of Enterprise Information within the enterprise and to the extended enterprise.

2204 Which among the following is a technique for discovering the need for a Capability ?

A. Architecture Patterns

B. Business Transformation Readiness Assessment

C. Gap Analysis

D. Interoperability Requirements

E. Business Scenario

Answer : E

Explanation :

Business Scenario is clearly stated in TOGAF as a technique for discovering the need for a Capability.

2205 Complete the sentence. To promote effective architectural activity within the enterprise, TOGAF 9 recommends the establishment of a(n) _____

A. Enterprise Architecture Capability

B. IT Governing Board

C. Program Management Office

D. Quality Assurance department

E. Service Management department

Answer : A

Explanation :

Better to get to know the purpose of establishing proper Enterprise Architecture Capability tasks as per its framework.

See : **40.1 Overview**

As with any business capability, the establishment of an Enterprise Architecture Capability can be supported by the TOGAF Architecture Development Method (ADM). Successful use of the ADM will provide a customer-focused, value-adding, and sustainable architecture practice that enables the business, helps maximize the value of investments, and pro-actively identifies opportunities to gain business benefits and manage risk.

2206 The intention of dividing the TOGAF standard documentation into independent parts is to

A. Allow any part to work dependant and never as a whole

B. Prevent the Enterprise to adopt the ADM process

C. Allow for different areas of specialization to be considered in detail and potentially addressed in isolation

D. Never to allow for different areas of specialization to be considered in detail and potentially never to be addressed in isolation

Answer : C

Explanation :

The intention of dividing the TOGAF standard into these independent parts is to allow for different areas of specialization to be considered in detail and potentially addressed in isolation.

Although all parts work together as a whole, it is also feasible to select particular parts for adoption while excluding others. For example, an organization may wish to adopt the ADM process, but elect not to use any of the materials relating to Architecture Capability.

2207 Which of the following is not a characteristic of the TOGAF Foundation Architecture ?

A. It reflects general building blocks.

B. It defines open standards for building blocks implementation.

C. It provides open systems standards.

D. It provides guidelines for testing collections of systems.

E. It reflects general computing requirements.

Answer : D

Explanation :

Testing guidelines are not included anywhere in TOGAF Foundation Architecture. TOGAF suggests that EA role stops with producing the right architecture and then having oversight of further activities (in Phase G), As per TOGAF, PMO - Project Management Office and not EA department which will handle coding, testing etc.,

2208 Conceptually, the structure of an Architecture Governance Framework consists of process, content, and context (stored in the repository). The following are included in content, except :

A. Compliance

B. SLAs and OLAs

C. Organizational standards

D. Regulatory requirements

E. Architectures

Answer : A

Explanation :

Compliance is part of process.; Part of Architerctural Governance Process

Refer to : **Figure 44-1** Architecture Governance Framework — Conceptual Structure and Section **44.2.1 Architecture Governance Framework — Conceptual Structure**

2209 Which one of the following is not an element of an Architecture Framework ?

A. A common vocabulary

B. A list of recommended standards

C. A method for designing an information system in terms of building blocks

D. A set of structures which can be used to develop a broad range of architectures

E. Always agile lifecycle method for software engineering

Answer : E

Explanation :

Understanding the Enterprise Architecture Framework in terms of its elements is one important approach.

Agile Development Practices, such as Scrum come in at the code / test and install stage of any software project. TOGAF calls them as Migration Project / Installation Project or Realization Project. As per TOGAF these are executed by "Delivery Vehicles' or agencies who come under PM) – Project Management office.

TOGAF considers architecture project (work related to architecture) as part of EA responsibility and treats PMO as separate department.

Hence if agile development methods are followed, it is quite fine, but such practices are not part of Enterprise Architecture Framework.

2210 Complete the sentence. The Architecture Landscape is divided into three levels, Strategic, Segment and _____.

A. Baseline
B. Capability
C. Solution
D. Target
E. Transition

Answer : B

Explanation :

Architecture Landscape is divided into three levels : Strategic, Segment and Capability Architecture.

See : **37.2 Architecture Landscape**

The Architecture Landscape holds architectural views of the state of the enterprise at particular points in time. Due to the sheer volume and the diverse stakeholder needs throughout an entire enterprise, the Architecture Landscape is divided into three levels of granularity :

Strategic Architecture

Segment Architecture

Capability Architecture

2211 What according to TOGAF is an Enterprise ?

A. Entire business group or corporation comprising of all local and international main and sub offices, divisions, subsidiaries, and departments

B. Any collection of organizations that has a common set of goals

C. Any large organization

D. An enterprise is an organization that uses computers

E. A large corporation or government agency, but it may also refer to a company of any size with many systems and users to manage
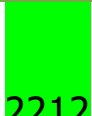
Answer : B

Explanation :

According to TOGAF is an Enterprise is any collection of organizations that has a common set of goals.

See under : **1.3 : Executive Overview**

What is an enterprise ?

The TOGAF standard considers an "enterprise" to be any collection of organizations that have common goals.

In Phase C, Information Systems Architectures, which one of the following describes a top-down design and bottom-up implementation approach ?

A. Architecture development in both domains is done concurrently
B. Design and implementation are executed in reverse order
C. Design is centered on the development of the Technology Architecture
D. When the design work is completed, implementation work proceeds starting with the Technology domain
E. The architecture design work is re-factored frequently to facilitate alignment with the existing technology infrastructure

Answer : D

Explanation :

One common implementation approach is top-down design and bottom-up implementation, where design work is undertaken through the four architecture domains (Business, Data or Application, Application or Data, Technology), and when completed then implementation occurs in reverse domain order (Technology .... Business).

2213 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

Explanation :

TOGAF says, in its documentation on "Adopting ADM" : if the business case for doing architecture at all is not well recognized, then creating an Architecture Vision is almost always essential; and a detailed Business Architecture often needs to come next, in order to underpin the Architecture Vision, detail the business case for remaining architecture work, and secure the active participation of key stakeholders in that work.

The initial phase of Architecture Development Cycle which includes information about defining the scope, identifying the stakeholders, creating the Architecture Vision and obtaining approvals is

A. Preliminary Phase
B. Architecture Vision Phase
C. Requirement Management Phase
D. All of the above
E. None of the above

Answer : B

Explanation :

Phase A: Architecture Vision Phase is the very first and initial phase of Architecture Development Cycle. This phase includes information about defining the scope, identifying the stakeholders, creating the Architecture Vision and thereafter obtaining approvals of appropriate Top authorities.

See : **Chapter 6 : Phase A : Architecture Vision**

This chapter describes the initial phase of the Architecture Development Method (ADM).

It includes information about defining the scope, identifying the stakeholders, creating the Architecture Vision, and obtaining approvals.

2215 Which one of the following is a potential resource in Phase C and is a reference model focusing on application-level components and services ?

A. The Energistics data model

B. Business Scenario, job descriptions

C. The III-RM

D. The TOGAF Technical Reference Model

Answer : C

Explanation :

III-RM (Integrated Information Infrastructure Reference Model) is a important and potential resource in Phase C (Application Architecture portion) and is a reference model focusing on application-level components and services through inter-operability details.

From the Series Guide : on III-RM :

It is fundamentally an Application Architecture reference model – a model of the application components and application services software essential for an integrated information infrastructure.

Also note : TOGAF mentions a few vertical consortia like the TM Forum (in the Telecommunications sector), ARTS (Retail), Energistics (Petrotechnical), etc., Energistics is a data model and has no place in Application Architecture.

2216 Which section of the TOGAF standard describes the processes, skills and roles to establish and operate an architecture function within an enterprise ?

A. Architecture Development Method

B. ADM Guidelines and Techniques

C. Architecture Content Framework

D. Architecture Capability Framework

Answer : D

2217 Complete the sentence. To promote effective architectural activity within the enterprise, the TOGAF standard recommends the establishment of a(n) _____

A. Enterprise Architecture Capability

B. IT Governing Board

C. Program Management Office

D. Quality Assurance department

E. Service Management department

Answer : A

Explanation :

An enterprise architecture capability (or architecture capability) in the context of the TOGAF standard, is the ability for an organization to effectively undertake the activities of an enterprise architecture practice.

Which one of the following statements best describes the ADM Guidelines and Techniques?

A. Guidelines address different usage scenarios including different process styles and specialist architectures that can be adapted in the ADM

B. Guidelines address different usage scenarios that cannot be adapted directly into the ADM iteration process

C. Techniques support different usage scenarios that can be adapted directly into the ADM iteration process

D. Techniques support different usage scenarios including different process styles and specialist architectures that can be adapted in the ADM

Answer : A

Explanation :

TOGAF 9 Part III contains a collection of guidelines and techniques for use in applying the TOGAF standard and the ADM. The guidelines document how to adapt the ADM process and specialist architecture styles, whereas the techniques are used when applying the ADM process.

2219 Which of the following best describes the purpose of the TOGAF Library ?

A. A method to classify artifacts and other outputs from the TOGAF ADM

B. A set of reusable reference architectures

C. The body of knowledge for TOGAF certification

D. To accelerate the creation of new enterprise architectures

Answer : D

Explanation :

The TOGAF Library is a portfolio of guidance material. It is a reference library containing guidelines, templates, patterns, and other forms of reference material to accelerate the creation of new architectures for the enterprise.

2219 Which one of the following best describes a primary use of the Architecture Vision document?

A. A checklist for compliance reviews

B. To calculate detailed cost estimates

C. To project plan the implementation activities

D. To describe the benefits of the proposed capability to stakeholders

Answer : D

Explanation :

The Architecture Vision provides the sponsor with a key tool to sell the benefits of the proposed capability to stakeholders and decision-makers within the enterprise. It describes how the new capability will meet the business goals and strategic objectives and address the stakeholder concerns when implemented..

2220 In Phase G, what document establishes the connection between the architecture organization and the implementation organization ?

A. Architecture Contract

B. Architecture Landscape

C. Architecture Roadmap

D. Requirements Impact Statement

E. Transition Architecture

Answer : A

Explanation :

Architecture Contracts are the joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture. They are produced in Phase G, and its draft may be prepared in Phase F.

2221 Which of the following best describes capability based planning ?

A. A business planning technique that focuses on business outcomes

B. A business planning technique that focuses on horizontal capabilities

C. A business planning technique that focuses on vertical capabilities

D. A human resource planning technique that focuses on capable architects

Answer : A

Explanation :

Capability-Based Planning is a business planning technique that focuses on business outcomes. It is business-driven and business-led and combines the requisite efforts of all lines of business to achieve the desired capability. It accommodates most, if not all, of the corporate business models and is especially useful in organizations where a latent capability to respond (e.g., an emergency preparedness unit) is required and the same resources are involved in multiple capabilities.

2222 Which one of the following is recommended to achieve a customer-focused, value-adding and sustainable architecture practice ?

A. Develop an Architecture Roadmap

B. Populate the Architecture Repository

C. Populate the Enterprise Continuum

D. Use the Architecture Development Method

E. Use the Implementation Governance Phase

Answer : D

Explanation :

The Architecture Capability Framework recommends applying the ADM with the specific Architecture Vision to establish a sustainable architecture practice within an organization.

2223 According to the TOGAF standard, where should architecture governance artifacts be stored ?

A. In the Architecture Repository

B. In the Foundation Architecture

C. In the Integrated Infrastructure Reference Model

D. In the Requirements Repository

E. In the Standards Information Base

Answer : D

Explanation :

Architecture governance artifacts should be stored in the Architecture Repository. The section therein known as Governance Log stores all the outcome of Governance Activity. The Architecture Capability section would contains best practice guidelines.

2224 Which of the following reasons best describes why the ADM numbering scheme for versioning

output is an example and not mandatory ?

A. To show the evolution of deliverables

B. To permit adaptation as required

C. To enable use with the Architecture Content Framework

D. To support change management

Answer : B

Explanation :

The numbering scheme provided in the TOGAF ADM for its outputs is intended as an example. It should be adapted by the architect to meet the requirements of the organization and to work with the architecture tools and repositories employed by the organization.

2225 Which one of the following is defined as describing the state of an architecture at an architecturally significant point in time during the progression from the Baseline to the Target Architecture ?

A. Capability Architecture

B. Foundation Architecture

C. Segment Architecture

D. Solution Architecture

E. Transition Architecture

Answer : E

Explanation :

A Transition Architecture is defined as a formal description of one state of the architecture at an architecturally significant point in time. One or more Transition Architectures may be used to describe the progression in time from the Baseline to the Target Architecture

2226 Which of the ADM phases includes the objective of establishing the organizational model for enterprise architecture ?

A. Preliminary

B. Phase A

C. Phase B

D. Phase D

E. Phase E

Answer : A

Explanation :

The Preliminary Phase has as part of its objectives establishment of the Architecture Capability; it includes defining and establishing the Organizational Model for Enterprise Architecture.

2227 Complete the sentence. The Transition Architectures defined in Phase E are confirmed with the stakeholders in _____.

A. Phase E

B. Phase F

C. Phase G

D. Phase H

Answer : B

Explanation :

The Transition Architectures are confirmed in Phase F. An objective of Phase F is to ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders

2228 Complete the sentence. A good business scenario should be "SMART". The letter "S" stands for _____.

A. Solution-oriented

B. Specific

C. Strategic

D. Stakeholder-oriented

Answer : B

Explanation :

The S in SMART stands for Specific. SMART is defined as follows:

Specific, by defining what needs to be done. Measurable, through clear metrics for success. Actionable, by clearly segmenting the problem and providing the basis for a solution. Realistic, in that the problem can be solved within the bounds of physical reality, time, and cost constraints. Time-bound, in that there is a clear statement of when the opportunity expires.

2229 Which of the following best describes the Business Transformation Readiness Assessment technique ?

A. A technique to define the degree to which information and services are to be shared

B. A technique used to validate an architecture

C. A technique used to identify and understand the business requirements an architecture must address

D. A technique used to develop general rules and guidelines for the architecture being developed

E. A technique used to understand the readiness of an organization to accept change

Answer : E

Explanation :

The Business Transformation Readiness Assessment technique is used for determining the readiness of an organization to accept change. Enterprise architecture often involves considerable change. It provides a technique for understanding the readiness of an organization to accept change, identifying the issues, and dealing with them in the Implementation and Migration Plan. It is based on the Canadian Government Business Transformation Enablement Program (BTEP).

2230 Which of the following best describes the Capability-Based Planning technique ?

A. A technique used to plan the degree to which information and services are to be shared

B. A technique used to validate an architecture

C. A technique used for business planning that focuses on business outcomes

D. A technique used to develop general rules and guidelines for the architecture being developed

Answer : C

Explanation :

Capability-Based Planning is a business planning technique that focuses on business outcomes. It is business-driven and business-led and combines the requisite efforts of all lines of business to achieve the desired capability. It accommodates most, if not all, of the corporate business models and is especially useful in organizations where a latent capability to respond (e.g., an emergency preparedness unit) is required and the same resources are involved in multiple capabilities. Often the need for these capabilities is discovered and refined using business scenarios.

**2231** Which one of the following best describes an Architecture Contract ?

A. An agreement between the development partners and stakeholders on the acceptable risks and mitigating actions for an architecture

B. An agreement between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture

C. An agreement between the lead architect and the development partners on the enforcement of Architecture Compliance for an architecture

D. An agreement between development partners and sponsors on how best to monitor implementation of the architecture

Answer : B

Explanation :

The agreement is between development partners and sponsors. Architecture Contracts are joint agreements between development partners and sponsors on the deliverables, quality, and fitness-for-purpose of an architecture. Successful implementation of these agreements will be delivered through effective Architecture Governance. Taking a governed approach to contract management ensures a system that continuously monitors integrity, changes, decision-making, and audit, as well as adherence to the principles, standards, and requirements of the enterprise. The architecture team may also be included in product procurement, to help minimize the opportunity for misinterpretation of the enterprise architecture.

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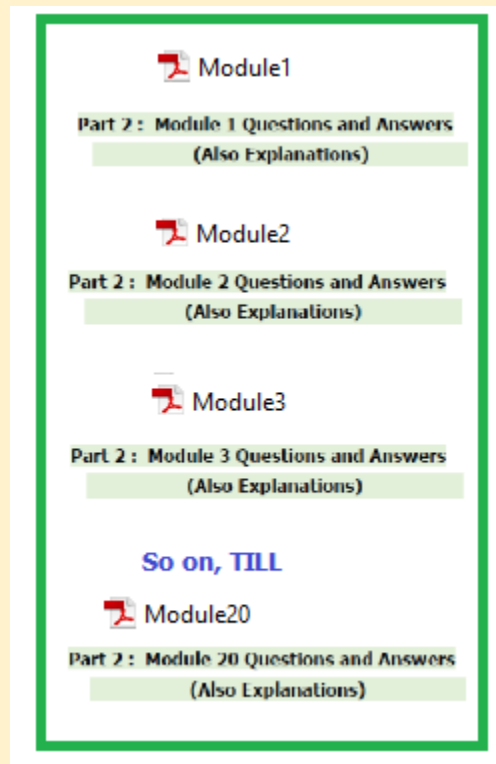
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