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Question #1   *Topic 1*

Scenario: Rollins Manufacturing -

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 MRPII 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 MRPII 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 for the Common ERP Deployment architecture project.

One of the earliest initiatives in the Enterprise Architecture program at Rollins was the definition of a set of IT principles and architecture principles that are well aligned with the overall enterprise principles. These now need to be updated to address the concerns raised.

You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution.

[Note: You should assume that Rollins has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.]

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

  A. Common-use Applications, Data is Shared, Data is Accessible, Data is Secure, Interoperability, Control Technical Diversity.

  B. Business Continuity, Service-orientation, Data is Accessible, Data is Secure, Responsive Change Management.

  C. Maximize Benefit to the Enterprise, Business Continuity, Common-use Applications, Data is Shared, Data is Accessible, Data is Secure.

  D. Information Management is Everybody's Business, IT Responsibility, Data Trustee, Technology Independence, Responsive Change Management.

Correct Answer: *C*

Community vote distribution

C (100%)
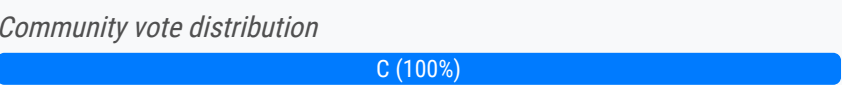
⊟ 👤 **PratsMic** 1 month, 4 weeks ago

  A - > does not address reliability
  D - > does not address reliability
  C better than B - single ERP maximises benefit to org (compared to service orientation & change management)
    upvoted 1 times

⊟ 👤 **hou0220** 3 months, 3 weeks ago

  Selected Answer: C

  Answer is C

  Maximize Benefit to the Enterprise - lean manufactoring principles, significant reduction in process waste, A reduced number of IT staff
  Business Continuity - reliability concern
  Common-use Applications - common Enterprise Resource Planning (ERP) system, eliminate the need for full data centers at each of the plant facilities
  Data is Shared, Data is Accessible - driving their MRPII and production scheduling from a central system
  Data Security - security concern
    upvoted 1 times

Yunos 9 months, 2 weeks ago

Selected Answer: C

Maximize Benefit to the Enterprise, Business Continuity, Common-use Applications, Data is Shared, Data is Accessible, Data is Secure.

by replacing divisional application with enterprise application , the sequence make most sense

upvoted 1 times

SVGNR 1 year, 3 months ago

c wins because of the concern around Security - The three data principles (Data is Shared , Data is secure & Data is accessible) address the Security concern the most - Business continuity addresses the Reliability concern. The other answers address the Security & Reliability aspects based on the entire context of the scenario portrayed in the Question

upvoted 3 times

aameerak 1 year, 8 months ago

reliability means business continuity, it is one of the concerns in the question

upvoted 3 times

sweetsugarrr 1 year, 9 months ago

"Business Continuity" is key for manufacturing company, that's why B and C are better. C 'wins' with the maximizing the benefit. So my understanding of the best-to-worst solutions is: C, B, A, D

upvoted 2 times

IANEM 1 year, 10 months ago

Basé sur les principes du Chapit

upvoted 1 times

dave256 1 year, 11 months ago

Trying to find out why C is the right answer. How does maximize Benefit and business continuity fits the case. A looked like better choice

upvoted 4 times

scuzzy2010 1 year, 9 months ago

" minimize waste and improve the efficiency of all of its production operations" - maximize benefit

upvoted 3 times

elainexs 1 year ago

interoperability not seems very important in the context.

upvoted 1 times

Scenario: Global Mobile 1 -

Global Mobile is a mobile telecommunications company formed through a series of mergers and acquisitions. They are yet to fully integrate the customer service systems for the most recent acquisitions, and as result, customer service has been a major concern for the Chief Technology Officer.

Results for the last two quarters have shown that Average Revenue Per User (ARPU) and the customer retention (Churn) rate have fallen below the industry average. The Corporate Marketing group has published some new findings about customer satisfaction. The customers appear to be switching to Air Light, a competitor, because of superior customer service. Global Mobile actually has better coverage in nearly all markets than Air Light, and good roaming agreements that keep rates low for business travelers. But, customer satisfaction has remained low.

The Business Strategy group and the Enterprise Architecture group have conducted a high-level project to develop the enterprise-wide strategic plan. They have developed a business scenario which contains a good conceptual model of what needs to be done, and also identifies the key requirements. This was used in preparing the proposal presented to the Executive Council and the Corporate Board.

The planning for the program has been underway for several months. Global Mobile has selected TOGAF 9 as the basis for its Enterprise Architecture.

The Corporate Board has approved funding for a multi-million Euro conversion to transition to a packaged Customer Service System. It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation. The Corporate

Board has placed one additional major constraint on the program. In addition to achieving the business outcomes directly related to improving overall customer service within each business unit, the Corporate Board expects the Target Architecture to produce an additional saving of at least 30% over current operating costs through energy efficiency initiatives, virtualization of servers and workstations, and expanded telecommuting and desk-sharing. This Green initiative is intended to become a model for future investments at all company facilities worldwide.

You have been engaged as a consultant to advise the Chief Architect on the best ways to approach to the implementation planning activities for this significant business transformation.

Based on TOGAF 9, which of the following is the best answer? (Is this the right answers to choose?)

A. You recommend using conventional implementation planning techniques. The horizontal scope of the Green initiative would make the Capability-Based Planning approach used in the organization's TOGAF-based Enterprise Architecture framework difficult to manage and govern. This approach to planning was better applied within the vertical scope of a business unit.

B. You recommend that the implementation planning activities be conducted using Capability-Based Planning. This is appropriate because the Green initiative is an enterprise-wide plan with a horizontal scope. Its metrics are aggregated at the enterprise level. It is crucial to gain business unit support and cooperation to achieve the broader business outcomes which will benefit all.

C. The Capability-Based Planning approach used in the organization's TOGAF-based Enterprise Architecture framework is focused on business outcomes. The Green initiative is an infrastructure program that is technical in nature; therefore, it would not be appropriate to use the Capability-Based Planning approach. Instead, the Global Mobile systems development lifecycle approach should be utilized to develop the Solution Architecture.

D. You recommend using conventional implementation planning techniques. The Capability-Based Planning approach is normally only used in public sector, defense-related programs. This approach is not appropriate for a private sector company.

> **Correct Answer:** *B*

⊟ 👤 **AP01** 🔵**Highly Voted** 👍 3 years, 2 months ago

  B looks correct, IMO

    upvoted 18 times

⊟ 👤 **PratsMic** 🔵**Most Recent** ⊘ 1 month, 4 weeks ago

  A. Capability-Based Planning is more horizontal
  C. From an IT perspective, capability-based planning is particularly relevant. For example, setting up a data center is really about consolidating corporate data and providing the related services.
  D. not relevant to only Govt

    upvoted 1 times

⊟ 👤 **JKLExTop** 5 months, 2 weeks ago

  "In addition to achieving the business outcomes directly related to improving overall customer service within each business unit"

  This sentence makes B is the only correct answer

    upvoted 1 times

⊟ 👤 **clementi** 5 months, 4 weeks ago

B is correct
upvoted 1 times

This question is related to Migration Planning Phase-
A is wrong because Capability based planning approach can be used for horizontal scope projects also.
C- is wrong because of the following sentence – ". The Green initiative is an infrastructure program that is technical in nature; therefore, it would not be appropriate to use the Capability-Based Planning approach."
D- is wrong because of " The Capability-Based Planning approach is normally only used in public sector, defense-related programs
Hence –"B" is the most appropriate answer
upvoted 3 times

B is correct. Read cha 28 capability based planning - overview section
upvoted 3 times

B - 28.3 many capabilities are "horizontal" and go against the grain of normal vertical corporate governance. Most often, management direction as well as the corporate management accountability framework are based upon line of business metrics, not enterprise metrics. Enterprise Architecture is also a horizontal function that looks at enterprise-level (as well as line of business-level) optimization and service delivery. Not surprisingly, capability-based planning and Enterprise Architecture are mutually supportive. Both often operate against the corporate grain and both have to cope with challenging business environments. Business support of Enterprise Architecture is crucial for its success and it is logical that it aligns with the corporate capability planners as well as providing support for those within the vertical lines of business.
upvoted 1 times

answer should be A
upvoted 1 times

Scenario: AGEX Inc.

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.

Correct Answer: *A*

Community vote distribution

C (57%)	B (43%)
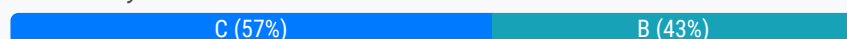
☐ 👤 **sudhimenon** `Highly Voted 👍` 2 years, 9 months ago

Business goals and objectives comes in Phase - A,
A should be the right answer.

upvoted 11 times

   ☐ 👤 **rbaggio** 2 years, 6 months ago

Since when does an Enterprise Architect update a security policy?

upvoted 3 times

      ☐ 👤 **ADR_SA_21** 1 year, 12 months ago

Principle 9: Protection of Intellectual Property

upvoted 2 times

☐ 👤 **venksfc** `Highly Voted 👍` 2 years, 10 months ago

C seems correct to me. It is given as answer in another portal too.
upvoted 10 times

th_mel `Most Recent ⊘` 3 weeks, 3 days ago
ChatGPT says: A
Bard AI says: C
upvoted 1 times

modsjunk 1 month, 1 week ago

`Selected Answer: C`
A and D are out
B is out because of this line You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed.

you don't ask security architect to oversee the implementation of the solution in the ERP system
upvoted 1 times

MackD 1 month, 2 weeks ago
Anwser C.

In my opinion:
A: Chief Architect is not responsible for updating a security policy.
B: Request for Architecture Work is not issued by an Chief Architect.
C: This is the only one that makes sense.
D: As mentioned before "based on your understanding".

https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap46.html
upvoted 1 times

HN6366 1 month, 1 week ago
Agreed, C is the best option here.
upvoted 1 times

PratsMic 1 month, 4 weeks ago
A coz its about communication across the Org too (that other options lacked)
upvoted 1 times

red_panda 2 months, 3 weeks ago

`Selected Answer: C`
I think that the correct answer is the C because the Chief Architect don't allocate the resources.
upvoted 1 times

RACHIT0412 3 months, 1 week ago
Chatgpt says A
upvoted 1 times

PratsMic 1 month, 4 weeks ago
Chatgpt just look at the answer provided here and cert library to get to the conclusion ...
upvoted 1 times

miche_s87 3 months, 1 week ago

`Selected Answer: C`
see my comment below.
upvoted 1 times

saurabhparveen 3 months, 3 weeks ago
I will go with A, security policy is updated in preliminary phase
https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap21.html
Also,as per step3
■ Allocate key roles and responsibilities for Enterprise Architecture Capability management and governance
upvoted 1 times

JKLExTop 5 months, 2 weeks ago

`Selected Answer: C`
The EA doesn't
- Update the AGEX security policy to reflect the concern
- Assess the security

And it's too early in the preliminary phase to update any policy

Therefore, C is the correct answer
upvoted 1 times

mesterit 6 months, 2 weeks ago

B is correct

- You then update the Global Traders security policy to reflect the concern,... You allocate a security architecture team - Ent. Arch would just propose don't change or allocate ...
therefore seems A is incorrect.

- Request for Architecture Work is not raised by Ent. Arch. - therefore seems C incorrect.

- You can't just change a security policy on your understanding. therefore seems D is incorrect.
- And the Request for Architecture Work is issued by the sponsor
- The question asks for "Recommendations", but other answers are simply taking some actions which are not even in the scope of the Chief Architect.

upvoted 3 times

☐ 👤 **miche_s87** 3 months, 1 week ago

I don't agree since the "Request for Architecture Work" are sent from the sponsoring organization to the architecture organization (32.2.17 Request for Architecture Work).
In answer B it says that you (as an EA) sents the Request for Architects.
I go for C as well.

upvoted 1 times

☐ 👤 **93madox** 5 months, 1 week ago

B says that Security Architect should oversee the implementation. Standard says Architecture Board does oversee the implementation. I think it is C

upvoted 1 times

☐ 👤 **Qman2022** 7 months, 2 weeks ago

Architecture team do not allocate resource we propose/recommend that takes A and D out.
Now between B and C, Architecture team do not issue Request for architecture. this strike out B. This is done mostly in phase H to activate a change request since we are in preliminary phase. Hence we are left we C that is correct answer.

upvoted 2 times

☐ 👤 **cbgrape** 1 year ago

A and D are similar, but A is better because it includes the assessment of impacts on business units and third parties (assess the security implications and agreements within the AGEX businesses and their suppliers), which is a part of "Scope the Enterprise Organizations Impacted" step.

upvoted 2 times

☐ 👤 **SVGNR** 1 year, 3 months ago

Architecture Principles & Enterprise Scope are a key component/aspects of Preliminary phase . The question is focused only on the Architecture planning phase and not other phases.
Option D is incorrect because of the following "Based on your understanding"
Option C is incorrect because this is generic answer and no TOGAF specific methods/tools mentioned
Option B is incorrect because of "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"
Hence the most appropriate answer is A where it talks about Security policy – communicating the policy& including suppliers as well (this is related to the Scope of Enterprise aspect which is a key element in Preliminary Phase)

upvoted 3 times

☐ 👤 **hou0220** 3 months, 3 weeks ago

Agree. A is the best answer.

The scenario actually related to Architecture Principle. The security policy is from "Principle 9: Protection of Intellectual Property".

upvoted 1 times

☐ 👤 **Arvind_Kumar_Avinash** 1 year, 5 months ago

A Chief Architect neither issues a 'Request for Architecture' nor does [s]he allocates a Security Architect or Architecture Team. Allocating resources is a function of portfolio and capability managers. Therefore, the correct answer is C.

upvoted 5 times

☐ 👤 **LunchTime** 2 years, 1 month ago

A is definitely not correct. Not of the items listed are part of the preliminary steps listed in the TOGAF 9.2 spec (chapter 5.3)

B has the potential to be correct but you would not break out a separate project to address this. As such as "Request for Architecture Work" would not be issued.

C: This has potential to be correct but D is better as it helps to ensure that security is "baked in" since it mentions "that security consideration are included in the architecture planning for all domains".

As such, D is the best answer.

upvoted 4 times

Scenario: Zephyr Enterprises -

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

Until recently, most turbine blades were fabricated manually using molded fiber-reinforced plastics. However, recent improvements in composite materials, coupled with enhanced automated methods for precision application of materials during the molding process, have led to significant reduction in weight, increase in strength, and greatly improved blade longevity. Zephyr 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.

Zephyr has a mature Enterprise Architecture organization that is supported by a cross-functional Architecture Review Board. The Chief Information Officer and the

Chief Operating Officer co-sponsor the Enterprise Architecture program.

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

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

You are the Lead Architect for this activity.

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

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

A. You create an Architecture Contract to manage and govern the implementation and migration process. 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 Manufacturing Architecture Board and the implementation organization. You recommend that if a deviation from the contract is detected, the Manufacturing Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

B. 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 envelopment projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Manufacturing Architecture Board grant a dispensation to allow the implementation organization the ability 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 Manufacturing Architecture Board and the implementation organization. You ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

D. You create an Architecture Contract to govern the implementation and migration process at each site. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. You then schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition. Based on the results, you ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

Correct Answer: *C*

Community vote distribution

D (100%)

Ans is D

upvoted 17 times

blahblah007 3 years, 1 month ago

Must be "manage and govern" not just govern b/c https://pubs.opengroup.org/architecture/togaf8-doc/arch/chap25.html which says "This contract is also used to manage changes to the enterprise architecture in Phase H." Additionally, chief engineer says wants uniform deployment, which eliminates A & B b/c board needs to approve those.

upvoted 4 times

Guru_Subra_Manian 3 years ago

Correct answer is D

upvoted 10 times

itKarthik `Highly Voted 👍` 2 years, 7 months ago

This is a like a Paradox , I do think D suffices most of the requirements , The argument that uniform process must be followed is catered in D as well - It stats the migration and planning is governed by a Contract while the process is performed at each site , but not necessarily individual contract at each site.

upvoted 5 times

papu1992 `Most Recent ⓘ` 2 weeks, 2 days ago

`Selected Answer: D`

C and D stands out... C does not speak about compliance reviews but D does and hence is complete.

upvoted 1 times

PratsMic 1 month, 2 weeks ago

Just passed the exam and got 100% - the answers are more clear and direct in actual exam
Most of the answers are wrong in dumps!!
like here the answers was D
https://medium.com/@pratibhamic/how-i-successfully-passed-togaf-part-1-part-2-insights-and-strategies-de0c9eede0c6

upvoted 2 times

PratsMic 1 month, 2 weeks ago

things to note - the answer D here you is said in real exam
1. you were reviewing the contract (coz contract is already created)
2. you have to choose an answer that decided whether or not to give an extension ..

upvoted 2 times

RACHIT0412 3 months, 1 week ago

ChatGPT says C

upvoted 1 times

hou0220 3 months, 3 weeks ago

`Selected Answer: D`

I choose D. Mainly because according to [TOGAF 9.2 section 42.3.2] - Compliance reviews are held at appropriate project milestones or checkpoints in the project's lifecycle.

upvoted 1 times

THEMOST 3 months, 3 weeks ago

dont understand, now which one the correct answer the voted one or the highlighted one from examtopics

upvoted 1 times

JKLExTop 5 months, 2 weeks ago

The word "Memorandum" is not mentioned in 43. , which makes D is the only correct answer

upvoted 1 times

clementi 5 months, 4 weeks ago

The correct answer seems D because it is more completed than C. In the contract you have to consider the risk managements, metrics etc. In addition C uses the term memorandum that TOGAF does not use.

upvoted 2 times

mesterit 6 months, 2 weeks ago

`Selected Answer: D`

- D is the best Answer includes all the required techniques
- C is the second answer, (You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management) is not part of C
- Architecture Board grant a dispensation to allow the implementation organization (grant without review So, B is the 3rd answer)
- You then issue a new Request for Architecture Work So, A is wrong

upvoted 4 times

teachsph 8 months, 3 weeks ago

I chose C because though it was between C and D, I thought that D states that you would treat each unit separately and provide a contract. However, the requirement was to ensure uniformity. So why give each unit autonomy? That said I could be wrong.

upvoted 1 times

mericov 1 year ago

Phase G establishes the connection between architecture and implementation organization,
through the Architecture Contract.
Project details are developed, including:
■ Name, description, and objectives
■ Scope, deliverables, and constraints
■ Measures of effectiveness
■ Acceptance criteria
■ Risks and issues
All these are in D answer. However A/B/C contain "to utilize a memorandum of understanding" - this term is not present in TOGAF.
Regarding to "an Architecture Contract to govern the implementation and migration process at each site." - this is allowed as "43.1 - In larger-scale implementations, there may well be one Architecture Contract per implementation team in a program of implementation projects"
My answer will be D.

upvoted 3 times

☐ 👤 **AnnieKKE** 1 year, 2 months ago

Correct answer is D

upvoted 1 times

☐ 👤 **Axial30z** 1 year, 3 months ago

Option D is correct in my opinion.
It seems to meet the concerns of consistency and this will be achieved by compliance reviews.
It also meets the security aspect of the guarding trade secrets.
Distractor for me will be A as the Lead Architect will not issue a Request for Architecture Work.

upvoted 2 times

☐ 👤 **tushmish** 1 year, 3 months ago

None look correct to me.
'An Architecture Contract was developed ' already.
All options -> focus on creating it again.

upvoted 2 times

☐ 👤 **PratsMic** 1 month, 2 weeks ago

things to note - the answer D here you is said in real exam
1. you were reviewing the contract (coz contract is already created) - in real exam it says you are reviewing the contract
2. you have to choose an answer that decided whether or not to give an extension ..

upvoted 1 times

☐ 👤 **SVGNR** 1 year, 3 months ago

• Option a is incorrect because "As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition." – Customization does not always warrant Request for Architecture Work.
• Option B is incorrect because "the Manufacturing Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs." – This will result uncontrolled customization which was the primary concern on the Chief Engineer
• Option D is incorrect because " Based on the results" – This almost implies that if results are good – then you allow customization - Otherwise not – As per TOGAF, Architecture Review Board should review all deviations and decide if it wants to approve them or not.
Hence Option C is the best answer

upvoted 3 times

☐ 👤 **anas_almasri_12** 11 months, 1 week ago

I've further reasons, the project is in implementation governance iteration not development planning iteration.
The second reason, the requirement is uniform process , so the automated test system controller will mange and control all sites.

upvoted 1 times

☐ 👤 **Nicholas_The_King_Kong** 1 year, 4 months ago

I was juggling between C and D and while D provides merits on giving more points on the content of the Architecture Contract, C addresses the concerns on a uniform approach.

Therefore I would go with C

upvoted 2 times

Scenario: Vittronics Ltd.

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 res 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 review 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.

Correct Answer: *B*

Community vote distribution

C (100%)

I think the answer is C. Reason being... Phase E has a step which says: "Review the findings of the Business Transformation Readiness Assessment previously conducted in Phase A and determine their impact on the Architecture Roadmap and the Implementation and Migration Strategy. It is important to identify, classify, and mitigate risks associated with the transformation effort. Risks should be documented in the Consolidated Gaps, Solutions, and Dependencies matrix." It says identify, classify and "MITIGATE" risk. The question also says that "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.". So it means that the data privacy issues were examined. So as per details provided above answer should be C.

upvoted 26 times

Nicholas_The_King_Kong 1 year, 4 months ago

Fully agreeing with your view. I had the same rationale on choosing C too.

upvoted 3 times

tushmish 1 year, 3 months ago

agree.

and an additional point
'...revise the Requirements Impact Statement to reflect the changes to the high-level solutions strategy and migration plan.'

<TM> high-level solutions strategy and migration plan - should be part of Implementation and Migration Plan. Requirements Impact Statement - contains references to the change in requirements only and not the solution.

upvoted 1 times

tomvik `Highly Voted 👍` 3 years, 1 month ago

Answer is C

upvoted 8 times

red_panda `Most Recent ⊘` 2 months, 3 weeks ago

`Selected Answer: C`

C is the correct answer

upvoted 1 times

RACHIT0412 3 months, 1 week ago

CHatGPT says C

upvoted 1 times

[Removed] 7 months, 1 week ago

`Selected Answer: C`

Answer is C as 12.3.7 Confirm Readiness and Risk for Business Transformation is a step in Phase E and contains "It is important to identify, classify, and mitigate risks
associated with the transformation effort." as contained in C. Phases B-D have also addressed security and privacy.
Not B due to the question asking for the solution in the implementation phases (E/F, not A), and we do not discuss technical solutions in phase A. B makes no sense.

upvoted 3 times

[Removed] 7 months, 1 week ago

Answer is C as 12.3.7 Confirm Readiness and Risk for Business Transformation is a step in Phase E and contains "It is important to identify, classify, and mitigate risks
associated with the transformation effort." as contained in C. Phases B-D have also addressed security and privacy.
Not B due to the question asking for the solution in the implementation phases (E/F, not A), and we do not discuss technical solutions in phase A. B makes no sense.

upvoted 1 times

ashu77 9 months, 1 week ago

The Question specifically asks for "You have been asked to recommend how this situation be managed in the implementation planning phases" so there is no question of going back to phase A again. The Option B assume that the Architceture has not taken care of the security concerns but that is a wrong assumption. The Question description clearly says "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".
So overall the story is that although the Security Controls Building Blocks are present in the Architceture but Stakeholders still have doubts. Hence the Correct option is C.

upvoted 1 times

Soumitra29 1 year ago

Answer is C : 12.3.7 Confirm Readiness and Risk for Business Transformation

Review the findings of the Business Transformation Readiness Assessment previously conducted in Phase A and determine their impact on the Architecture Roadmap and the Implementation and Migration Strategy. It is important to identify, classify, and mitigate risks associated with the transformation effort. Risks should be documented in the Consolidated Gaps, Solutions, and Dependencies matrix.

upvoted 1 times

rkustagi 1 year, 3 months ago

ANswer C seems more closer to the TOGAF approach

upvoted 1 times

SVGNR 1 year, 3 months ago

Option A is incorrect because - " According to TOGAF - that Phase E must resolve all conflicts in a meaningful way before proceeding further & TOGAF doesn't talk about consensus anywhere in it's specification)
Option C is incorrect because - Business Transformation Readiness Assessment is done in Phase-A -Architecture Vision & Risks can be reviewed in every phase of ADM including Phase E and not only in Phase "E". However, this answer is not as TOGAF centric as you would expect the best answer to be. Also it also does not address/specify what should happen if risks can't be mitigated in a satisfactory way)
Option - D is incorrect because - Nothing TOGAF specific in this answer
Hence Option - B is the best answer . Here is the additional notes on why Option B is the best possible answer
Option B Reinforces the concept of iterating between the phases of TOGAF & Addresses the problem related to the RISK in TOGAF centric language and touches aspects related to RISK management as per TOGAF

upvoted 2 times

Arvind_Kumar_Avinash 1 year, 5 months ago

I chose B which matches the given answer. The reason why C is not the correct answer is that it states, 'If the risks can be satisfactorily mitigated...' but it does not talk about otherwise case i.e. what if the risks can not be satisfactorily mitigated. The approach mentioned in Option B is what exactly is required to be taken in this scenario.

upvoted 1 times

shilpa1701 1 year, 6 months ago

how to crosss verify correct answers as I feel C is correct but here B is given..

upvoted 2 times

Coitsu 1 year, 10 months ago

Answer is C... it makes more sense

upvoted 2 times

ADR_SA_21 2 years ago

Do we brainstorm technical solution in phase A? If not, B cannot be right choice. C is the one I would choose.

upvoted 2 times

KMurthy04 2 years ago

It is B beause the question is based in ADM iterations (part 3) and not on Part 2 - ADM phases.
Org's attitude to risk (18.6) for clinical trials, forces it to go back to Phase A and make corrections.

upvoted 2 times

> **Nicholas_The_King_Kong** 1 year, 4 months ago
>
> Had it not said that the team will be asked to identify the ABB on phase D (technology domain), I would had agreed to this answer.
>
> upvoted 2 times

RoryGates 2 years ago

Geez I think these exam questions are more a liability than a benefit...
C.

upvoted 7 times

sameersoftyhcl 2 years, 1 month ago

I think the answer is C because the question clearly asks to recommend how this situation be managed in the "implementation planning phases", so we have only E and F phases to deal with implementation planning. And answer C clearly shows what phase E doesto deal with risk. Answer B probably be wrong as patial or full ADM cycle is decided on Phase G (implementation Governance) based on residual risk.

upvoted 2 times

> **supratip** 1 year, 1 month ago
>
> And also that in Phase A we do not discuss technical solution
>
> upvoted 1 times

Scenario: Florian Flowers BV -

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. 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.

Correct Answer: *A*

Community vote distribution

D (50%)	A (50%)
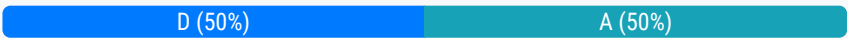
👤 **sushmapatil** `Highly Voted 👍` 2 years, 6 months ago

D is answer.
Keypoint : Need of ALL parties. Therefore Stakeholder Map should be carried out.

upvoted 16 times

👤 **punitha81** `Highly Voted 👍` 3 years ago

answer is D

upvoted 9 times

👤 **PratsMic** `Most Recent ⊘` 1 month, 4 weeks ago

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 ....stakeholders are all mapped looks like

upvoted 1 times

👤 **PratsMic** 1 month, 2 weeks ago

A is not any technique in TOGAF
D is a technique and when stakeholders are mapped concerns on local regulations will be included

upvoted 3 times

👤 **miche_s87** 3 months, 2 weeks ago

`Selected Answer: D`

ChatGPT says answer D is correct :-)

upvoted 2 times

hou0220 3 months, 3 weeks ago

Selected Answer: **D**

I choose D.

request: addresses the needs of **all these parties**

Stakeholder Map define groups of stakeholders sharing common concerns
- Governing Board, corporate legal staff, auditors - concern about legal & regulatory compliance
- Research organization - architecture is appropriate for its needs

Then define views and create models that can address stakeholders' concern which can include legal & regulatory compliance
upvoted 2 times

vaibhavj28 5 months ago

I also chose option D, but after reading it again i think the mention of 'the system will be compliant with the local' is to be considered. 'Compliant' word is important as system should take care of all the regulations.
upvoted 1 times

sangeeta81 6 months, 3 weeks ago

Option A : Keyword is Compliance "system will be compliant " which is the major concern in this question.
upvoted 2 times

MDoh 1 year, 2 months ago

Correct, Answer id D
upvoted 1 times

Axial30z 1 year, 3 months ago

Selected Answer: **A**

A is 5 pointer for me as it includes Stakeholder concerns and System compliance
D is 3 pointer as it covers Stakeholder concerns only
C is 1 pointer
B is distractor goes on about 'fixed' TOGAF is an adaptable framework
upvoted 4 times

rkustagi 1 year, 3 months ago

Option D is correct because Auditors are assigned to take care of local law, they are stakeholders now and they would provide their requirement and share their concerns that gets captured in stakeholder map
upvoted 3 times

SVGNR 1 year, 3 months ago

This is a very tricky question and hard to figure out where the emphasis of the question is ..
Is it around the "strong self- directed teams in each location. " Or "enable the development of an architecture that addresses the needs of all these parties" . The answer depends on where the emphasis of the question is ..

if the question emphasis is on different stakeholders and how to deal with stakeholder mgmt etc - Then Option # D would be the right answer
But if the key aspect of the question is actually around "strong self- directed teams in each location. " then answer would be A. (if the emphasis of the question is on self directed teams in each location -Then the answer should have specifics around location needs . Also based on the scenario , it appears that this is in the preliminary phase and the one of the key aspect of preliminary phase is around Scope,Stkeholder,frameworks,tailoring etc. Given that this answers does include LOCATION – This could be an answer)

B,C are not the best options.
So this question is a 50:50 scenario where in A or D could be the best possible two answers
upvoted 1 times

Arvind_Kumar_Avinash 1 year, 5 months ago

I chose A which matches the given answer. The option D is not correct because it does not mention the concern regarding the local regulations.
upvoted 5 times

rkustagi 1 year, 3 months ago

to address that auditors are assigned, they become stakeholders now
upvoted 1 times

Coitsu 1 year, 10 months ago

Answer is D... There are several parties involved, so a Stakeholder Map is quite important here, plus it gives you the artifacts needed to address their concerns
upvoted 1 times

dave256 1 year, 11 months ago

A seems the right answer. Identifying stakeholders is not the concern. Stakeholders are already identified. Key concern is to meet legal requirements and enable stakeholders to view work in progress items.
upvoted 4 times

joycehhh 2 years ago

D is the right answer, stakeholder map to solve the concerns
upvoted 1 times

⊟ 👤 **rork** 2 years, 1 month ago
Maybe this for reasoning: D would be correct if there was an established EA.But it is not >>The Governing Board is concerned, and as a result has approved the expenditure of resources to establish an Enterprise Architecture program. << So we are in Preliminary or Phase A.
upvoted 1 times

⊟ 👤 **sameersoftyhcl** 2 years, 1 month ago
The question is more about Stakeholder management. So Stakeholder Map and stakeholder concerns are the key here. So answer id D.
upvoted 1 times

Scenario: Armstrong Defense Industries

Armstrong Defense 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 Defense 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 Defense 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 Defense 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 en 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

Correct Answer: *B*

Community vote distribution

B (100%)

Scenario: St. Croix Consulting -

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.

Correct Answer: *C*

Community vote distribution

D (67%)	C (33%)

◻ 👤 **Victor6510** `Highly Voted 👍` 2 years, 11 months ago

Ans should be D.

The key concern is about risks, while C is more focusing on interoperability.
upvoted 15 times

   ◻ 👤 **Indranee** 2 years, 5 months ago

   Same, going with D. D covers risk and value analysis which C does not cover.
   upvoted 4 times

◻ 👤 **Divya07** `Highly Voted 👍` 2 years, 9 months ago

The correct ans is "D". Please correct Ans. The Question is about techniques of risk management as per TOGAF
upvoted 6 times

◻ 👤 **RACHIT0412** `Most Recent ⊘` 3 months, 1 week ago

ChatGPT says D

miche_s87 3 months, 2 weeks ago

Selected Answer: D

I go with D as well since it mentioned the Business Transformation Readiness Assessment that are done in Phase A but will be taken out again in the Implementation Phase to evaluation implementation risk.

clementi 5 months, 3 weeks ago

Selected Answer: D

The main concern is "produce sufficient value to warrant the attendant risks". So for this one we can use the technique "Business Transformation Readiness Assessment" that contains the risk analysis and the actions for the mitigation of the risk.

sroyc 5 months, 3 weeks ago

Ans D selected in last week's exam. Received 100%.

micha31 9 months, 3 weeks ago

Selected Answer: D

I'm going with D here. "interoperability analysis" is not mentioned in TOGAF. D focuses on the risk, which was asked

mericov 1 year ago

Selected Answer: C

Before to answer, you need to identify the phase where is the project. Based on "the EA team prepares to formulate an Implementation plan", I identified the E Phase, which "conducts initial implementation planning and the identification of delivery vehicles for the architecture defined in the previous phases". You cannot perform a risk assessment without a gap analysis. Risks are identified in the Consolidated Gaps, Solutions, and Dependencies Matrix (from Phase E). In Phase F you "Estimate the business value for each project using the Business Value Assessment Technique" as is written in D. So, based on the above, I consider that the C is the complete answer.

rkustagi 1 year, 3 months ago

Selected Answer: D

Option D is correct because this talks about Risk assessment. Also that there is a concern that the plan is aggressive. This can be evaluated by revisiting the Business Readiness assessment

shilpa1701 1 year, 6 months ago

Risk related measures are not covered in C so going with D...

MF2C 1 year, 11 months ago

C is correct

LunchTime 2 years, 1 month ago

A: There is no such thing as an "interoperability analysis" in TOGAF. Therefore, the answer is incorrect

B: A "state evolution table" is used in the phase F "Migration Planning". They are nowhere near this phase yet. Remember the ask is it so assess the risk with the inference of doing that "now". Therefore, this answer is incorrect.

C: GAP analysis does not address risk or business value, which are the two things the CIO has asked us to consider. The risks may be outside of the risk that an interoperability assessment would show. As such, I would not choose this answer.

D: Being that they just ended or are about to end the vision phase, the timing to do the business transformation readiness assessment is okay. The business value assessment is listed in TOGAF as a technique to support migration phases E and F and NOT the vision phase, A. However, I don't see any particular reason that it could not be used in phase A. As such, D is the correct answer.

sameersoftyhcl 2 years, 1 month ago

Answer should be D based on this:

A technique to assess business value is to draw up a matrix based on a value index dimension and a risk index dimension. The value index should

include criteria such as compliance to principles, financial contribution, strategic alignment, and competitive position. The risk index should include criteria such as size and complexity, technology, organizational capacity, and impact of a failure. Each criterion should be assigned an individual weight.

The index and its criteria and weighting should be developed and approved by senior management. It is important to establish the decision-making criteria before the options are known.

susridey 2 years, 4 months ago

D is the right answer since the need is to analyse the risks

pankaj3284 2 years, 4 months ago

Must be D

👤 **itKarthik** 2 years, 7 months ago

yes C does not even talk about addressing the concern and the state evolution table shows only the different stages of the project.

👤 **itKarthik** 2 years, 7 months ago

yes C does not even talk about addressing the concern and the state evolution table shows only the different stages of the project.

Scenario: Zephyr Enterprises -

Zephyr Enterprises specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems.

Zephyr has manufacturing facilities located in Palm Springs, California, Omaha, Nebraska, and Winnipeg, Ontario. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturers design specifications.

Until recently, most turbine blades were fabricated manually using molded fiber-reinforced plastics. However, recent improvements in composite materials, coupled with enhanced automated methods for precision application of materials during the molding process, have led to significant reduction in weight, increase in strength, and greatly improved blade longevity. Zephyr 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.

Zephyr has a mature Enterprise Architecture organization that is supported by a cross-functional Architecture Review Board. The Chief Information Officer and the

Chief Operating Officer co-sponsor the Enterprise Architecture program.

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

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

You have been assigned by the Lead Architect for the Automated Test System controller project to conduct Compliance Assessments at each manufacturing plant.

During the course of the assessment at the Omaha plant, you discover that the Distributed Data Acquisition System they have purchased uses a proprietary

Remote Procedure Call (RPC) that utilizes kernel mode threads instead of the user mode threads that are specified in the Architecture Definition Document. In all other respects, the system meets the requirements stated in the Architecture Definition Document and seems to perform correctly.

You have been asked to describe the compliance of this system for the final report.

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

A. You observe that all of the features in the Architecture Definition Document have been implemented in accordance with the specification, except for the RPC mechanism. Your recommendation is that the system be described as conformant.

B. You observe that the system has many features in common with the Architecture Definition Document, and those features have been implemented in accordance with the specification. However, you note that the RPC mechanism has been implemented using features that are not covered by the specification. Your recommendation is that the system be described as consistent.

C. You observe that the implementation of the RPC mechanism has no features in common with the Architecture Definition Document, therefore the question of its conformance should not be considered. Your recommendation is that the system be described as consistent.

D. You observe that the system meets most of the requirements stated in the Architecture Definition Document and appears to work correctly. However, you note that the RPC mechanism has not been implemented according to the specification. Your recommendation is that the system be described as non-conformant.

Correct Answer: *D*

Community vote distribution

D (63%)	A (38%)

⊟ 👤 **Prasadvd** `Highly Voted 👍` 1 year, 1 month ago

Ans is D, since the Arch defintion document specified the use of user threads and the architecture did not conform to the definition

upvoted 8 times

⊟ 👤 **Outofthecave** `Most Recent ⊘` 1 month, 1 week ago

The answer is D - Non Conformant

upvoted 1 times

MackD 1 month, 3 weeks ago

Answer D
Non-Conformant:
Any of the above in which some features in the architecture specs are implemented not in accordance with the specification

Meaning: any of the above in the Togaf documentation which could be possible that ALL features are implemented and that some features that are implemented are not according to the Architecture Definition Document. Specifically this "some features in the architecture specs are implemented not in accordance with the specification".

This is specified "Remote Procedure Call (RPC) that utilizes kernel mode threads instead of the user mode threads that are specified in the Architecture Definition Document." Meaning that it already was a feature stated in the Architecture Definition Document and is NOT an additional feature.

upvoted 1 times

RACHIT0412 3 months, 1 week ago

ChatGPT says D

upvoted 2 times

AmalDev007 4 months, 3 weeks ago

Selected Answer: D

Non-conformant:
Any of the features in the architecture specification is implemented not in accordance with the specification. -- Here the RPC was implemented in a different way from the specification document

Conformant:

All the features in the architecture specification are implemented in accordance with the specification, but some *more* features are implemented that are not in the specification document

upvoted 2 times

93madox 5 months, 1 week ago

Selected Answer: A

Conformant:

All the features in the architecture specification are implemented in accordance with the specification - question says: in all other aspects, system meets the requirements stated in Architecture Definition Document and seems perform correctly.
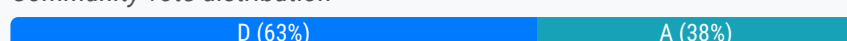
, but some more features are implemented that are not in accordance with it - in question that one is related to RPC case.

Non-conformant:
Any of the above in which some features in the
architecture specification are implemented not in
accordance with the specification.

- That would be if not all features are implemented - and some of those implemented aren ot according to standard. THat is not a case here.

upvoted 1 times

aa00601093 5 months, 2 weeks ago

Answer should be A, as per the definition of Conformant. Follow below link - https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap42.html#tag_42_02

upvoted 2 times

Falconion 5 months, 1 week ago

It can't be conformant. The definition of conformat is:
"All the features in the architecture are implemented in accordance with the specification, but some more features are implemented that are not in accordance with it."

Because the Kernel was not implemented, not "all features of the architecture are implemented in accordance with the spec".

I still struggle between consistent and non-conformant, yet I don't really get the difference between the two.

upvoted 1 times

clementi 5 months, 3 weeks ago

Selected Answer: D

The answer seems the D because in the document is specified the use of user threads instead in the implementation is used the kernel mode thread. So the RPC is implemented not in accordance with the specification.

upvoted 2 times

elainexs 1 year ago

Selected Answer: D

Check document, it's D

upvoted 1 times

rkustagi 1 year, 3 months ago

Selected Answer: A

The solution is Conformant as RPC is the only deviation that may go through dispensation
upvoted 2 times

⊟ 👤 **SVGNR** 1 year, 3 months ago

https://pubs.opengroup.org/architecture/togaf8-doc/arch/chap24.html#tagfcjh_30
Based on the above specification -The correct answer is " Non Conformant"
upvoted 2 times

⊟ 👤 **zeti** 1 year, 4 months ago

Sholdn't it be A? Everything is compliant, except kernel mode threads instead of user mode threads. Thus, conformant.
upvoted 3 times

⊟ 👤 **tushmish** 1 year, 4 months ago

definition of Non-conformant
https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap42.html#tag_42_02
upvoted 2 times

⊟ 👤 **mrg998** 2 years, 1 month ago

Answer is D.
upvoted 3 times

⊟ 👤 **bitsmax** 2 years, 2 months ago

Architecture Compliance , Chap 24
upvoted 1 times

Scenario: Rollins Manufacturing -

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 MRPII 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 MRPII 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.

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 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.

D. The team should conduct a pilot project that will enable vendors on the short list to demonstrate potential solutions that will access the concerns of the stakeholders. Based on the findings of that pilot project, a complete set of requirements can be developed that will arrive the evolution of the architecture.

Correct Answer: *A*

Community vote distribution

A (100%)

⊟ 👤 **clementi** 5 months, 3 weeks ago

Selected Answer: A

The correct answer is A. B, C and D seem incorrect.

upvoted 1 times

⊟ 👤 **sroyc** 5 months, 3 weeks ago

Came in exam last week. Answer A selected. Got 100%

upvoted 1 times

⊟ 👤 **93madox** 6 months, 2 weeks ago

A - Business Scenarios for the Requirements and Vision - CORRECT

B - Phase A is too early for Vendors consideration (That would be Phase E or F) - INCORRECT

C - Phase A is not mentioning about creation of Baseline Architecture nor GAP Analisys (that is in later phases B,C,D) - INCORRECT
D - PILOT PROJECT - INCORRECT

upvoted 3 times

👤 **rkustagi** 1 year, 3 months ago

Selected Answer: A

Choice A is perfect @SVGNR has given good explanation

upvoted 1 times

👤 **SVGNR** 1 year, 3 months ago

Here is how you could decipher the right answer.
Option D is the distractor - There is no concept of Pilot /Test & Learn in TOGAF – So Wrong answer
Option C is incorrect - As per the scenario , They are not looking for different / multiple solutions per manufacturing plants. Hence this will not be a correct answer
Option B- This can be a possible answer . However here is the delineation that will help you
This could be an answer ...However in the scenario, it does not mention that they have selected a PRODUCT/Vendor of choice .So doesn't sound the most appropriate answer in the given context of the situation
The most appropriate answer would be A - Based on the scenario , The Architecture Vision/Phase A phase is where this context is unfolding . One of the key important aspect of building consensus on requirements is through Business Scenario Analysis

upvoted 2 times

👤 **Arvind_Kumar_Avinash** 1 year, 5 months ago

The correct answer is A. The clue is '...and clarifies the requirements for the architecture.'

upvoted 1 times

👤 **mrg998** 2 years, 1 month ago

Requirements for Architecture always = Business scenario so A.

upvoted 3 times

Scenario: Vittronics Ltd.

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 en 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 using a CRLO matrix. 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.

Correct Answer: *A*

Community vote distribution

A (100%)

⊟ 👤 **sameersoftyhcl** `Highly Voted 👍` 2 years, 1 month ago

I think A is the correct answer.
1. Should minimize the IMPACT to ongoing trial -> Implementation Factor & Deduction Matrix
2. The work will need to be done in STAGES and rolled out in geographical regions -> Architecture Definition Increments Table

12.3.9: Using the Consolidated Gaps, Solutions, and Dependencies matrix together with the Implementation Factor Assessment and Deduction matrix, logically group the various activities into work packages.

upvoted 9 times

---

tushmish 1 year, 3 months ago

all good, except 'Architecture Definition Increments Table' isn't part of Phase E, where the work packages get identified.

upvoted 1 times

PratsMic `Most Recent ⊘` 1 month, 4 weeks ago

A - Best
B - Missing Gap Analysis
C - misses Implementation Factor Assessment and Deduction Matrix that A has
D - Missing Gap Analysis

upvoted 1 times

93madox 5 months, 1 week ago

`Selected Answer: A`

I think it is A.
Question is asking about Identification of Work Packages, not the transition architectures by themselves.

That means we are in the 12.3.9 Indetify and Group Major Work Packages sections that says:

Using the Consolidated Gaps, Solutions, and Dependencies matrix together with the
Implementation Factor Assessment and Deduction matrix, logically group the various activities into work packages.
Indicate for every gap/activity whether the
solution should be oriented towards a new development, or be based on an existing product, and/or use a solution that can be purchased.

upvoted 1 times

---

clementi 5 months, 3 weeks ago

`Selected Answer: A`

The answer explains in detail the techniques to group the work packages and the transitions architectures

upvoted 1 times

---

rkustagi 1 year, 3 months ago

`Selected Answer: A`

Choice A is correct sameersoftyhcl has given good explanation

upvoted 1 times

---

scuzzy2010 1 year, 9 months ago

I think it's C. A is close but there's no requirement for Transition Architectures.

upvoted 1 times

---

scuzzy2010 1 year, 9 months ago

After reading the question again, I think answer is C. It does mention Transition Architectures - " identify the work packages that will be included in the Transition Architecture(s)".

upvoted 1 times

---

scuzzy2010 1 year, 9 months ago

I mean answer is 'A'!

upvoted 1 times

---

mrg998 2 years, 1 month ago

Its C, 24.2 says use it as a planning tool.

upvoted 2 times

Sixty 2 years, 4 months ago

C seems to fit better with the standard 24.2 "This matrix can be used as a planning tool when creating work packages. The identified dependencies will drive the creation of projects and migration planning in Phases E and F."

upvoted 3 times

---

sammy811 2 years, 5 months ago

Its C - pg 240

upvoted 3 times

---

mjdfreeiotcloud 2 years, 7 months ago

C for me is the correcte answers, just about work package and not "factors impacting "

upvoted 3 times

Worldwide Mobile is a mobile telecommunications company formed through a series of mergers and acquisitions. They are yet to fully integrate the customer service systems for the most recent acquisitions, and as result, customer service has been a major concern for the Chief Technology Officer.

Results for the last two quarters have shown that Average Revenue Per User (ARPU) and the customer retention (Churn) rate have fallen below the industry average. The Corporate Marketing group has published some new finding about customer satisfaction. The customers appear to be switching to Air Light, a competitor, because of superior customer service. WorldwideMobile actually has better coverage in nearly all markets than Air Light, and good roaming agreement that keep rates low for business travellers. But customer satisfaction has remained low.

The Business Strategy group and the Enterprise Architecture group have conducted a high-level project to develop the enterprise-wide strategic plan. They have developed a business scenario which contains a good conceptual model of what needs to be done and also identifies the key requirements. This was used in preparing the proposal presented to the Executive Council and the Corporate Board.

The planning for the program has been underway for several months. WorldwideMobile has selected TOGAF 9 as the basis for its Enterprise Architecture.

The Corporate Board has approved funding for a multi-million Euro conversion to transition to a packaged Customer Service System. It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation. The Executive

Council has stated that the program should define specific initiatives to enable each regional business units to create an implementation of the Customer Service

System. The implementation must meet the needs of the business unit and still provide the information needed to enable major improvements to the customer.

You are serving as the Lead Architect for the Performance and Integrity project of the Customer Service System program.

The project has been chartered to address the architecture(s) required to support the Customer Service System from an infrastructure perspective. At present time, the project team is conducting an architecture development project that is focused on the customer self service capability, which was defined as part of the earlier strategic planning activities. This capability will enable customers to access their accounts, pay bills, request account reviews, and provision services from any web-enabled device.

The project team has gathered information about the self-service capability, developed a business scenario, and used the results to define an Architecture Vision for achieving the capability.

You have been asked to recommend the course of action to complete the project.

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

A. In the remaining architecture definition phases, the project team should map out the capability in the Technology domain. In the Phases E and F, the capability should be broken down into a set of Solution Building Blocks that define the Target Architecture. Where possible, the Solution Building Blocks should be drawn from the Architecture Repository. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will conduct Compliance Assessments to ensure that the Target Architecture is properly implemented.

B. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information System and Technology domains. In the Phases E and F, the capability should be broken down into a set of increments that are sequenced into Transition Architectures that will lead to the realization of the Target Architecture. The resulting Solution Building Blocks will then provide the basis for the capability increment solutions. The complete Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conduction Compliance Assessments.

C. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information System and Technology domains. In the Phases E and F, the capability should be broken down into a set of increments that defines the Target Architecture. The Solution Building Blocks will provide the basis for the capability increment solutions. The complete Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.

D. The remaining architecture definition work should be focused on mapping out the technology and infrastructure capability in the Technology domain. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that will be implemented to realize the Target Architecture. The Solution Building Blocks will provide the basis for the completed Architecture Definition Document that will be submitted for approval. Upon approval, the implementation team will conduct Compliance Assessments to ensure that the self-service capability is compliant with the overall Enterprise Architecture.

Correct Answer: *B*

Community vote distribution

TOM1000 `Highly Voted 👍` 2 years, 2 months ago

B is the correct answer.

upvoted 8 times

> **scuzzy2010** 1 year, 9 months ago
>
> I think it's B too. Question mentions that the Architecture Vision as been done, hence next step would be the Business, Information and Technology steps. Also, Transition Architectures would be required as it's a 5 year project but there are some things which can be implemented before then (for customer self service)
>
> upvoted 1 times

PratsMic `Most Recent ⏱` 1 month, 4 weeks ago

A & D does not address this "The Executive Council has stated that the program should define specific initiatives to enable each regional business unit to create an implementation of the Customer Service System. The implementation must meet the needs of the business unit and still provide the information needed to enable major improvements to the customer."

between B & C
B - Better
puts it rightly "the capability should be broken down into a set of increments that are sequenced into Transition Architectures that will lead to the realization of the Target Architecture. "

C - Not better than B
put it as "the capability should be broken down into a set of increments that defines the Target Architecture. "

upvoted 1 times

hou0220 3 months, 3 weeks ago

`Selected Answer: B`

Go for B mainly because B is the only answer involve Transition Architecture which address "It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation."

upvoted 1 times

JKLExTop 5 months, 2 weeks ago

`Selected Answer: B`

You just finished the "Architecture Vision", or phase A. The next logical step is Phase B, C, D , which makes B the correct answer

upvoted 1 times

Prasadvd 1 year, 1 month ago

B IS the correct answer as it provides a way solution building blocks as well as transition architectures to to realize the program over the 5 yrs time. D does not provide a way to realize the target state over time

upvoted 2 times

qinghe 1 year, 10 months ago

B is too general for me, D mentions all the concerns to be addressed

upvoted 1 times

LunchTime 2 years, 1 month ago

D is the correct answer.
Even though we are responsible for the technology domain, the biz and IS domains must be done first. That means answer A and D are not correct. B references doing transition architectures and C does not. As such, B is the correct answer.

upvoted 3 times

> **elainexs** 1 year ago
>
> Implementation team cannot conduct compliance assessment. D is incorrect.
>
> upvoted 4 times

susridey 2 years, 1 month ago

The project has been chartered to address the architecture(s) required to support the Customer Service System from an infrastructure perspective.
--> From an infra perspective means only Technology architecture needs to be considered - thus D is the right answer

upvoted 1 times

sushmapatil 2 years, 6 months ago

D is the answer

upvoted 2 times

mjdfreeiotcloud 2 years, 7 months ago

28.4 Capabilities in an Enterprise Architecture Context

upvoted 2 times

Scenario: AGEX Inc.

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.

As part of the process for establishing the Enterprise Architecture department, you have decided to create a set of principles to guide the activities.

You have been asked to recommend the best approach for this work.

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

A. You define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter. You publish the principles on the corporate intranet to ensure widespread acceptance and compliance. You then schedule regular periodic Compliance Assessments with individual business units to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.

B. You gather information from credible industry sources in the commodities business. Based on that, you assess current trends and apply that to defining a set of principles that embody best practices. You select architecture principles that do not conflict with each other and that should be stable. You ensure that all the principles are realistic and avoid including principles that are obvious.

C. You examine the mission statements for AGEX and each of its businesses, together with the corporate value statements. Based on that, you define a set of principles and review with the CIO. When developing the principles you ensure that they actively promote the alignment of IT with the business strategies and initiatives of AGEX. You then seek the endorsement of the CIO and senior management.

D. You examine the mission statements for AGEX and each of its businesses, together with the corporate value statements. Based on that, you work with the Architecture Review Board to define the principles. When developing the principles you ensure that they actively promote the alignment of IT with the AGEX business strategies. You then run a series of reviews with all the relevant stakeholders, including senior management, ensuring their support.

Correct Answer: *D*

Community vote distribution

D (100%)

⊟ 👤 **sameersoftyhcl** `Highly Voted 👍` 2 years, 1 month ago

20.4: Architecture Principles are typically developed by the Enterprise Architects, in conjunction with the key stakeholders, and are approved by the Architecture Board.

upvoted 8 times

⊟ 👤 **miche_s87** `Most Recent ⊘` 3 months, 2 weeks ago

`Selected Answer: D`

as stated in the comments below I go with D as well.

upvoted 1 times

⊟ 👤 **rkustagi** 1 year, 3 months ago

20.4 Developing Architecture Principles
Architecture Principles are typically developed by the Enterprise Architects, in conjunction with
the key stakeholders, and are approved by the Architecture Board.
Architecture Principles will be informed by principles at the enterprise level, if they exist.
Architecture Principles must be clearly traceable and clearly articulated to guide decisionmaking.
They are chosen so as to ensure alignment of the architecture and implementation of the
Target Architecture with business strategies and visions.
upvoted 2 times

Nicholas_The_King_Kong 1 year, 4 months ago
I think the key points here that lead to choice D is that the members of the review board are cross functional, and they are considered as key stakeholders
upvoted 1 times

TOM1000 2 years, 2 months ago
I would say B is correct.
upvoted 1 times

mrg998 2 years, 1 month ago
Incorrect, it's definitely D. Architecture principles are designed with the board.
upvoted 4 times

Scenario:

Your role is consultant to the Lead Architect within a company that manufactures a variety of small electromechanical devices. The company is organized as independent operational divisions.

The company has a mature Enterprise Architecture practice and uses TOGAF standard 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.

The implementation process is estimated to take four years. Because of the risks posed by the complexity of the current environment, a phased approach is needed to implement the target architectures. The implementation and Migration Plan v0 1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete.

You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

Based on TOGAF standard, 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. 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, considering 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.

Correct Answer: *B*

Community vote distribution

B (100%)

☐ 👤 **Divya07** `Highly Voted 👍` 2 years, 9 months ago

B is correct Read the steps for Phase F,

upvoted 13 times

☐ 👤 **Divya07** `Highly Voted 👍` 2 years, 9 months ago

B is correct Read the steps for Phase F,

upvoted 7 times

☐ 👤 **PratsMic** `Most Recent ⊙` 1 month, 4 weeks ago

so you have initial implementation plan and you need final implementation plan and the whole initiative is going to take 5 years - wont you pick D ???- You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycle.

upvoted 1 times

☐ 👤 **hou0220** 3 months, 3 weeks ago

Both A and B did not fully address the concerns.

Option A missing coordination with other management frameworks to address "the

company has a number of management frameworks in use.."

Option B missing transition architectures to address "a phased approach is needed to implement the target architectures"

I don't know which to choose!!

upvoted 2 times

😑 **clementi** 5 months, 3 weeks ago

Selected Answer: B

In my opinion B is more correct but also A is correct. Maybe with B you get 5 points and with A 3 points.

upvoted 2 times

😑 **rkustagi** 1 year, 3 months ago

Selected Answer: B

Follows Phase F steps

upvoted 1 times

😑 **dassourav8903** 1 year, 6 months ago

Selected Answer: B

B is correct

upvoted 2 times

😑 **OPENSOFT** 1 year, 9 months ago

They say : "The implementation and Migration Plan v0.1, the draft Architecture Roadmap", version 0.1 of Implementation and Migration Plan, so you are in Phase E. Next is the first step of phase F. : "Confirm management framework interactions...". Answer B. is correct

upvoted 2 times

😑 **faizy3** 2 years, 2 months ago

B looks good based on steps of phase F in the togaf doc

upvoted 2 times

😑 **pankaj3284** 2 years, 4 months ago

Correct Answer is B , for sure Page 148 The focus of Phase F is the creation of an Implementation and Migration Plan in co-operation with the project and portfolio managers.

upvoted 2 times

😑 **pankaj3284** 2 years, 4 months ago

B is Correct

upvoted 2 times

😑 **venksfc** 2 years, 10 months ago

A is correct due to BTRA

upvoted 1 times

   😑 **lorik75** 7 months, 3 weeks ago

   In My Opinion, BTRA is not important, because the risks were already handled. The next point, why not A - Lessons learnt should be the last step. B ist the best choice.

   upvoted 2 times

Scenario:

You are serving as the Lead Architect for the enterprise architecture team at 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. The decision has been made 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.

TOGAF 9 Is used for internal Enterprise Architecture activities, with an iterative approach for executing Architecture Development Method (ADM) projects.

At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch.

The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems.

The architect-re development project has put in place Its Architecture Capability for this project and has started a number of iteration cycles to develop the

Architecture. Some tasks to address concerns related to the Business Architecture have been completed. The next immediate task is to address the Information

Systems Architectures.

The Information Systems Architectures must address stakeholder concerns such as:

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

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

3. What data will need to be shared?

[Note: You may need to refer to TOGAF 9 Chapter 35 in order to answer this question.]

You have been asked to identify the most appropriate catalogs, matrices, and diagrams for this situation.

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

A. in the early iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture using a Data Entity/Data Component catalog. In the later Iterations of the Architecture Definition, you would describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix.

B. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.

C. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a Data Entity/Business Function matrix and a System/Data matrix. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.

D. In the early iterations of Architecture development, you would describe the Baseline Application Architecture with a Technology Portfolio catalog, and describe the Baseline Data Architecture with a Data diagram. In the later iterations of Architecture development, you would describe the Target Application Architecture with a System/Technology matrix, and describe the Target Data Architecture with a Data Dissemination diagram.

Correct Answer: *C*

Community vote distribution

C (100%)

👤 **qinghe** `Highly Voted 👍` 1 year, 10 months ago

C is correct for me, as the User/Application Location diagram does not make sense in the scenario

upvoted 10 times

👤 **JKLExTop** `Most Recent ⊘` 5 months, 2 weeks ago

`Selected Answer: C`

"The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems." Meaning TARGET first

"Data Entity/Business Function matrix" makes C the correct answer

upvoted 1 times

lorik75 7 months, 3 weeks ago

my approach. Firstly the decision based on - develop from the scratch - Target Architecture first. So you have eliminated A and D. Then you need to compare B and C. All diagram names are OK, but in B there is User/Application Location diagram. There was no question (who?) because of that Location and User are irrelevant. Also: C ist the right answer.

upvoted 3 times

Prasadvd 1 year, 1 month ago

I agree with the target first approach given the statement "The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems". I have a question though, why would you then go and create a baseline architecture? Does the new target architecture become the baseline?

upvoted 1 times

Prasadvd 1 year, 1 month ago

Never mind my question, I got my answer: 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

upvoted 1 times

rkustagi 1 year, 3 months ago

Selected Answer: C

CIO is not concerned about retaining the existing platform, This is Target first as they have decided to use COTS Choice C is correct

upvoted 1 times

mrg998 2 years, 1 month ago

Its going to be B or C. Target first which means one of them 2.
I rule B out because it has user location diagram which is useless as per requirements. C is correct.

upvoted 1 times

youthanasia 2 years, 4 months ago

A is the answer for me. Point 1 and 2 require a system function matrix, and Point 3 would be completed in the data matrix. Also, baseline before target in most scenarios.

upvoted 1 times

youthanasia 2 years, 3 months ago

Answer B. I change my mind today.

Point 1 and 2 require a system function matrix, and Point 3 would be completed in the data matrix. These points are still satisfied.

As we are using COTS, I would go Target before Baseline as we have a high level overview of the target infrastructure.

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

upvoted 2 times

Scenario:

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

To achieve full integration of their research capabilities with their development centers located in various climate zones, the company wants to develop strong self- directed teams in each location. It also wants to define new business models that are profitable while reducing their impact on the environment. The management team is deeply committed to ensuring that the company is a world leader in socially responsible seed development with a business strategy that focuses on profitability through environmentally friendly operating processes.

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

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

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

You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of the Governing Board, legal staff, auditors and the research organization.

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

A. You recommend that each project architecture activity is developed using a consistent modeling approach that is uniform across all architecture 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 addressed.

B. You recommend that a special report be created for those groups that have sufficient power and level of interest. This report should summarize the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders1 requirements.

C. You recommend that a set of models be created for each project architecture that can be used to ensure that the system will be compliant with the local regulations. Stakeholders should then view the models to verify that their concerns have been properly addressed.

D. You recommend that a stakeholder map be developed. This will allow the architects to define groups of stakeholders that share common concerns. A set of views should be defined to address the concerns for each group of stakeholders. Architecture models should then be created for each view to address the stakeholders' concerns.

Correct Answer: *D*

Community vote distribution

D (100%)

⊟ 👤 **Prince_C** `Highly Voted 👍` 2 years, 11 months ago

Answer is D because of the Stakeholder Map, an essential item to deal with all the relevant stakeholders

upvoted 13 times

⊟ 👤 **Prince_C** `Highly Voted 👍` 2 years, 11 months ago

Answer is D

upvoted 8 times

⊟ 👤 **JKLExTop** `Most Recent ⊘` 5 months, 2 weeks ago

`Selected Answer: D`

Too many stakeholder concerns. Only a map can address it. D is the correct answer

upvoted 1 times

⊟ 👤 **lorik75** 7 months, 3 weeks ago

Each location has own special rules. we should consider all the locations possible to violate:
A - incorrect - because fixed set of views ist not enough
B - incorrect - only Stakeholder with the POWER
C - second best choise, but in my opinion, i can develop set of views fist, when I can the all regulations...so I need to identify them
D - the best one: I identify and then develop the views...

upvoted 1 times

☐ 👤 **rkustagi** 1 year, 3 months ago

The answer is D. Stakeholder Map, is an essential tool to understand relevant stakeholders and their influence

upvoted 1 times

☐ 👤 **rkustagi** 1 year, 3 months ago

The answer is D. Stakeholder Map, is an essential tool to understand relevant stakeholders and their influence

upvoted 1 times

☐ 👤 **Edgarrt** 1 year, 5 months ago

I think is D, but same casi is in Question 8 but in that case ans is C. I am a little confused

upvoted 1 times

☐ 👤 **qinghe** 1 year, 10 months ago

I think answer is D, but funny thing is I have see the same question has been in the list with Answer C

upvoted 2 times

☐ 👤 **LunchTime** 2 years ago

The correct answer is "C".
As youthanasia states correctly, the answer has to be a target first approach since they are using a COTS package and the CIO is not concerned about preserving the existing systems (see section 18.4 of the TOGAF 9.2 spec "Approaches to Architecture Development").
Therefore, the answer has to be either B or C.
Both answers are reasonable, but what makes C the best, and hence correct answer, is the statement in section 12.3.3 of the 9.2 spec "A recommended technique for determining the dependencies is to use sets of views such as the Business Interaction matrix, the Data Entity/Business Function matrix, and the Application/Function matrix to completely relate elements from different architectural domains."
Answer B includes the "Data Entity/Business Function matrix" which answer B does not. As such, answer C better addresses the stakeholder concern "What non-procurement applications will need to be integrated with any new procurement applications?"

upvoted 1 times

☐ 👤 **HD15** 2 years, 3 months ago

I feel Ans should be C.

upvoted 1 times

☐ 👤 **senthilkumars** 2 years, 4 months ago

Answer C: This ensures local regulations then comes to Stakeholder concerns

upvoted 1 times

☐ 👤 **LunchTime** 2 years, 1 month ago

Local regulations are a stakeholders concern. Answer is D.

upvoted 2 times

☐ 👤 **LunchTime** 2 years, 1 month ago

Also, viewing the models to determine if they address the concerns is not the approach. The approach is the other way around.

upvoted 1 times

☐ 👤 **tomvik** 3 years, 1 month ago

Ans is C

upvoted 1 times

Scenario:

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 molded fiber-reinforced plastics. However, recent improvements in composite materials, coupled with enhanced automated methods for precision application of materials during the molding process, have led to significant reduction in weight, increase in strength, and 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.

Correct Answer: *A*

Community vote distribution

A (100%)

👤 **Krishna4u** [Highly Voted 👍] 2 years, 10 months ago

Hi Victor, A seems correct, in the question, it was already mentioned that there are different contracts for each locations.

upvoted 9 times

👤 **PratsMic** [Most Recent ⊙] 2 months ago

A - Right
B - Wrong - Arch Contracts exists why create?
C - Wrong - Arch Contracts exists why create?
D - Wrong - if deviation is detected without discussion you are modifying contract

upvoted 1 times

👤 **Sumit2107** 4 months, 2 weeks ago

Selected Answer: A

B and C are incorrect as they are mentioning "You create Architecture Contracts" while the contracts are already created.
Also, D mentions submitting a new Request of Work, which is not needed here, as this can be done by using the Iteration Cycle ADM technique. So A looks to be correct.

upvoted 1 times

👤 **Watad** 5 months, 1 week ago

Selected Answer: A

Answer is A

upvoted 1 times

👤 **lorik75** 7 months, 3 weeks ago

A: Best one: Internal governance - there is lesser problem with losing the secrets
B: is OK, but external - Problem with the "certain trade secrets must be closely guarded"
C : if a deviation from the Architecture Contract is detected,the Architecture Board grant a dispensation to allow (doesn't matter what, it will be granted)
D : We don't need need Architecture definition. Dispansation is enough

upvoted 1 times

👤 **aurzau** 10 months, 3 weeks ago

Answer is A. I got 100% and this was one of my questions.

upvoted 1 times

👤 **rkustagi** 1 year, 3 months ago

Selected Answer: A

Choice A is best as the Architecture contract is developed already B & C are not correct. D is distractor

upvoted 1 times

👤 **SVGNR** 1 year, 3 months ago

Architecture Contract covers internal Organizations also and TOGAF specification does not mention MoU anywhere . See
https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap43.html
Read the following part
"At the beginning of Phase G (Implementation Governance), between the architecture function and the function responsible for implementing the Enterprise Architecture defined in the preceding ADM phases; typically, this will be either the in-house systems development function, or a major contractor to whom the work is outsourced"
So the correct answer is A and not B as some may think

upvoted 1 times

👤 **rumnet** 1 year, 8 months ago

Answer is A. there is another version of this scenario where the contracts have not yet been developed. In that other case, the answer is the same but begins with "you create a contract" . in this case, the contracts are already done, so its exactly the same ending, just starting with "you REVIEW the contracts". :)

upvoted 2 times

👤 **tushmish** 1 year, 4 months ago

Good catch. The only thing I am not sure of is - Architecture Contract for 'each location'.

upvoted 1 times

👤 **pankaj3284** 2 years, 4 months ago

Answer is A as there is no term like Memorandom of Understanding in TOGAF ,so must be A

upvoted 4 times

👤 **Divya07** 2 years, 9 months ago

B is correct. EA does not schedule Reviews.

upvoted 2 times

👤 **sameersoftyhcl** 2 years, 1 month ago

Architecture Contracts are already developed, so EA does not have to create it again. I think A is correct.

upvoted 1 times

👤 **Victor6510** 2 years, 11 months ago

Sponsor's concern is to have a uniform process, while answer A is assuming different contracts which doesn't address stakeholder's concern.

upvoted 2 times

Scenario:

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.

In the Preliminary Phase you need to define suitable policies and ensure that the company has the appropriate capability to address the concerns of the Corporate

Board.

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.

Correct Answer: *C*

Community vote distribution

C (67%)	B (22%)	11%
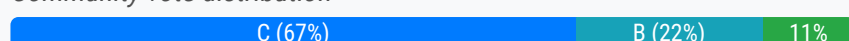
⊟ 👤 **Prince_C** [Highly Voted 👍] 2 years, 11 months ago

Ans is B

upvoted 10 times

⊟ 👤 **rbaggio** 2 years, 6 months ago

Cannot be B. Enterprise Architects do not update current security policy.

upvoted 3 times

Allocation of resource is not part of Architecture team. so B and D is not relevant here. now have A and C both can be potential to good answer. the reason I chose C is since company is worried about the security impact so it also needs to train this employee on the new principles . Hence D is correct.

upvoted 2 times

☐ 👤 **Qman2022** 7 months, 2 weeks ago

I mean C is correct

upvoted 1 times

☐ 👤 **mericov** 11 months, 2 weeks ago

Selected Answer: C

- Update Security Policy based on regulatory and security policy requirements and communicate across the organization
- Define and establish Enterprise Architecture team and organization: "agreement with the security architects defining their role within the ongoing architecture project"

upvoted 1 times

☐ 👤 **rkustagi** 1 year, 3 months ago

Selected Answer: C

C is best answer

upvoted 2 times

☐ 👤 **Edgarrt** 1 year, 5 months ago

Selected Answer: D

Must be D, we are in preliminary phase so there arent business goals

upvoted 1 times

☐ 👤 **Edgarrt** 1 year, 5 months ago

i mean must be C. sorry

upvoted 1 times

☐ 👤 **rumnet** 1 year, 8 months ago

this is another version of a similar question , but with the difference that the company already has a team of security architects. the answer should still be B because the EA will still need to allocate a security architect. the allocation just comes from an internal resource. Nothing changes.

upvoted 2 times

☐ 👤 **LunchTime** 2 years, 1 month ago

B is correct.
A is incorrect as security needs to be built into each domain.
B is correct. Rbaggio seems caught up in "Enterprise Architectures do not update current security policy". The spec makes no mention of an EA not doing this.
C is incorrect as it only addresses security in the Information System phase (data and applications).
D is incorrect as security should not be a separate project.

upvoted 4 times

☐ 👤 **Edgarrt** 1 year, 5 months ago

The concern is about an application and customer data so i think is valid to focus on phase C

upvoted 2 times

☐ 👤 **mrg998** 2 years, 1 month ago

The answer is C, security policy needs to be communicated with the entire org.

upvoted 2 times

☐ 👤 **HD15** 2 years, 3 months ago

If the security architect team is already allocated, why do we need to allocate again.. that will filter down the answers.

upvoted 3 times

☐ 👤 **Victor6510** 2 years, 11 months ago

Ans B should be more correct as it includes the architecture principles which is a key activity in Preliminary phase

upvoted 3 times

☐ 👤 **Divya07** 2 years, 9 months ago

Architecture principles are created in line with Business strategy and goals and not vis versa

upvoted 1 times

☐ 👤 **rbaggio** 2 years, 6 months ago

Cannot be B. Enterprise Architects do not update current security policy.

upvoted 4 times

☐ 👤 **Bhendi1** 2 years, 5 months ago

....

upvoted 1 times

Scenario:

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.

Correct Answer: *D*

Community vote distribution

A (60%)	D (40%)
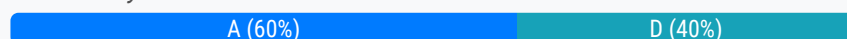
⊟ 👤 **chandank** `Highly Voted 👍` 3 years ago

Answer: A.
Architectural Definition of Bounded Change Initiatives

Architecture Development
(Target First)

Transition Planning

Focus on elaborating the target to meet a previously defined and agreed vision, scope, or set of constraints. Use the target as a basis for analysis to avoid perpetuation of baseline, sub-optimal architectures.

upvoted 20 times

⊟ 👤 **Divya07** `Highly Voted 👍` 2 years, 9 months ago

it should be A check out https://pubs.opengroup.org/architecture/togaf92-doc/m/chap18.html - section 18.4 for Togaf 9.2

upvoted 9 times

⊟ 👤 **Red8aron** `Most Recent ⊘` 1 month ago

In the TOGAF Architecture Development Method (ADM), the target architecture is developed before the implementation or transition planning. The target architecture represents the desired future state of the organization's architecture and is based on the business requirements, goals, and objectives identified during the architecture development process.

upvoted 1 times

👤 **anotherstori** 1 month ago

Answer should be C. What the external firm did is akin to the Architecture Vision phase. Now, B-D are needed. Answer A says so too but doesn't elaborate.

upvoted 2 times

👤 **aurzau** 10 months, 3 weeks ago

Answer is A. I got 100% and this was one of my questions.

upvoted 5 times

👤 **khaled890** 1 year, 1 month ago

Selected Answer: A

it's Nabil that say it :)

upvoted 1 times

👤 **Prasadvd** 1 year, 1 month ago

Selected Answer: A

A makes most sense as this satisfies Bounded initiative with a target first approach as well provides for transition palnning across the business units

upvoted 1 times

👤 **Kmkmk12** 1 year, 1 month ago

Answer should be A - We start with the Target Architecture

upvoted 1 times

👤 **rkustagi** 1 year, 3 months ago

Selected Answer: D

The answer is D. This deals with current capability and transition architectures that eventually move organisation to Target architecture

upvoted 2 times

> 👤 **BNSRK** 9 months ago
>
> "This will identify retirements " this disqualifies D. Given scenario states "This recently completed with approval of a strategic architecture encompassing the entire firm, including detailed requirements and recommendations"
>
> upvoted 1 times
>
> > 👤 **BNSRK** 9 months ago
> >
> > B also says about identify requirements.
> >
> > upvoted 1 times

👤 **OPENSOFT** 1 year, 9 months ago

Why can't be B? Beteween A. and B. I dont understand why can't be B.

upvoted 2 times

👤 **sameersoftyhcl** 2 years, 1 month ago

I think D is the right answer because: Bounded Change Initiative is only applicable as below:
[Focus on elaborating the target to meet a previously defined and agreed vision, scope, or set of constraints. Use the target as a basis for analysis to avoid perpetuation of baseline, suboptimal architectures.]

But in this case, the Org has already decided to use Packaged APPLICATION INTEGRATION suite. So we need to start with baseline Technology Architecture.

upvoted 2 times

> 👤 **93madox** 5 months, 1 week ago
>
> TOGAF prefers TopDown appraoch - Target first then baseline.
> Baseline first would only be present if there is no Baseline at all AND solution that is in mind is not packed Off-The-Shelf product. In all other cases Target comes first.
>
> upvoted 1 times

👤 **mrg998** 2 years, 1 month ago

Answer is A. A friend got this in the exam, answered A and got 100%.

upvoted 3 times

👤 **Prince_C** 2 years, 11 months ago

Answer is A

upvoted 4 times

👤 **gomzee123** 3 years ago

Answer should be C. Business Stratergy is still reviewed.

upvoted 2 times

tomvik 3 years, 1 month ago

Ans should be C , We focus on Target Architecture but need to through with all ADM phases to gather requirement for each architecture domain.

upvoted 4 times

93madox 5 months, 3 weeks ago

Because B to D is not an iteration. Going only from B-D doesnt touch SBBs, nor Transition. Here we have packed solution that is already selected.

upvoted 2 times

Sankar88 3 years, 1 month ago

It should have been A, because old systems are acquired ones and when new common system for entire enterprise is adopted, why do we want to care about baseline first architecture approach ?

upvoted 4 times

Scenario:

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 prog-am 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.

Correct Answer: *C*

Community vote distribution

C (67%)	A (33%)

👤 **mrg998** `Highly Voted 👍` 2 years, 1 month ago

Answer C, only one that measures risk.

upvoted 6 times

👤 **Red8aron** `Most Recent ⊘` 1 month ago

`Selected Answer: A`

Option C mentions the Business Transformation Readiness Assessment technique, which is useful for identifying risks and improvement actions, but it does not address the need to consolidate gap analysis results and determine Transition Architectures.

upvoted 1 times

👤 **kaishiden** 3 months, 4 weeks ago

`Selected Answer: A`

Should be A. "The EA team should assess the readiness of the organization to undergo change" -> This is the same as Business Transformation Readiness Assessment. Assessing risk is part of it. Plus, there's a mention of Review and Consolidate Gap Analysis Results from Phases B to D in A.

upvoted 2 times

Scenario:

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.

[Note: You should assume that the company has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.]

One of the earliest initiatives in the Enterprise Architecture program was the definition of a set of architecture principles. These now need to be updated to address the concerns raised.

You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution.

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

A. Common-use Applications, Control Technical Diversity, Ease of Use, Interoperability, Data is Shared, Data is Accessible, Data Security

B. Business Continuity, Common-use Applications, Maximize Benefit to the Enterprise, Data is Shared, Data is Accessible, Data Security

C. Technology Independence, Data Trustee, Information Management is Everybody's Business, IT Responsibility, Responsive Change Management

D. Service-orientation, Responsive Change Management, Business Continuity, Data is Accessible, Data Security

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Correct Answer: *B*

Community vote distribution

B (100%)
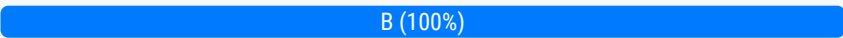
☐ 👤 **0xE8D4A51000** 7 months, 3 weeks ago

Selected Answer: B

Why are the questions repeated in this DB?

upvoted 1 times

☐ 👤 **lorik75** 7 months, 3 weeks ago

B: Business continuity = reliability, Data shared, Data Access and Data Security = Security; Reduce IT stuff = Maximize Benefit; One App for all = Common-Application

upvoted 2 times

☐ 👤 **rkustagi** 1 year, 3 months ago

Selected Answer: B

business continuity, Data security, Maximize Benefit makes Option B best answer

upvoted 3 times

☐ 👤 **aameerak** 1 year, 8 months ago

business continuity is the one which provides the reliability which is one of the concerns

upvoted 2 times

☐ 👤 **dave256** 1 year, 11 months ago

Can someone explain why business continuity fits the case here ?

upvoted 2 times

⊟ 👤 **scuzzy2010** 1 year, 9 months ago

Because systems are remotely managed from a central location, there need to be a business continuity plans in place if the central location is unavailable
, e.g. due to natural disaster

upvoted 2 times

⊟ 👤 **sanjepau** 2 years ago

B is the correct answer, as it talks about the common system, benefits of the enterprise, and also data security (concern of the stakeholder).

upvoted 3 times

Scenario:

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 pint 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 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.

Correct Answer: *C*

Community vote distribution

C (100%)

☐ 👤 **Prince_C** `Highly Voted 👍` 2 years, 11 months ago

Answer C is right BTRA is done in phase A which covers the risk assessment

upvoted 12 times

☐ 👤 **chandank** `Highly Voted 👍` 3 years ago

BTRA is first done in phase A

upvoted 6 times

☐ 👤 **93madox** `Most Recent ⊙` 5 months, 1 week ago

`Selected Answer: C`

BTRA - for risks.

Potential candidate would be D - as per the phase and what should happen in it, but Business Scenarios are for requirements.

upvoted 1 times

☐ 👤 **93madox** 5 months, 1 week ago

Furthermore - question is asking about adoption to the proposed architecture.
upvoted 1 times

👤 **rkustagi** 1 year, 3 months ago

Selected Answer: C

Business Transformation Readiness Assessment makes choice C best one
upvoted 2 times

👤 **Edgarrt** 1 year, 5 months ago

Selected Answer: C

Enterprise Architecture is a major endeavor within an organization and most often an innovative Architecture Vision (Phase A) and supporting Architecture Definition (Phases B to D) will entail considerable change.
upvoted 1 times

👤 **LunchTime** 2 years ago

C is the correct answer.
A: Incorrect. This is done in phase A and not phase B.
B: Incorrect: The "Implementation Factor Assessment and Deduction Matrix" is used in phase E / F and not phase B.
C: Correct. This is what the BTRA is meant for.
D: Incorrect: A business scenario is used to validate, elaborate and /or change the premise behind an architecture effort by understanding and documenting the key elements of a business Scenario. So yes, it generates the requirements. However, there may be risks which are NOT associated with the requirements – i.e., risks from the organizational structure, lack of resource commitment, etc. As such, answer C, and the BTRA is a better answer.
upvoted 4 times

👤 **mrg998** 2 years, 1 month ago

You are assessing risk, only option that does this is C.
upvoted 1 times

👤 **pankaj3284** 2 years, 4 months ago

right answer is C , BTRA is done in phase A first
upvoted 2 times

👤 **pankaj3284** 2 years, 4 months ago

Answer is C , Transformation readiness first done in Phase A
upvoted 2 times

👤 **tomvik** 3 years, 1 month ago

Answer should be D , Business Transformation readiness assessment technique is Initiated in Phase E, Completed in Phase F and monitored in Phase G
upvoted 1 times

👤 **93madox** 5 months, 1 week ago

Phase E is using the results from BTRA, but the assessment needs to be carried in Phase A, hence C
upvoted 1 times

👤 **Sixty** 2 years, 4 months ago

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.
upvoted 3 times

Scenario:

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.

Correct Answer: *A*

Community vote distribution

A (100%)

☐ 👤 **rkustagi** 1 year, 3 months ago

Selected Answer: A

Event- driven --> process extension; single data center --> IS extension

upvoted 2 times

☐ 👤 **Edgarrt** 1 year, 5 months ago

Selected Answer: A

The process modeling extension is intended to allow detailed modeling of process flows by adding events, products, and controls to the metamodel

The infrastructure consolidation extension is 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

upvoted 4 times

sanjepau 2 years ago

Anser is A because Process extensions support events, and Infrastructure extension supports consolidation of applications

upvoted 3 times

mrg998 2 years, 1 month ago

Answer A, infra shows where IT assets are.

upvoted 2 times

sanjepau 2 years ago

Anser is A because Process extensions support events, and Infrastructure extension supports consolidation of applications

upvoted 3 times

mrg998 2 years, 1 month ago

Answer A, infra shows where IT assets are.

upvoted 2 times

Scenario:

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.

Correct Answer: *C*

Community vote distribution

C (100%)

☐ 👤 **Beavis_123** 🔵Highly Voted 👍 2 years ago

Q. clarifies the requirements for the architecture. '
A .Business scenario
C is correct

upvoted 5 times

☐ 👤 **PratsMic** 🔵Most Recent ⊘ 1 month, 2 weeks ago

C is the correct answer - Got a 100% in part 2 exam
https://medium.com/p/de0c9eede0c6

upvoted 1 times

☐ 👤 **rkustagi** 1 year, 3 months ago

business scenario technique provides detailed stakeholder concerns choice C is correct

upvoted 4 times

👤 **scuzzy2010** 1 year, 9 months ago

Answer is A. The question states " The Chief Engineer wants to know how these concerns can be addressed". A is the only answer that mentions addressing the concerns.

upvoted 2 times

👤 **scuzzy2010** 1 year, 9 months ago

After consideration, I agree with C. Stakeholder Analysis and Business Scenario techniques are used in the Architecture Vision stage.

upvoted 1 times

👤 **sanjepau** 2 years ago

The answer is A, as it talks about the techniques (Business Scenarios) used in the Vision phase to gather the requirement and understand stakeholders' concerns.

upvoted 2 times

👤 **mrg998** 2 years, 1 month ago

Phase A talks about business scenario technique (this is a business case), which helps you identified requirements

upvoted 2 times

Scenario: Glacier Ridge LLC -

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 en 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.

Correct Answer: *D*

Community vote distribution

B (67%)	A (33%)
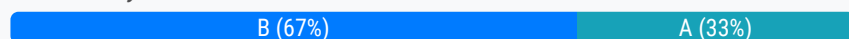
☐ 👤 **Divya07** `Highly Voted 👍` 2 years, 9 months ago

D is the distractor. it should be B as its more comprehensive. In any case When defining target Architecture u have to follow BDAT

upvoted 13 times

☐ 👤 **heysubhu** `Highly Voted 👍` 2 years, 9 months ago

B is the right answer

upvoted 10 times

☐ 👤 **hou0220** `Most Recent ⊘` 3 months, 3 weeks ago

`Selected Answer: B`

Answer is B.
The given scenario is about "Architectural Definition of Bounded Change Initiatives" engagement type. Hence, Architecture Development (Target First) then Transition Planning.

upvoted 1 times

☐ 👤 **Watad** 5 months, 1 week ago

`Selected Answer: A`

Duplicate with Question 19, which had the same answer but different ordering

upvoted 1 times

- **Watad** 5 months, 1 week ago

  Sorry, I meant B not A. since its repeated with Question #19

  upvoted 1 times

- **93madox** 5 months, 3 weeks ago

  I'll go with B - as Mature EA practice in TOGAF - means Baseline is already developed. Gap analysis is not named straightforward, but it mentions about inefficiencies from baseline

  upvoted 1 times

- **Qman2022** 7 months, 3 weeks ago

  in section 4.3 adapting ADM when the needs is for the "he business principles may dictate that the enterprise be prepared to adjust its business processes to meet the needs of a packaged solution, so that it can be implemented quickly to enable fast response to market changes. In such a case, the Business Architecture (or at least the completion of it) may well follow completion of the Information Systems Architecture or the Technology Architecture." in this case it would be more precise to use option A as an answer

  upvoted 1 times

- **mericov** 12 months ago

  Selected Answer: B

  Classes of Architecture Engagement: Architecture: Development (Target First) Transition Planning -> Focus on elaborating the target to meet a previously defined and agreed vision, scope, or set of constraints. Use the target as a basis for analysis to avoid perpetuation of baseline, suboptimal architectures.

  upvoted 1 times

- **tushmish** 1 year, 5 months ago

  Duplicate of Q#19

  upvoted 1 times

  - **tushmish** 1 year, 3 months ago

    and the answers of 19 and 25 are different :)

    upvoted 1 times

- **sweetsugarrr** 1 year, 9 months ago

  +1 for D

  Cannot be B as it states "target architecture is defined first, followed by transition planning" without Baseline, without Gap Analysis...

  upvoted 1 times

- **sanjepau** 2 years ago

  The answer is B, as the strategic change initiative is already approved. So the next step would be to define the target architecture by getting into the Business, Data, Info, and Tech architecture phases.

  upvoted 1 times

- **sameersoftyhcl** 2 years, 1 month ago

  I think D is the correct answer.

  Reason 1 : The question says "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 " -> That means team first need to understand the strategic change parameters of business strategy. (6.3.2: Creating Architecture Vision) .

  Reason 2: 6.3.2 Identify Stakeholders, Concerns, and Business Requirements

  Reason 3: 6.3.3: Confirm and Elaborate Business Goals, Business Drivers, and Constraints

  upvoted 1 times

- **mrg998** 2 years, 1 month ago

  D is wrong. Answer is B, target first which leaves A and B. A would duplicate work already done by someone else (business architecture) so answer has to be B.

  upvoted 2 times

- **N9Pilot** 2 years, 4 months ago

  B is correct answer

  upvoted 3 times

- **Sixty** 2 years, 4 months ago

  Is this not another bounded change (18.3) as the vision for an enterprise solution has been agreed. In which case B seems to follow the iteration cycles off Target First Architecture and Transition Planning.

  upvoted 3 times

- **venksfc** 2 years, 10 months ago

  A is the right answer, as it shows the next steps

  upvoted 5 times

Scenario: Summer Seeds BV -

Summer Seeds BV is an international agricultural company exporting bulbs, flowers and seeds worldwide. It 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, the company wants to develop strong self directed teams in each location. It also wants to define new business models that are profitable while reducing their impact on the environment. The management 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. Summer Seed's 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 information 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.

You have been appointed as the Lead Consultant. 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. 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 addressed,

C. A stakeholder map should be developed that allows the architects to define groups of stakeholders sharing common concerns. A set of views should then be defined that addresses the concerns for each group- Architecture models can then be created for each view to address the stakeholders' concerns.

D. 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.

Correct Answer: *C*

Community vote distribution

C (67%)	A (33%)
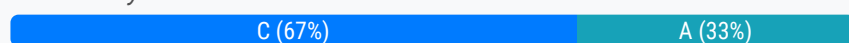
⊟ 👤 **Divya07** [Highly Voted 👍] 2 years, 9 months ago

Remember one View can address concerns of multiple stakeholders

upvoted 9 times

⊟ 👤 **mrg998** [Highly Voted 👍] 2 years, 1 month ago

A or C. C is 100% TOGAF approach so will go with that.

upvoted 5 times

⊟ 👤 **Aline_H** 1 year, 11 months ago

C is correct. also same question as nr 6 and 16

upvoted 3 times

⊟ 👤 **hou0220** [Most Recent ⊘] 3 months, 3 weeks ago

Selected Answer: C

Answer is C.
Stakeholder Map answer the request to addresses the needs of all these parties.

According to TOGAF 9.2 Standard Book - Architectual Artifacts Chap 31
"An architecture view will comprise selected parts of one of more architecture models, chosen so as to demonstrate to a particular stakeholder or group of stakeholders that their concerns are being adequately addressed in the design of the system architecture."

upvoted 1 times

⊟ 👤 **JKLExTop** 5 months, 2 weeks ago

Read the question: "addresses the needs of all these parties"

C is the only answer mention about the stakeholder map

upvoted 1 times

👤 **panterarosa** 11 months, 1 week ago

Cannot be C. You don't create architecture models out of views. You rather create architecture models as many as you need, then show the system built based on those architectures by way of views

upvoted 1 times

👤 **clementi** 5 months, 2 weeks ago

Maybe, "Architecture models can then be created for each view" means that we can create new architecture models to support the view.

upvoted 1 times

👤 **panterarosa** 11 months, 1 week ago

Cannot decide between A or B. Sounds like if corporate and auditors are to make a judgment on whether a proposed architecture is compliant, there should be a single way to model an architecture or just a handful. But not one per architecture.

upvoted 1 times

👤 **tomvik** 3 years, 1 month ago

Answer should be A

upvoted 4 times

Scenario:

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.

As part of the process for establishing the Enterprise Architecture department, you are developing a set of architecture principles to guide the activities. You need to specify the best approach for this work. Based on TOGAF 9, which of the following is the best answer?

A. You gather information from credible industry sources in the commodities business. Based on that, you assess current trends and apply that to defining a set of principles that embody best practices. You select architecture principles that do not conflict with each other and that should be stable. You ensure that all the principles are realistic and avoid including principles that are obvious.

B. You examine the mission statements for the company and each of its businesses, together with the corporate value statements. Based on that, you define a set of principles and review with the CIO. When developing the principles you ensure that they actively promote the alignment of IT with the business strategies and initiatives of the company. You then seek the endorsement of the CIO and senior management.

C. You define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter. You publish the principles on the corporate intranet to ensure widespread acceptance and compliance. You then schedule regular periodic Compliance Assessments with individual business units to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.

D. You examine the mission statements for the company and each of its businesses, together with the corporate value statements. Based on that, you work with the Architecture Board to define the principles. When developing the principles you ensure that they actively promote the alignment of IT with the corporate business strategies. You then hold a series of review meetings with all the relevant stakeholders, including senior management, ensuring their support.

Correct Answer: *D*

Community vote distribution

<div>D (100%)</div>

☐ 👤 **hou0220** 3 months, 3 weeks ago

> **Selected Answer: D**

Answer is D
TOGAF 9.2 Chap 20.4 - "Architecture Principles are typically developed by the Enterprise Architects, in conjunction with the key stakeholders, and are approved by the Architecture Board."

upvoted 1 times

☐ 👤 **Watad** 5 months, 1 week ago

> **Selected Answer: D**

Answer is D

upvoted 1 times

☐ 👤 **aurzau** 10 months, 3 weeks ago

Answer is D. I got 100% and this was one of my questions.

upvoted 3 times

　　☐ 👤 **amitloquacious** 7 months, 4 weeks ago

　　You mean this question comes as it is in your test paper?

　　upvoted 1 times

☐ 👤 **rkustagi** 1 year, 3 months ago

> **Selected Answer: D**

Choice D is correct
Developing Architecture Principles

Architecture Principles are typically developed by the Enterprise Architects, in conjunction with the key stakeholders, and are approved by the Architecture Board.
Architecture Principles will be informed by principles at the enterprise level if they exist.
Architecture Principles must be clearly traceable and clearly articulated to guide decision-making. They are chosen so as to ensure alignment of the architecture and implementation of the Target Architecture with business strategies and visions

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Scenario: Sollace Manufacturing -

Sollace 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 planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

Sollace Manufacturing 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 Sollace

Manufacturing Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9. At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation. The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their planning and production scheduling from a central system located in Cleveland. The Chief Engineer wants to know how these concerns can be addressed. You are serving as the Lead Enterprise Architect for the Common ERP Deployment architecture project. One of the earliest initiatives in the Enterprise

Architecture program at Sollace Manufacturing was the definition of a set of IT principles and architecture principles that are well aligned with the overall enterprise principles. These now need to be updated to address the concerns raised.

You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution. [Note: You should assume that Sollace

Manufacturing has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.] Based on TOGAF 9, which of the following is the best answer?

A. Common-use Applications, Data is Shared, Data is Accessible, Data Security, Interoperability, Control Technical Diversity

B. Business Continuity, Service-orientation, Data is Accessible, Data Security, Responsive Change Management

C. Maximize Benefit to the Enterprise, Business Continuity, Common-use Applications, Data is Shared, Data is Accessible, Data Security

D. Information Management is Everybody's Business, IT Responsibility, Data Trustee, Technology Independence, Responsive Change Management

---

Correct Answer: *C*

Community vote distribution

C (100%)

☐ 👤 **hou0220** 3 months, 3 weeks ago

Selected Answer: C

Answer is C

Maximize Benefit to the Enterprise - lean manufactoring principles, significant reduction in process waste
Business Continuity - reliability concern
Common-use Applications - common Enterprise Resource Planning (ERP) system, eliminate the need for full data centers at each of the plant facilities
Data is Shared, Data is Accessible - diving their planning and production scheduling from a remote centralized system
Data Security - security concern

upvoted 1 times

☐ 👤 **Watad** 5 months, 1 week ago

Selected Answer: C

Repeated Question, see Question #21

upvoted 1 times

☐ 👤 **JKLExTop** 5 months, 2 weeks ago

"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 makes C the only correct answer

upvoted 1 times

Scenario: Raxlon Inc.

Case Study Title (Case Study):

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 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 Frame work 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

Correct Answer: *A*

Community vote distribution

B (100%)

⊟ 👤 **sanjepau** `Highly Voted 👍` 2 years ago

The answer is B, as it talks about the tailoring of the Architecture framework and incorporates the Security framework to make use of Enterprise Security Architecture in order to address security and risk properly. Moreover, it is clearly mentioned that a new Security framework should be used, and also there is no mention of time, so revisiting the Preliminary phase is not an issue.

upvoted 12 times

⊟ 👤 **aaa111222** `Highly Voted 👍` 2 years, 10 months ago

Answer A :
This is Phase H,
They already have an architecture with security component in place. CEO thinks they already have sufficient architecture.
Here we have a new stakeholder (the Dr) he is the trigger to evaluate whether his concerns will kick off a new ADM cycle.

So here we are evaluating his concerns. B and C are proceeding into new cycle without evaluating the new threat model..

upvoted 10 times

⊟ 👤 **fanchvn** `Most Recent ⊙` 4 months, 3 weeks ago

`Selected Answer: B`

answer B

upvoted 1 times

⊟ 👤 **Watad** 5 months, 1 week ago

Selected Answer: B

I would go with B, since it's the most suitable TOGAF standard answer, but the worrying thing here is the 2 months period, hope it's only a distractor and not a factor in the answer

upvoted 1 times

⊟ 👤 **panterarosa** 11 months, 1 week ago

It says "Assume that a new Security Framework would be used in the ADM lifecycle to protect Rexlon's valuable IP." I do not see any answer other than B seeking to properly incorporate a new Security Framework in the existing ADM. The 2 months deadline worries me, though.

upvoted 1 times

⊟ 👤 **mericov** 12 months ago

Selected Answer: B

Security Architecture and the ADM is TOGAF 9.1 chapter 21. Obsolete for 9.2

upvoted 1 times

⊟ 👤 **scuzzy2010** 1 year, 9 months ago

A and D are out, neither of them are related to ADM or TOGAF. Answer is B.

upvoted 3 times

⊟ 👤 **qinghe** 1 year, 10 months ago

Should be B, how is disaster recovery or business continuity relevant for concerns of data leak?

upvoted 4 times

⊟ 👤 **RoryGates** 2 years ago

Answer = B.

upvoted 2 times

⊟ 👤 **sameersoftyhcl** 2 years, 1 month ago

Answer A :
Principle 9 : Protection of Intellectual Property

upvoted 2 times

⊟ 👤 **tomvik** 3 years, 1 month ago

Concerns : Security of data
Needs to be completed in next 2 months

upvoted 2 times

⊟ 👤 **tomvik** 3 years, 1 month ago

Revisiting preliminary phase again will not be right approach as it needs more time.

upvoted 2 times

⊟ 👤 **Victor6510** 2 years, 11 months ago

However the requirement is "Assume that a new Security Framework would be used in the ADM life cycle" and CEO wants "evaluating the current security system, operation and governance and determine which are the gaps"

A and D neither address these requirements nor follow ADM practice. The security framework is served as an add-on to existing tailored TOGAF instead of from scratch, and a Fortune 500 company at the scale is capable of leveraging external EA consulting capabilities to speed up the development.

upvoted 5 times

Scenario: MegaMart -

Case Study Title (Case Study):

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 how would you guide your team of architects for the Business Architecture definition?

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 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.

Correct Answer: *C*

Community vote distribution

C (100%)

⊟ 👤 **sagar21692** 2 months, 4 weeks ago

Answer C is correct.

In the Baseline Description, however, the analysis of the current state often has to be done bottom-up, particularly where little or no existing architecture assets exist.In such a case, the architect simply has to document the working assumptions about high-level architecture.

https://pubs.opengroup.org/architecture/togaf8-doc/arch/chap06.html

upvoted 1 times

⊟ 👤 **hou0220** 3 months, 3 weeks ago

The given scenario want to put EA capability in place. Hence,

Top-down <-- Strategic, top-down directed change to enhance or create new capability (capital)

Baseline First without Transition Planning <-- "Supporting Business Strategy" engagement.

So Answer is B

upvoted 1 times

⊟ 👤 **Watad** 5 months, 1 week ago

Selected Answer: C

I'm sure it's either B or C (since baseline first), but deciding its a top-down or a bottom-up is confusing. After reading the discussions, I'd go with C

upvoted 1 times

⊟ 👤 **RoryGates** 2 years ago

C; bottom up when no architecture.

upvoted 4 times

susridey 2 years, 1 month ago

C is right
-> current state not clear not many artefacts/docs available then have to do bottom up (much like reverse engineering)
-> target not clear so have to do baseline and define transition to target
->

upvoted 4 times

mrg998 2 years, 1 month ago

B. Baseline first as they are starting from scratch, then bottom up approach as they are starting from the bottom.

upvoted 3 times

> **mrg998** 2 years, 1 month ago
>
> I mean C*
>
> upvoted 2 times

tomvik 3 years, 1 month ago

A should be correct. The top-down approach means that you start with the business requirements (the B layer) and fully decide the problems your business needs to solve before thinking about the technology to solve those problems.

upvoted 1 times

> **Victor6510** 2 years, 11 months ago
>
> The scenario is "very few architectural artifacts" and "target architecture not very clear". In this case you have little stuff to do it from top-down (e.g., the senior management might not even know exactly how many applications are running in production, not to say which applications should be replaced or retired), so a bottom-up approach should be used.
>
> And when target architecture is not clear, TOGAF's recommendation is go for Baseline first approach.
>
> upvoted 14 times
>
> > **bsi** 2 years, 5 months ago
> >
> > you are right in practice but what about 15.5.1 chapter (9.2)
> > * Strategic, top-down directed change to enhance or create new capability (capital)
> >
> > For this reason I would go with baseline, top-down approach >> answer B
> >
> > But I have not seen this answer it in any example test?! so I am missing something
> >
> > upvoted 2 times

Scenario: AutoComp Corporation -

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
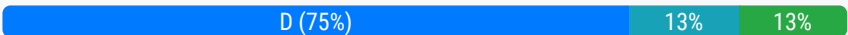
Corporation and to make recommendations to the CIO and the board on this.

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.

Correct Answer: *D*

Community vote distribution

D (75%) | 13% | 13%

👤 **polymorf** [Highly Voted 👍] 2 years, 11 months ago

I would go with C

upvoted 7 times

👤 **Watad** [Most Recent ⊙] 5 months, 1 week ago

[Selected Answer: D]

D is best, then B

upvoted 1 times

👤 **clementi** 5 months, 2 weeks ago

[Selected Answer: D]

In this answer there are the steps of phase E

upvoted 1 times

👤 **Caren222** 8 months, 2 weeks ago

My only concern with D is why the Lead Architect creates the project charter. Is it role of the PM?

upvoted 1 times

　👤 **Red8aron** 1 month ago

　In the context of enterprise architecture and TOGAF, project charters are typically created by the organization's management or project sponsors. The project charter is a formal document that authorizes the existence of a project and provides the project manager with the authority to apply resources to project activities.

　upvoted 2 times

👤 **mkngn208** 11 months, 3 weeks ago

[Selected Answer: D]

Agree with D . Perfectly match the steps in phase E

upvoted 3 times

KASTHU 1 year ago

Prilimnary, Phas A and first pass of BCD is complete and so the phase is E. C has steps from phase E

upvoted 1 times

elainexs 1 year ago

Phase E, should be A.

upvoted 1 times

AnilV 1 year ago

"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."
So next Phase is Phase E, where they do GAP analysis and then Migration & transition phases.
it is more aligned to Answer "C".

upvoted 2 times

Edgarrt 1 year, 5 months ago

Cost is for phase F.

upvoted 1 times

KMurthy04 2 years ago

I think its D, because the question asked was to "finalize and plan their solutions. " so we are in Phase F not E.that is why the cost factor.

upvoted 3 times

Falconion 5 months, 1 week ago

"finalize and plan their solutions" means, that the solutions are not yet decided on. this means, that the SBBs are not yet chosen. so we cannot be in phase F because the SBBs are selected in phase E.

upvoted 1 times

mrg998 2 years, 1 month ago

D is the best answer, addresses all the steps in Phase E.

upvoted 1 times

Sixty 2 years, 4 months ago

I want to say B because it has the most steps from the Phase E

12.3.1 Determine/Confirm Key Corporate Change Attributes
12.3.2 Determine Business Constraints for Implementation
12.3.3 Review and Consolidate Gap Analysis Results from Phases B to D
12.3.4 Review Consolidated Requirements Across Related Business Functions
12.3.5 Consolidate and Reconcile Interoperability Requirements
12.3.6 Refine and Validate Dependencies
12.3.7 Confirm Readiness and Risk for Business Transformation
12.3.8 Formulate Implementation and Migration Strategy
12.3.9 Identify and Group Major Work Packages
12.3.10 Identify Transition Architectures
12.3.11 Create the Architecture Roadmap & Implementation and Migration Plan

upvoted 1 times

Sixty 2 years, 4 months ago

No I'm wrong D addresses more steps.

upvoted 2 times

dave256 1 year, 10 months ago

Yes D matches all these in Phase E

upvoted 1 times

Mzehk 2 years, 4 months ago

D is correct, all the steps listed in Phase E

upvoted 1 times

dannysijia 2 years, 9 months ago

I will go for D

upvoted 3 times

Prince_C 2 years, 11 months ago

C is the right answer

upvoted 4 times

Victor6510 2 years, 11 months ago

TOGAF recommends "Consolidated Gaps, Solutions, & Dependencies Matrix" for migration planning instead of "Consolidated Gap Analysis".

Besides, Phase E contains other key steps instead of just focusing on the transition architecture.

Scenario: Eight Twelve -

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

---

Correct Answer: *D*

Community vote distribution

D (75%)	B (25%)

⊟ 👤 **Afz** 1 month, 2 weeks ago

Selected Answer: D

Eliminate A & C since it does not have Business Continuity.
B does not address the requirement that "Dependency between the application components should be minimal"
Finally it address all 1,2,3,4 key issues mentioned:

upvoted 1 times

⊟ 👤 **Afz** 1 month, 2 weeks ago

I meant "Finally D address all 1,2,3,4 key issues mentioned"

upvoted 1 times

⊟ 👤 **fabtri** 2 months, 1 week ago

Selected Answer: D

a) Business Continuity => 24 hours a day
b) Data Trustee => quality of data through a clear responsible
c) Technology Independence => Dependency between the application components and the application platform and technology infrastructure should be minimal
d) Responsive Change Management => environment which is able to cater to their needs without any undue delays

upvoted 1 times

⊟ 👤 **Reivals** 2 months, 2 weeks ago

Selected Answer: B

a) Business Continuity: This principle aligns with the first issue stated, which is the need for the retail chain business ecosystem to withstand any unforeseen disruptions. Ensuring business continuity is crucial for maintaining high levels of customer satisfaction and revenue.

upvoted 1 times

⊟ 👤 **Reivals** 2 months, 2 weeks ago

b) Data is an Asset: This principle addresses the importance of data quality, as mentioned in the third issue. Recognizing data as an asset highlights the need for managing and maintaining high-quality data, which is essential for Eight Twelve's operations.

upvoted 1 times

⊟ 👤 **Reivals** 2 months, 2 weeks ago

c) Data is Shared: This principle aligns with the second issue of minimizing dependencies between application components and the technology infrastructure. Promoting data sharing enables scalability and ease of enhancement for service offerings, as it reduces tight coupling and promotes modularity.

⊟ 👤 **Reivals** 2 months, 2 weeks ago

d) Requirements Based Change: This principle aligns with the fourth issue mentioned, where users of the Enterprise Information ecosystem should have an environment that caters to their needs without delays. Taking a requirements-based approach ensures that changes are driven by business needs and user requirements, leading to a responsive and effective architecture.

⊟ 👤 **Watad** 5 months, 1 week ago

Selected Answer: D

Answer is D

⊟ 👤 **SVGNR** 1 year, 3 months ago

"ecosystem should be able to withstand any unforeseen disruptions which might affect the chain's day to day operations" - This is synonymous with Business Continuity.
" the application platform and technology infrastructure should be minimal" - This is synonymous with "Technology independence"

"Users of the Enterprise Information ecosystem should have an environment which is able to cater to their needs without any undue delays" - This means Responsive Chg Mgmt -

So answer is D

⊟ 👤 **Abhiatms02** 1 year, 6 months ago

Correcting : as withstand any unforeseen disruptions means Business continuity, will go with D

⊟ 👤 **Abhiatms02** 1 year, 6 months ago

A makes sense, Service orientation makes less use of technology, enahancing revenue chain is Maximize Benefit to the Enterprise

Scenario: Marona Inc.

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

Correct Answer: *D*

Community vote distribution

A (100%)

☐ 👤 **jeefour** `Highly Voted 👍` 2 years, 11 months ago

  A is the correct answer

  2 issues with D
  - Does not meet the requirement to "review roles..."
  - There is no such thing as an Application/Function catalog, it is a matrix.
  upvoted 13 times

  ☐ 👤 **Victor6510** 2 years, 11 months ago

    Agree. A should be the best answer.
    (ii) Actor/Role Matrix -> analyze the roles
    (iv) Technology Portfolio Catalog -> component running slow
    (i) System/Functions Matrix (iii) Data Entity/Business Function Matrix -> track revenue
    (v) Data Security Diagram -> security issue
    upvoted 15 times

☐ 👤 **sameersoftyhcl** `Highly Voted 👍` 2 years, 1 month ago

  I think D is correct answer:
  1.They want to analyze the roles of the top management for each revenue earning service. Moreover there is no proper tracking of revenue from retail store component products over time. -> Goal/Objective/Service diagram also provides qualitative input on what constitutes high performance for a particular service (Actor/Role matrix is used for training only)
  2. Many of the HR related critical Search application component have become extremely slow. This needs to be diagnosed and rectified. -> Application/Technology Matrix, Application/Function Matrix (System a.k.a Application)
  3. There has also been a lot of unauthorized or unwanted access to many of the critical information. -> ->Data Security Diagram
  4.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. ->Product Life Cycle Diagram
  upvoted 9 times

  ☐ 👤 **mrg998** 2 years, 1 month ago

    You're right, D meets more of the criteria than A does.
    upvoted 1 times

    ☐ 👤 **lorik75** 7 months, 3 weeks ago

      There is no such thing as an Application/Function catalog. D is distractor.
      upvoted 1 times

☐ 👤 **hou0220** `Most Recent ⊘` 3 months, 3 weeks ago

Answer is A. Besides Data Security Diagram, the Actor/Role Matrix is important to support definition of security. Basically, when the concern is about security, those artifacts that involve "Role" such as "Role Catalog", "Actor/Role Matrix", "Role/Application Matrix" must be considered.

upvoted 1 times

☐ 👤 **lorik75** 7 months, 3 weeks ago

Approach (my oppinion): D - incorrect (There is no such thing as an Application/Function catalog)
C - is missing Security and Actors
B - like C
A - ist the best choice

upvoted 1 times

☐ 👤 **panterarosa** 11 months, 1 week ago

This is a Togaf 9.0 question. In Togaf 9.2 "System/Functions Matrix" has been renamed to "Application/Function Matrix". There is no "Application/Function" catalog nor the equivalent name in 9.0

upvoted 1 times

☐ 👤 **Watad** 5 months, 1 week ago

so, what do you thing is the correct answer?

upvoted 1 times

☐ 👤 **rkustagi** 1 year, 3 months ago

Selected Answer: A

Data Security Diagram is essential, System/Functions Matrix A is correct

upvoted 1 times

☐ 👤 **qinghe** 1 year, 10 months ago

analyze the roles of the top management for each revenue earning service -> means which service contributes the most business value, which is Goal/Objective/Service diagram

upvoted 1 times

☐ 👤 **KMurthy04** 2 years ago

A is the correct answer. There is nothing called as System/Function catalog also

upvoted 1 times

☐ 👤 **Nicholas_The_King_Kong** 1 year, 4 months ago

Take note that there is a Application/Function matrix. In most cases application and system are used interchangeably.

upvoted 1 times

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. On 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 programmed 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.

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.

Correct Answer: *A*

Community vote distribution

A (100%)

---

th_mel 2 weeks, 2 days ago

ChatGPT says C

upvoted 1 times

Watad 5 months, 1 week ago

Selected Answer: A

Answer is A since its more complete than C

upvoted 1 times

MrCee1 10 months, 1 week ago

Surely this isn't a question on the exam... it's hardly written in English and uses possesive language? Can someone verify? Moderators?

elainexs 1 year ago

Just feel A, the EA is way too busy. He/she needs to define and plan everything.

Sasi2017 1 year, 2 months ago

principles is missing in C which is an important step too so will go with A.

rkustagi 1 year, 3 months ago

Selected Answer: A

Choice A is best

Edgarrt 1 year, 5 months ago

Selected Answer: A

could be C but you dont mitigate risk in vision

> **panterarosa** 11 months, 1 week ago
>
> plus the step "Confirm and elaborate Architecture Principles, including business principles (see Section 6.3.7)" is MISSING. Cannot be C.
>
>
> > **panterarosa** 11 months, 1 week ago
> >
> > ... and "Enterprise Architecture Plan" is mentioned in Togaf but as a non-Togaf technique
> >
> >

dave256 1 year, 10 months ago

I would say A because its more descriptive. C says that it will mitigate all risk which is incorrect as per standard

KMurthy04 2 years ago

Answer is C.
IT talks abt Establishing project, business asessment readiness, VAlue and KPI indicators:
■ Establish the architecture project (see Section 6.3.1)
■ Identify stakeholders, concerns, and business requirements (see Section 6.3.2)
■ Confirm and elaborate business goals, business drivers, and constraints (see Section 6.3.3)
■ Evaluate capabilities (see Section 6.3.4)
■ Assess readiness for business transformation (see Section 6.3.5)
■ Define scope (see Section 6.3.6)
■ Confirm and elaborate Architecture Principles, including business principles (see Section 6.3.7)
■ Develop Architecture Vision (see Section 6.3.8)
■ Define the Target Architecture value propositions and KPIs (see Section 6.3.9)
■ Identify the business transformation risks and mitigation activities (see Section 6.3.10)
■ Develop Statement of Architecture Work; secure approval (see Section 6.3.11)

> **Edgarrt** 1 year, 5 months ago
>
> everything is ok but in phase A you "assign a mitigation strategy" not mitigate risks
>

mrg998 2 years, 1 month ago

Answser is A, see phase A steps in 9.2.

An international Insurance company has grown with little consideration for rationalization and consolidation. There is no coordination between business unit and every one 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 he 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.

Correct Answer: *C*

Community vote distribution

C (100%)

⊟ 👤 **MackD** 1 month, 2 weeks ago
Anwser C.

In my opinion:
A: Is there already a PMO if there is Enterprise Architecture Capability in place?
B: Request for Architecture Work is not issued by an Lead Architect.
C: Most suitable answer.
D: What is the purpose of an Architecture Maturity Assessment in this phase and how doe it help the organization if there is no Ent Arc Cap in place.
upvoted 1 times

⊟ 👤 **Watad** 5 months, 1 week ago
Selected Answer: C
C is the most accurate one of the provided answers
upvoted 1 times

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.

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.

Choose one of the following answers.

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.

Correct Answer: *B*

Community vote distribution

B (67%) | C (33%)

⊟ 👤 **Afz** 1 month, 2 weeks ago

Selected Answer: C

It should be C.
1) In Arch Vision phase on the steps is to Identify business transformation risks and mitigation activities
2) Risk validation is part of migration planning
upvoted 1 times

  ⊟ 👤 **Red8aron** 1 month ago

  but not covers the CIO concer which is about a potencial disruptive result to the business.
  upvoted 1 times

⊟ 👤 **Watad** 5 months, 1 week ago

Selected Answer: B

Business Transformation is a key to identify and mitigate Risks, apply in Phase G
upvoted 1 times

⊟ 👤 **JKLExTop** 5 months, 2 weeks ago

Selected Answer: B

27.7 You clarify the agreement on key business drivers and the scope of the enterprise architecture

The residual risks have to be approved by the IT governance framework and potentially in corporate governance where business acceptance of the residual risks is required.

Once the residual risks have been accepted, then the execution of the mitigating actions has to be carefully monitored to ensure that the enterprise is dealing with residual rather than initial risk.
upvoted 1 times

⊟ 👤 **panterarosa** 11 months, 1 week ago

Cannot be B, there is no such thing as residual risk management in Implementation Governance phase.
upvoted 1 times

  ⊟ 👤 **panterarosa** 11 months, 1 week ago

  got to be C, then

sanjepau 2 years ago

The answer is B, as Risk management is a technique used in Togaf, and it's not a framework.

tushmish 1 year, 3 months ago

business continuity plans in Phase A ?

sanjepau 2 years ago

The answer is B, as Risk management is a technique used in Togaf, and it's not a framework.

tushmish 1 year, 3 months ago

business continuity plans in Phase A ?

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.

Correct Answer: *D*

Community vote distribution

D (100%)

⊟ 👤 **MackD** 1 month, 2 weeks ago

Anwser D.

In my opinion:
A: COuld be 3 points, but still what is the purpose of clarifying the review?
B: What is the importance of this?
C: What is the importance of this?
D: Togaf kind of answer en suits the question.
upvoted 1 times

⊟ 👤 **Watad** 5 months, 1 week ago

Selected Answer: **D**

D better, then A (since A did not specify creation of the checklists)
upvoted 1 times

⊟ 👤 **ArekA** 5 months, 2 weeks ago

Selected Answer: **D**

Togaf 9.2 - 42.4 Architecture Compliance Review Process
upvoted 1 times

⊟ 👤 **rkustagi** 1 year, 3 months ago

Selected Answer: **D**

"program and the business objectives are mapped in the checklists" makes D best choice
upvoted 1 times

⊟ 👤 **rkustagi** 1 year, 3 months ago

"program and the business objectives are mapped in the checklists" makes D best choice
upvoted 1 times

⊟ 👤 **scuzzy2010** 1 year, 9 months ago

D. This is part of Architecture Compliance section 48.4 - "An Architecture Compliance review is a scrutiny of the compliance of a specific project against established architectural criteria, spirit, and business objectives."
upvoted 3 times

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 know 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 the members of the Executive Board are integrated, this to enable the funding on the Enterprise Architecture work.

Correct Answer: *B*

Community vote distribution

B (100%)

☐ 👤 **Watad** 5 months, 1 week ago

  Selected Answer: B

  it's the steps of Migration Planning phase

  upvoted 1 times

☐ 👤 **ArekA** 5 months, 2 weeks ago

  Selected Answer: B

  The steps in Phase F are as follows:

  13.3.1 Confirm Management Framework Interactions for the Implementation and Migration Plan
  13.3.2 Assign a Business Value to Each Work Package
  13.3.3 Estimate Resource Requirements, Project Timings, and Availability/Delivery Vehicle
  Prioritize the migration projects through the conduct of a cost/benefit assessment and risk validation (see 13.3.4 Prioritize the Migration Projects through the Conduct of a Cost/Benefit Assessment and Risk Validation
  13.3.5 Confirm Architecture Roadmap and Update Architecture Definition Document
  13.3.6 Complete the Implementation and Migration Plan
  13.3.7 Complete the Architecture Development Cycle and Document Lessons Learned

  upvoted 1 times

☐ 👤 **LarisaF** 1 year, 4 months ago

  The answer is B. It better reflects steps in Phase F and addresses all the bullet points in what has to be done while working on the migration plan with all stakeholders.

  upvoted 4 times

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.

Correct Answer: *C*

Community vote distribution

C (100%)

🔲 👤 **MackD** 1 month, 2 weeks ago

Anwser C.

In my opinion:
A: Some deliverables are already approved. Meaning Phase A till D has been approved. So there is no need to "start collecting the existing deliverables".
B: Makes no sense, what is the importance of mentioning the "urgency".
C: What is the importance of this?
D: CIO's will? This has nothing todo with a TOGAF approach in general.

What are deliverables?
https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap32.html

upvoted 1 times

🔲 👤 **MackD** 1 month, 2 weeks ago

Typo: C: makes the most appropriate answer.

upvoted 1 times

🔲 👤 **Watad** 5 months, 1 week ago

Selected Answer: C

only answer that makes since of TOGAF ADM methodology

upvoted 1 times

🔲 👤 **Watad** 5 months, 1 week ago

Typo mistake, "sense" not "since"

upvoted 1 times

🔲 👤 **rkustagi** 1 year, 3 months ago

Selected Answer: C

CHoice C is best

☐ 👤 **LarisaF** 1 year, 4 months ago

The answer is C. It better describes the steps in Phase E and includes all stakeholders.

☐ 👤 **LarisaF** 1 year, 4 months ago

The answer is C. It better describes the steps in Phase E and includes all stakeholders.

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.
Choose one of the following answers

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.

Correct Answer: *B*

Community vote distribution

B (75%)	A (25%)
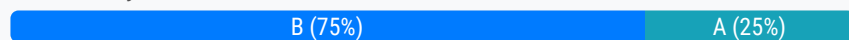
👤 **Buggie** 3 months ago

Practical tip - Don't go against CIO - So it is B

upvoted 1 times

👤 **Watad** 5 months, 1 week ago

Selected Answer: B

I'd go with B, since CIO already approved the solution

upvoted 1 times

👤 **mailanesh2** 11 months, 2 weeks ago

Selected Answer: B

CIO has agreed for the implementation and hence SIB to be updated.

upvoted 2 times

👤 **rkustagi** 1 year, 3 months ago

Selected Answer: A

adopted infrastructure standards are not to be altered. asking the vendor to modify is best way. Choice A is best

upvoted 1 times

👤 **mericov** 12 months ago

The CIO considered the risks and approved the implementation.

upvoted 2 times

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:

Â· To identify the changes to existing business processes.

Â· To identify the data entities that can be shared among the sales agents.

Â· To clarify how to keep the data secured.

Â· 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.

Correct Answer: *A*

Community vote distribution

A (100%)

👤 **aptoapto** 2 months, 4 weeks ago

Max points answer should be A. From 7.3.1.3 we can eliminate B and C as we need to "Identify changes to business processes". From the data part we can't really do much without a Date Entity\Data Component Catalog (31.6.4) and only A has that Catalog included.

upvoted 1 times

👤 **Watad** 5 months, 1 week ago

Selected Answer: A

Firstly, I choose D, but since "The mapping of the application interactions shows in matrix form the equivalent of the Interface Catalog", I changed my answer to A since the presence of Process/Event/Control/Product catalog in A

upvoted 1 times

👤 **ArekA** 5 months, 2 weeks ago

Selected Answer: A

Process/Event/Control/Product catalog.
Depict the Data Architecture using Data Security diagram.

upvoted 1 times

👤 **rkustagi** 1 year, 3 months ago

Selected Answer: A

Choice A answers all concerns

upvoted 1 times

👤 **satishpabathi** 1 year, 5 months ago

Answer is A since matches Data security and Application interface catalog(list of non sales application)

tushmish 1 year, 6 months ago

none satisfies all the concerns -Its A & D both

Â· To identify the changes to existing business processes.
Process/Event/Control/Product catalog

Â· To identify the data entities that can be shared among the sales agents.
Role Catalog

Â· To clarify how to keep the data secured.
Data Security

Â· To identify the list of non-sales application to be integrated with the sales applications
Application Interaction Matrix

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.

Choose one of the following answers

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.

Correct Answer: *D*

Community vote distribution

D (100%)

☐ 👤 **aptoapto** 2 months, 4 weeks ago

Answer D. Question asks to "explain how to identify and engage the stakeholders". 31.6.2 highlights the importance of Stakeholder Matrix and its relevance toward answering this question. Business Scenario option is second best answer.

upvoted 1 times

☐ 👤 **Watad** 5 months, 1 week ago

Selected Answer: D

Answer is D

upvoted 1 times

☐ 👤 **ArekA** 5 months, 2 weeks ago

Selected Answer: D

Business Scenario: The technique is used to help identify, understand, and document business needs, and thereby to derive the business requirements that the architecture development has to address. These business requirements are documented as a Business Scenario.

upvoted 1 times

☐ 👤 **rkustagi** 1 year, 3 months ago

Selected Answer: D

stakeholder map is essential. The business scenario is optional Choice D is correct

upvoted 2 times

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 merican 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.

A task force of enterprise architects prepared an Architecture Vision and secured the approval. The 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.

Choose one of the following answers

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.

Correct Answer: *C*

Community vote distribution

C (100%)

🗒 👤 **MackD** 1 month, 2 weeks ago

Answer C.

https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap07.html

The steps in Phase B are as follows:

7.3.1 Select Reference Models, Viewpoints, and Tools
7.3.2 Develop Baseline Business Architecture Description
7.3.3 Develop Target Business Architecture Description
7.3.4 Perform Gap Analysis
7.3.5 Define Candidate Roadmap Components
7.3.6 Resolve Impacts Across the Architecture Landscape
7.3.7 Conduct Formal Stakeholder Review
7.3.8 Finalize the Business Architecture
7.3.9 Create the Architecture Definition Document

upvoted 1 times

🗒 👤 **Watad** 5 months, 1 week ago

Selected Answer: C

Firstly, I choose A, though the target/baseline architectures specified here is a " Description" only, plus it's not mentioned to assess roadmap component. Thanks to discussion below, I'd go with C instead

upvoted 1 times

🗒 👤 **theamisoft** 1 year, 3 months ago

C is correct though it misses "Resolve impacts across the Architecture Landscape". C it is "Business,Data, Application technology". But in "A" it is "Technology,Application , Data"

upvoted 2 times

mrg998 2 years, 1 month ago

Answer is C

upvoted 4 times

mantz 1 year, 6 months ago

Why C? Roadmap impacts isn't in the documentation but resolving impacts across the landscape (Answer A) does.

upvoted 1 times

tushmish 1 year, 5 months ago

BDAT is followed by default unless exception cases where Technology is a driver for change.

upvoted 1 times

Jotahaka 2 years, 4 months ago

Refers to 4.2.2 Basic Structure (From TOGAF Standard v9.2) page 39

upvoted 1 times

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 joint 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 accordingly to the TOGAF 9.

Choose one of the following answers

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.

Correct Answer: *A*

Community vote distribution

A (100%)

⊟ 👤 **Watad** 5 months, 1 week ago

Selected Answer: A

A is best answer, containing most of Phase A steps

upvoted 1 times

⊟ 👤 **ArekA** 5 months, 2 weeks ago

Selected Answer: A

The steps in Phase A are as follows:

6.3.1 Establish the Architecture Project
6.3.2 Identify Stakeholders, Concerns, and Business Requirements
6.3.3 Confirm and Elaborate Business Goals, Business Drivers, and Constraints
6.3.4 Evaluate Capabilities
6.3.5 Assess Readiness for Business Transformation
6.3.6 Define Scope
6.3.7 Confirm and Elaborate Architecture Principles, including Business Principles
6.3.8 Develop Architecture Vision
6.3.9 Define the Target Architecture Value Propositions and KPIs
6.3.10 Identify the Business Transformation Risks and Mitigation Activities
6.3.11 Develop Statement of Architecture Work; Secure Approval

upvoted 1 times

⊟ 👤 **rkustagi** 1 year, 3 months ago

Selected Answer: A

Choice A is best

upvoted 1 times

⊟ 👤 **SVGNR** 1 year, 3 months ago

Arch Vision - Phase A - This is the phase where Identification Stakeholders, Concerns, and Business Requirements , Stakeholder Map, Business Transformation Readiness Assessment etc are done.
So the correct answer is " A"

upvoted 2 times

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.

Refer to the scenario above 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.

Choose one of the following answers

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.

Correct Answer: *A*

Community vote distribution

A (100%)

⊟ 👤 **babakeyfgir** 3 weeks, 4 days ago

System / Data matrix is removed, new name ist Application/Data Matrix. Answer schould be verified

upvoted 1 times

⊟ 👤 **Watad** 5 months, 1 week ago

Selected Answer: A

Answer A is the most suitable choice

upvoted 2 times

⊟ 👤 **ArekA** 5 months, 2 weeks ago

Selected Answer: A

Data Lifecycle Diagram
The Data Lifecycle diagram is an essential part of managing business data throughout its lifecycle from conception until disposal within the constraints of the business process.

The data is considered as an entity in its own right, decoupled from business process and activity. Each change in state is represented on the diagram which may include the event or rules that trigger that change in state.

The separation of data from process allows common data requirements to be identified which enables resource sharing to be achieved more effectively.

upvoted 1 times

⊟ 👤 **SVGNR** 1 year, 3 months ago

Typical contents of an Architecture Design and Development Contract 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

So Option #A is correct Answer
Option #B is wrong because Architecture Contract does not contain Baseline Architecture
Option #D is wrong because Base line Architecture & Impact Assessment are not part of Architecture Contract.
Option #C is not the best answer because it is not the most TOGAF aligned answer

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 legacy ERP system will be decommissioned). The CIO engaged a team of TOGAF 9 certified consultants to 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 o 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.

Correct Answer: *A*

Community vote distribution

A (100%)

👤 **Midzi** `Highly Voted 👍` 2 years, 5 months ago

Section 32.2.2 of the TOGAF 9.2Spec states:
Typical contents of an Architecture Design and Development Contract 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

upvoted 13 times

👤 **Flriver** `Highly Voted 👍` 2 years, 8 months ago

Because contract
doesnt describe baseline arch

upvoted 7 times

👤 **MackD** `Most Recent ⊘` 1 month, 2 weeks ago

Answer A:
https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap43.html

43.2.2 Contract between Architecture Design and Development Partners
Typical contents of an Architecture Design and Development Contract 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

The template for this contract will normally be defined as part of the Preliminary Phase of the ADM, if not existing already, and the specific contract will be defined at the appropriate stage of the ADM, depending on the particular work that is being contracted out.

upvoted 1 times

👤 **Watad** 5 months, 1 week ago

Selected Answer: A

A is the Best Answer

upvoted 1 times

👤 **ArekA** 5 months, 2 weeks ago

Selected Answer: A

" using a greenfield approach"

upvoted 1 times

👤 **SVGNR** 1 year, 3 months ago

Typical contents of an Architecture Design and Development Contract 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

So Option #A is correct Answer
Option #B is wrong because Architecture Contract does not contain Baseline Architecture
Option #D is wrong because Base line Architecture & Impact Assessment are not part of Architecture Contract.
Option #C is not the best answer because it is not the most TOGAF aligned answer

upvoted 2 times

👤 **sudhimenon** 2 years, 9 months ago

Why not B ?

upvoted 1 times

👤 **scuzzy2010** 1 year, 9 months ago

There's no Baseline architecture as they going for greenfields approach (build from scratch)

upvoted 2 times

👤 **mrg998** 2 years, 1 month ago

Because its B says "baseline architecture", you do not have this in the contract.

upvoted 1 times

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 MRPII 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.

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 (assuming the enterprise is using the example set of principles in TOGAF 9 Section 23.6), 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.

Correct Answer: *D*

Community vote distribution

D (67%)	B (33%)
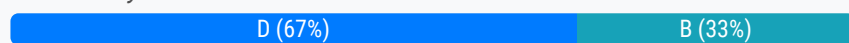
👤 **jeefour** `Highly Voted 👍` 2 years, 11 months ago

The answer is clearly B.

D does not resolve the security concerns.

upvoted 16 times

👤 **Ryan2035** `Most Recent ⏱` 1 month, 2 weeks ago

`Selected Answer: B`

Data is Secure is different from Data Trustee. Also reliability--> Business Continuity

upvoted 1 times

👤 **MackD** 1 month, 2 weeks ago

Defintely Answer B:

https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap20.html

Principle 4: Business Continuity, Rationale:
As system operations become more pervasive, we become more dependent on them; therefore, we must consider the reliability of such systems throughout their design and use. Business premises throughout the enterprise must be provided with the capability to continue their business functions regardless of external events. Hardware failure, natural disasters, and data corruption should not be allowed to disrupt or stop enterprise activities. The enterprise business functions must be capable of operating on alternative information delivery mechanisms.

Keyword: reliability.

upvoted 1 times

👤 **red_panda** 3 months ago

`Selected Answer: B`

The answer is B:
the security --> data security
reliability, responsibility --> business continuity
time --> responsive change management

upvoted 1 times

👤 **Watad** 5 months, 1 week ago

`Selected Answer: D`

my guess is D best. then B
upvoted 1 times

○ 👤 **ArekA** 5 months, 2 weeks ago

Selected Answer: B

Data Trustee <> Data Security
Data Trustee : Each data element has a trustee accountable for data quality.
plus
In B is Business Continuity
upvoted 1 times

○ 👤 **btesija** 6 months, 3 weeks ago

Selected Answer: D

"concerns on the security, reliability, responsibility and time to manage change. These last in praticular, stressed the need to align the information management with the business" - obviously is responibility the most important concern and answer D addresses this
upvoted 1 times

○ 👤 **SVGNR** 1 year, 3 months ago

While B can also be a good answer , the Best Answer would be #D - Here is the reasoning for D being the right answer.

If you read the scenario carefully - You will see the following sentence - "These last in particular, stressed the need to align the information management with the business." - So "responsibility and time to manage change " concern is the most important concern . So the only answer this concern is addressed is Option #d
upvoted 2 times

○ 👤 **sve306** 1 year, 8 months ago

Selected Answer: D

The most important factor is this sentence "These last in particular, stressed the need to align the information management with the business." which is covered only in D " Principle 3: "In order to ensure information
management is aligned with the business, all organizations in the enterprise
must be involved in all aspects of the information environment"
upvoted 4 times

○ 👤 **deltabeta** 9 months, 2 weeks ago

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.

D did not address concern of the stakeholders- I believe the answer is "B" this covers security concern.
upvoted 1 times

○ 👤 **sweetsugarrr** 1 year, 9 months ago

B, as additionally for the automotive manufacturing company - business continuity will be 1st ;-)
upvoted 1 times

○ 👤 **KMurthy04** 2 years ago

D is the right answer because we have to address "Reliability" factor along with others mentioned.
upvoted 1 times

○ 👤 **mrg998** 2 years, 1 month ago

Answer is B, meets requirements.
upvoted 2 times

○ 👤 **susridey** 2 years, 4 months ago

Common use application is the key word, A is the right answer
upvoted 1 times

○ 👤 **pankaj3284** 2 years, 4 months ago

D is Correct one as stress need to be given on Information management
upvoted 1 times

○ 👤 **Divya07** 2 years, 9 months ago

As per TOGAF, only D is IT focused.
upvoted 2 times

○ 👤 **jayecho** 2 years, 10 months ago

D should be correct one since responsibility is not covered in B
upvoted 2 times

○ 👤 **mrg998** 2 years, 1 month ago

But does not answer security or reliability which B does.
upvoted 2 times

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?

Choose one of the following answers

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 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.

Correct Answer: *A*

Community vote distribution

D (100%)

☐ 👤 **Watad** 5 months, 1 week ago

Selected Answer: D

repeated, see Question #31, the answer was D in 31, hence should be D also here

upvoted 1 times

☐ 👤 **Sasi2017** 1 year, 2 months ago

I am going with A as you have to assess the existing options in hand than reviewing the readiness for change. As that was done by the team already.

upvoted 1 times

☐ 👤 **Edgarrt** 1 year, 5 months ago

Selected Answer: D

project charters is created after phase E, u need to approve plan first

upvoted 3 times

☐ 👤 **sanjepau** 2 years ago

D should be the correct answer.

upvoted 1 times

☐ 👤 **susridey** 2 years, 1 month ago

A is migration planning talks about work packages and transition
D is the right answer

upvoted 1 times

☐ 👤 **sameersoftyhcl** 2 years, 1 month ago

The question is examining the opportunities and solutions "before presenting to the board". Probably the last statement is option D was not needed. So I think A is the right answer.
upvoted 2 times

  sameersoftyhcl 2 years, 1 month ago
  D should be the right answer, because Project Charter is part of Phase F, should not be considered before approval from phase E
  upvoted 2 times

p_ze_wolf 2 years, 2 months ago
D is exactly the content of the 12.3 chapter Steps of Phase E
upvoted 2 times

  mrg998 2 years, 1 month ago
  I say the answer is D also.
  D is the correct answer. This is the most complete description of the TOGAF approach to the Opportunities and Solutions phase this is specifically different from the other answers because it includes an assessment of the organisation. TOGAF refers to this as 'Determine/confirm key
  corporate change attributes'
  C is the second best answer, this misses out the assessment of key corporate change attributes.
  A is the third best answer because this misses out assessment of key corporate change
  attributes, and does not include the creation of portfolio and project charters and a
  retrospective update of the architectures.
  B is the red herring answer this is a description of the Migration phase in ADM.
  upvoted 3 times

pankaj3284 2 years, 4 months ago
Answer is A , i will tell you why , question talks about oppurtunity and solution and not migration ..so it should not involve phase F steps
upvoted 1 times

  sameersoftyhcl 2 years, 1 month ago
  Project charter is part of Phase F
  upvoted 1 times

  tushmish 1 year, 5 months ago
  Option A also has a reference to project charter
  '...and the project charters for the recommended projects for presentation to the board'
  upvoted 1 times

Chang007 2 years, 5 months ago
Answer is D; since the try to reduce the cost and option D talks about evaluation of Cost.
upvoted 2 times

bsi 2 years, 5 months ago
I also believe that it should be D, but every site that has this question shows A.
Does someone know officially what should be the answer?
upvoted 3 times

polymorf 2 years, 11 months ago
Answer is D
upvoted 4 times

  Victor6510 2 years, 10 months ago
  Agree. Should be D.
  upvoted 8 times

Scenario -

Your role is consultant to the Lead Architect within a multinational semiconductor and software design company. Its largest business is in processors, although it also designs system-on-a-chip infrastructure and manufactures memory chips. A characteristic feature of its processors is their low electric power consumption, which makes them particularly suitable for use in portable devices. As well as licensing its technology, the company has several manufacturing divisions.

The company has a mature enterprise architecture practice and uses TOGAF Standard 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.

The company has defined a strategic architecture to improve its ability to meet customer 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 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.

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. They have also completed the Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables.

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.

You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

Based on TOGAF Standard Version 9.2, which of the following is the best answer?

A. You recommend that the enterprise architects 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. They should confirm the Transition Architecture phases using an Architecture Definition Increments Table to list tine projects. They should then document the lessons learned and generate the final Implementation and Migration Plan.

B. You recommend that the enterprise architects conduct a series of Compliance Assessments to ensure that the architecture is being implemented 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.

C. You recommend that the enterprise architects 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. They should then assign a business value to each project, taking into account available resources and priorities for the projects. Finally, they should generate the Implementation and Migration Plan.

D. You recommend that the enterprise architects place the Architecture Definition Document under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. They should then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture without review.

Correct Answer: *D*

Community vote distribution

A (83%)   C (17%)

☐ 👤 **jayecho** `Highly Voted 👍` 2 years, 10 months ago

answer is C

upvoted 13 times

☐ 👤 **polymorf** `Highly Voted 👍` 2 years, 10 months ago

Answer is C

upvoted 8 times

Answer C:
A. A technique to assess business value is to draw up a matrix based on a value index dimension and a risk index dimension. So its not answer A, as it states: "prioritize the implementation projects and project increments."
B. A contract is not mentioned anywhere. So how to assess if it is implemented according a contract? Besides if it is regarding an Architectural Contract, its Phase G. And here it is about Phase F.
C. Most suitable anwser.
D. Configuration Control? What?

https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap14.html (see 14.5 Approach)
https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap24.html (see 24.5 Business Value Assessment Technique)

upvoted 1 times

Elanthi 4 months, 3 weeks ago

"You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan." - this means we're in step F, so the best answer is D:
F steps:
Confirm management framework interactions
Assign business value to each work packages
etc...

upvoted 1 times

Falconion 5 months, 1 week ago

Selected Answer: A

I would go with A. C second best.
A covers the major steps of phase E (assignig value to work packages) + covers the need for a phased approach (transition architectures). The order of the steps is not mandated as per TOGAF.

In answer C doesn't mention the phased approach and it says "assign a business value to each project". Business values are only assigned to work packages, so C can't be the right answer.

upvoted 1 times

93madox 5 months, 1 week ago

Selected Answer: A

I am leaning towards A, as it is describing more of the techniques, and those seems to be right use cases for them. Answer C is less detailed.

upvoted 2 times

Watad 5 months, 1 week ago

Selected Answer: A

I'd choose A over C, even though the order is not proper in A, since "phased approach" is already determined by stakeholders, and it's not mentioned in C

upvoted 2 times

Edgarrt 1 year, 5 months ago

Selected Answer: C

A and C works, i picked C cuz A hace wrong steps order

upvoted 1 times

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scuzzy2010 1 year, 9 months ago

A and C are close, but I'd go for A, as the question says "it has been determined that a phased approach" - and only A mentions Transition Architecture.

upvoted 2 times

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sanjepau 2 years ago

C should be the correct answer, as the business value is mapped to the work packages which is one of the major steps in Phase-F.

upvoted 1 times

LunchTime 2 years ago

ANALYSIS CONTINUE FROM MY PRIOR COMMENT
C:
Assign a business value to each work package is covered
Confirm management framework interactions is covered
Estimate resource requirements, project timing and availability ... is covered
Complete the implementation plan is covered
That leaves out:
1/Prioritize projects – you may argue that its inferred by saying "taking into account available resources and PRIORITIES for the projects" but I don't think so since this is evaluating "business value"
2/Confirm architecture roadmap and update Definition Document
3/Lessons learned
Therefore, the answer C misses 3 steps compared to A, which only missed 2 steps.

D:
The only step in phase F, migration, that is covered here is Lessons learned, which is covered via the implementation governance model
The configuration management it mentions is associated with phase G, which we are not in yet.
Also, it says "You recommend that lessons learned be applied as changes to the architecture WITHOUT REVIEW". The "without review" is a problem. As such this answer is incorrect.

Based on this analysis the correct answer is A :)
upvoted 4 times

Edgarrt 1 year, 5 months ago

awns A have wrong order, should be migration plan then lesson learned
upvoted 1 times

93madox 5 months, 1 week ago

TOGAF says: The order of the steps in Phase F 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

Means, they might not be that strong in the order. I'd go with A.
upvoted 3 times

LunchTime 2 years ago

ANALYSIS CONTINUE FROM MY PRIOR COMMENT
Here's how the possible answers stack up:
A:
Assign a business value is covered via BVAT
Prioritize project is covered via BVAT
Confirm Architecture Roadmap and update Architecture Definition Document is covered
Complete the implementation plan is covered
Lessons learned is covered
That leaves out just two steps which are:
1/Confirm management framework interactions and
2/Estimate resource requirements, project timings and availability...
Therefore, this answer it pretty good, but not perfect

B:
This answer will get you 0 marks as its "out to lunch" since compliance assessment occurs in phase G and not in phase F, which is where we are.

ANALYSIS CONTINUE BELOW:
upvoted 2 times

LunchTime 2 years ago

A is definitely correct and I will explain why.
This scenario clearly places us at the start of phase F (Migration Planning) as the "Implementation and Migration Plan v0.1" has been completed, which occurs in phase E (see section 12.3.11 of the 9.2 spec).
As such, the correct answer has to line up with the steps contained in phase F, which are as follows
■ Confirm management framework interactions for Implementation and Migration Plan (see Section 13.3.1)
■ Assign a business value to each work package (see Section 13.3.2)
■ Estimate resource requirements, project timings, and availability/delivery vehicle (see Section 13.3.3)
■ Prioritize the migration projects through the conduct of a cost/benefit assessment and risk validation (see Section 13.3.4)
■ Confirm Architecture Roadmap and update Architecture Definition Document (see Section 13.3.5)
■ Complete the Implementation and Migration Plan (see Section 13.3.6)
■ Complete the architecture development cycle and document lessons learned (see Section 13.3.7)

ANALYSIS CONTINUE BELOW...
upvoted 4 times

sameersoftyhcl 2 years, 1 month ago

Looks like D is the correct answer.
[13.3.7 Complete the Architecture Development Cycle and Document Lessons Learned
This step transitions governance from the development of the architecture to the realization of the architecture. If the maturity of the Architecture Capability warrants, an Implementation Governance Model may be produced]

There is a line in question that "The company has a mature enterprise architecture practice". This warrants for Implementation Governance Model.
upvoted 1 times

mrg998 2 years, 1 month ago

Answer is 100% C no way this is D.
upvoted 1 times

Watad 5 months, 1 week ago

no argue that D is incorrect, but why not A?
upvoted 1 times

TOM1000 2 years, 2 months ago

I think A is a more appropriate course of action.
upvoted 1 times

CloudTrip 2 years, 4 months ago

Answer D seems to be one that is for distracting. B is more focused on development/deployment so C looks appropriate.

Scenario -

You have been appointed as a consultant to the Chief Enterprise Architect of a multinational pharmaceutical corporation. The corporation includes 30 subsidiary companies with operations in over 60 countries and products sold in over 125 countries. It has major research and development sites in over 45 locations worldwide.

The management team is deeply committed to ensuring that the corporation is a world leader in socially responsible pharmaceutical development with a business strategy that focuses on profitability through environmentally friendly operating processes as well as a commitment to disease eradication.

The operations of the corporation are subject to legal and regulatory requirements for each country where they operate. The production of prescription pharmaceutical products has governmental controls that are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was conducting a clinical trial for a new regulated drug.

The Governing Board is concerned about the risks posed in this complex global environment. As a result the Chief Executive Officer (CEO) has appointed a Chief

Compliance Officer (CCO) to be responsible for overseeing and managing compliance issues for the corporation. The CCO reports directly to the CEO.

The CCO has approved the expenditure of resources to establish an Enterprise Architecture program. He has requested to be informed about the status of projects that could impact regulatory compliance. He also wants the corporate legal staff and auditors to analyze all proposed architectures to ensure that they are within the legal guidelines for each country. In addition, the research organization should be able to see that the architecture is appropriate for its needs.

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

You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of the Chief Compliance

Officer, legal staff, auditors and the research organization.

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

A. You recommend that a stakeholder map be developed. This will allow the architects to define groups of stakeholders that share common concerns. A set of views should be defined to address the concerns for each group of stakeholders. Architecture models should then be created for each view to address the stakeholders' concerns.

B. You recommend that each project architecture activity is 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 addressed.

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

D. You recommend that a set of models be created for each project architecture that can be used to ensure that the system will be compliant with the local regulations. Stakeholders should then view the models to verify that their concerns have been properly addressed.

Correct Answer: *D*

Community vote distribution

A (100%)

⊟ 👤 **Chang007** `Highly Voted 👍` 2 years, 5 months ago

Answer is A: As per TOGAF recommendes the Stakeholder Map to address the concerns from various stakeholders

upvoted 10 times

⊟ 👤 **aaa111222** `Highly Voted 👍` 2 years, 10 months ago

I agree with D
We already know stakeholders and their concerns. In this question we are asked to focus on satisfying this already known concerns.

That is done through collating relevant architecture models (addressing local regulatory requirements here) into views that satisfies these specific stakeholders.

Answer B is verbatim stakeholder management, that's not addressing specific issue the question is asking.

upvoted 7 times

⊟ 👤 **BrownCat** `Most Recent ⊘` 3 months, 1 week ago

Answer is D. A does not address regulatory compliance.

upvoted 1 times

⊟ 👤 **Watad** 5 months, 1 week ago

Selected Answer: A

repeated, see Question #16

upvoted 1 times

⊟ 👤 **sanjepau** 2 years ago

Answer is A

upvoted 2 times

⊟ 👤 **mrg998** 2 years, 1 month ago

Answer is A, this is about mapping out stakeholders and their concerns which will then be translated into views. Stakeholder map is needed to show you what views will be required to satisfy stakeholder concerns. D is close 2nd place but it means stakeholder concerns are not documented so relevant views would not be created and mistakes made.

upvoted 3 times

⊟ 👤 **tomvik** 3 years, 1 month ago

Answer is B

upvoted 1 times

⊟ 👤 **Victor6510** 2 years, 10 months ago

The concern is about different groups of stakeholders have different concerns, which should be addressed by using stakeholder map. Ans should be A.

upvoted 14 times

Scenario -

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

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

The company has an established an Enterprise Architecture program based on TOGAF 9, sponsored jointly by the Chief Executive Officer and Chief Information

Officer. An Architecture Board has been formed comprised of IT staff executives and executives from the major service areas and consulting practice.

The Enterprise Architecture (EA) team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues.

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

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

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

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

A. The EA team should gather information about potential solutions from the appropriate 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.

B. 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 then assess the readiness of the organization to undergo change. Oice the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

C. The EA team should apply an interoperability analysis to evaluate any potential issues across the Solution Architecture. This should include the development of a matrix showing the interoperability requirements. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.

D. The EA team should apply the Business Transformation Readiness Assessment technique. This 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. The Business Value Assessment technique should then be used to determine the business value and associated risks for the transformation.

Correct Answer: *D*

Community vote distribution

D (100%)

 👤 **Watad** 5 months, 1 week ago

Selected Answer: D

Answer is D

upvoted 1 times

Scenario -

Your role is that of a consultant to the Lead Enterprise Architect in a company that develops photovoltaic technologies for use in large-scale solar power farms.

The company has three manufacturing facilities, two in the United States, and one in Southern France. Each of these facilities supplies a different manufacturer that assembles and sells complete systems. The solar panels and photovoltaic arrays are custom engineered to meet each manufacturer's design specifications.

A challenge that the solar power industry has faced is the efficiency of energy conversion. When a conventional solar panel overheats, it becomes inefficient and generates less energy. In response to this, the research arm of the company has pioneered the development of a new solar panel design that will produce up to

50% more energy than standard solar panels when operating at elevated temperatures. This will allow the production of significantly more useable energy per square meter than from standard solar technology. This new design is ready to go into production.

The company has a mature Enterprise Architecture practice that is supported by a cross-functional Architecture Board. TOGAF 9 is used for developing the automated manufacturing process and systems used to design, manufacture and test the solar power technologies they produce. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new solar panel design into production, a pilot architecture project at a single location has defined an updated standard approach for controlling the automated test systems used to perform final quality assurance. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for immediate implementation at each plant.

Architecture Contracts have been developed that detail the work needed to implement and deploy the new automated test system controller for each location. The

Chief Engineer has expressed concern that a uniform process be employed at each location to ensure consistency and high yields.

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

Based on TOGAF, 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 Architecture Contracts to manage the architecture governance processes for the project across the locations. You deploy monitoring tools to assess the performance of each completed solar panel 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.

Correct Answer: *C*

Community vote distribution

A (86%)	14%

☐ 👤 **b4c** [Highly Voted 👍] 3 years, 1 month ago

This answer doesn't seem right. After all, the contracts have been already created. Answer A seems a better answer for this scenario

upvoted 17 times

☐ 👤 **Indranee** 2 years, 5 months ago

Agree with A being the better answer.
1. "Architecture Contracts have been developed that detail the work needed " -> Contracts have already been created, so why are we creating contracts again in B and C? Therefore I went with A.
2. "a uniform process be employed at each location to ensure consistency and high yields" -> Maybe this is the reason why in option A, "You review the applicable Architecture Contract for each location" and "compliance reviews"

upvoted 4 times

Victor6510 2 years, 10 months ago

Ans A doesn't enforce a consistent and single Architecture Contract.

upvoted 4 times

susridey 2 years ago

Completely agree, the contracts are already developed so that's the indication that it just needs to be reviwed, and then any deviation needs to be reviewed by ARB

upvoted 1 times

tomvik `Highly Voted` 3 years, 1 month ago

Answer is B

upvoted 7 times

Victor6510 2 years, 10 months ago

Agreed. Should be Ans B.

upvoted 2 times

Watad `Most Recent` 5 months, 1 week ago

`Selected Answer: A`

repeated, see Question #17

upvoted 3 times

mericov 11 months, 2 weeks ago

`Selected Answer: B`

18.4? Two approaches can be adopted within the ADM for the development of architectures:
■ Baseline First: 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: 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

upvoted 1 times

tushmish 1 year, 3 months ago

`Selected Answer: A`

same as 9, 17, 52, 69

upvoted 3 times

0xE8D4A51000 7 months, 2 weeks ago

why do they repeated the question in the question bank? it's so annoying and they're pretending they have more questions when there a quite a few duplicates!

upvoted 1 times

Skittle4710 5 months, 4 weeks ago

More importantly, why do they post different correct answers for the same exact question?

upvoted 1 times

KMurthy04 2 years ago

I think its D, because inone of the old Question paper it was "D". and all the other options says - create Arch Contract, or Review Arch contract, but in the question it seems like Arch contract is already done. So we need to "use" the arch contract, there fore the Answer must be D

upvoted 2 times

sameersoftyhcl 2 years, 1 month ago

In Answer C, if there is a deviation found and Architecture board grants the dispensation to customize process for their local need, how will it ensure consistency?

I think right answer is A, because the same has been marked as answer in Q 17.

upvoted 2 times

pankaj3284 2 years, 4 months ago

Answer is A , there is no term like MOU(Memorandom of Understanding) in Togaf

upvoted 7 times

Scenario -

Your role is that of Lead Enterprise Architect within the staff headquarters of a large hotel chain. The chain manages over 500 hotels across North America and

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

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

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

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

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

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

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

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

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

B. You propose that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.

C. You propose 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.

D. You propose that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

Correct Answer: *D*

Community vote distribution

B (100%)

🗑 👤 **aaa111222** `Highly Voted 👍` 2 years, 10 months ago

B is correct
CEO vision + strategic architecture + packaged solution is a change initiative Supporting Business Strategy with well known target (ie. packaged solution) resulting in Architectural Definition of Bounded change initiatives (Target First)

upvoted 13 times

🗑 👤 **Divya07** `Highly Voted 👍` 2 years, 9 months ago

B is correct. Its more exhaustive approach then D

upvoted 5 times

🗑 👤 **Watad** `Most Recent ⊘` 5 months, 1 week ago

Selected Answer: B

repeated with Question #19 & #25

upvoted 1 times

⊟ 👤 **dave256** 1 year, 11 months ago

B. CIO says he needs results end of year. That means transition architecture preferred.

upvoted 2 times

⊟ 👤 **jayecho** 2 years, 10 months ago

Answer should be C considering the flow of process that is architecture definition

upvoted 2 times

⊟ 👤 **Victor6510** 2 years, 10 months ago

Based on other similar questions, the answer should be C.

While not able to find official explanation, closest one of TOGAF doc I can find is that

"In bounded change initiatives, the desired outcome is already understood and agreed upon. The focus of architectural effort in this class of engagement is to effectively elaborate a baseline solution that addresses the identified requirements, issues, drivers, and constraints."

As they already decided to use a specific software suite (target architecture pretty much fixed).

upvoted 2 times

⊟ 👤 **LunchTime** 2 years ago

C is incorrect. They had a study completed that gave the detailed requirements. The correct answer is B.

upvoted 1 times

Scenario -

You are serving as the Lead Architect for the enterprise architecture team at a large multinational aerospace and defense company. The company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. Several procurement processes have had problems related to the timing of purchases, which has led to excess inventory. The Vice President in charge of Supply Chain Management has made the decision to consolidate and reduce redundant procurement processes and systems. The company will move to a "Just-in-time" procurement system so as to keep inventory costs low.

TOGAF 9 is used for internal Enterprise Architecture activities. This project is using an iterative approach for executing the Architecture Development Method

(ADM).

At present, there are no particularly useful architectural assets in the Architecture Repository that are related to this initiative. All assets will need to be acquired, customized, or created from scratch. The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving the existing procurement processes or systems.

The architecture development project has completed the Preliminary Phase and has started a number of iteration cycles to develop the Architecture. As a packaged application is being considered, the next iteration will include both the Business and Application Architectures. Key stakeholder concerns that should be addressed by these architectures include:

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

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

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

[Note: You may need to refer to Chapter 35 of the reference text in order to answer this question.]

You have been asked to identify the most appropriate catalogs, matrices, and diagrams to support the next iteration of Architecture development. Based on TOGAF, which of the following is the best answer?

A. In the next iteration of Architecture development, you would describe the Baseline Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog, and a Data Entity/Business Function matrix. You would describe the Baseline Application Architecture with an Application/Function matrix.

B. In the next iteration of Architecture development, you would describe the Target Business Architecture with a Business ServiceFunction catalog, an Organization/Actor catalog, and Data Lifecycle diagrams. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.

C. In the next iteration of Architecture development, you would describe the Target Business Architecture with a Business ServiceFunction catalog, a Business Interaction matrix, and Product Lifecycle diagrams. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.

D. In the next iteration of Architecture development, you would describe the Baseline Business Architecture with a Baseline Business Process catalog, and an Object lifecycle catalog. You would describe the Baseline Application Architecture with a Technology Portfolio catalog.

Correct Answer: *C*

Community vote distribution

C (75%) | B (25%)

👤 **mrg998** `Highly Voted 👍` 2 years, 1 month ago

A & D options are already omitted –> Because of Baseline first ..
Now, need to choose between B & C
Option C is more relevant because
1) Group of people under business process –> Business Interaction Matrix
2) It is talking about overall Product life cycle and not about any DATA life cycle.

upvoted 5 times

👤 **red_panda** `Most Recent ⊘` 3 months ago

`Selected Answer: C`

The possible choices are B and C because the correct approach is Target First (there are not enough architectural asset). Then B contains the data lifecycle artifact but it is produced with the data architecture. Instead the C contains the product lifecycle that is produced correctly during the business architecture.

upvoted 1 times

👤 **Watad** 5 months, 1 week ago

`Selected Answer: C`

either C or B, I'd go with C since "data lifecycle diagram" is an artifact from Data Architecture not Business Architecture

upvoted 2 times

⊟ 👤 **ArekA** 5 months, 2 weeks ago

Selected Answer: B

Business Interaction Matrix: The purpose of this matrix is to depict the relationship interactions between organizations and business functions across the enterprise. Understanding business interaction of an enterprise is important as it helps to highlight value chain and dependencies across organizations. The Business Interaction matrix shows the following metamodel entities and relationships:

Organization
Business Function
Business Service
Business Service communicates with Business Service relationships
Business Service is dependent on Business Service relationships

upvoted 1 times

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 are located in neighboring 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.

[Note: You should assume that the company has adopted the example set of principles that are listed and defined in TOGAF, Section 23.6. You may need to refer to Chapter 23 of the reference text in order to answer this question.]

You have been asked to identify the most relevant architecture principles for the current situation.

Based on 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

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Correct Answer: *D*

Community vote distribution

B (100%)
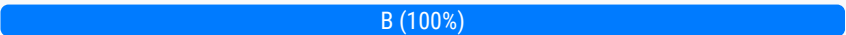
☐ 👤 **b4c** `Highly Voted 👍` 3 years, 1 month ago

The correct answer here is answer B!

upvoted 17 times

☐ 👤 **sve306** `Highly Voted 👍` 1 year, 8 months ago

`Selected Answer: B`

1. Business Continuity –> "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."

2. Technology Independence –> "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."

3. Common Vocabulary and Data Definitions, Data Trustee –> "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."

4. Responsive Change Management –> "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."

upvoted 7 times

☐ 👤 **Watad** `Most Recent ⊘` 5 months, 1 week ago

`Selected Answer: B`

Answer is B

upvoted 2 times

☐ 👤 **mrg998** 2 years, 1 month ago

Correct answer is B. That's it. Here the reasons

1. Business Continuity –> "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."

2. Technology Independence –> "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."

3. Common Vocabulary and Data Definitions, Data Trustee –> "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."

4. Responsive Change Management –> "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."

upvoted 4 times

☐ 👤 **Divya07** 2 years, 9 months ago

For the First concern- Business Continuity is the only principle that will fit, hence B

upvoted 7 times

☐ 👤 **jayecho** 2 years, 10 months ago

answer is B

upvoted 4 times

☐ 👤 **Victor6510** 2 years, 10 months ago

Best answer should be B

upvoted 4 times

☐ 👤 **tomvik** 3 years, 1 month ago

Answer is B

upvoted 4 times

Scenario -

You are serving as the Lead Architect for an insurance company, which has been formed through the merger of three previously independent companies. The company now consists of three divisions with the same names and division headquarters as their predecessors.

The lack of integration between the three divisions has increasingly caused problems in the handling of customer and financial information. The inability to share information has resulted in lost opportunities to "leverage the synergies" that had been intended when the company was formed. At present, each division maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, and claims information, each division has different ways of defining 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 common web portal, contact center software suite, and document management system. Also the company has selected a single enterprise-wide customer relationship management (CRM) application to consolidate information from several applications that exist across the divisions. The application will be used by each of the divisions and accessed by third party partners 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 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 migration teams in each division. 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 as the core framework for use for the Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

In the Preliminary Phase you need to define suitable policies and ensure that the company has the appropriate capability to address the concerns of the Corporate

Board.

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

A. 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.

B. You start by clarifying the intent that the Board has for raising these concerns. This enables you to understand the implications of the concerns 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.

C. 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.

D. 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.

Correct Answer: *D*

Community vote distribution

C (50%)	D (50%)

⊟ 👤 **tomvik** `Highly Voted 👍` 3 years, 1 month ago

answer is C

upvoted 11 times

⊟ 👤 **rbaggio** 2 years, 6 months ago

It cannot be C. Enterprise Architects don't update security policy. "The company has an existing team of security architects."

upvoted 5 times

👤 **red_panda** `Most Recent ⊘` 3 months ago

`Selected Answer: C`

Answer C is more correct than answer D because answer C highlights that security is a fundamental issue for all domains and not just for the application and the data domains.
upvoted 1 times

👤 **Watad** 5 months, 1 week ago

`Selected Answer: D`

repeated, see Question #18
upvoted 1 times

👤 **scuzzy2010** 1 year, 9 months ago

I think it's C too. This is the Preliminary Phase and it's the only option which mentions architecture principles - "You define architecture principles"
upvoted 1 times

👤 **LunchTime** 2 years ago

C is correct. Folks are getting way too hung up on "enterprise architectures don't update security policy". Updating the security policy in "C" is no different than "you ensure that written policies are put in place…" which is the wording in "D". Most importantly, C provides the correct process ⬝ the business objectives drive the requirements. Architecture principles are put in place to guide decisions and security is embedded in all phases via security architects. This process addresses new security requirements or changes in the future. Answer D does not.
upvoted 2 times

    👤 **repudis** 1 year, 10 months ago

https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap46.html

The Solution Architect has the responsibility for architectural design and documentation at a system or subsystem level, such as management or security
A Solution Architect may shield the Enterprise/Segment Architect from the unnecessary details of the systems, products, and/or technologies. The focus of the Solution Architect is on system technology solutions; for example, a component of a solution such as enterprise data warehousing.

he Enterprise Architect has the responsibility for architectural design and documentation at a landscape and technical reference model level
The Enterprise Architect often leads a group of the Segment Architects and/or Solution Architects related to a given program. The focus of the Enterprise Architect is on enterprise-level business functions required.
upvoted 1 times

        👤 **Fumoffuu** 1 year, 9 months ago

I second that. Ans is "C"
Check "20.6.1 Business Principles", Principle 9. Security policy is clearly mentioned. Business Principles are part of Architecture Principle applicable at the Preliminary Phase.
upvoted 1 times

    👤 **repudis** 1 year, 10 months ago

Are you really sure about this? if so please provide official togaf documentation that really backs up your statements, otherwise this will be non-sense. Please, check the link I provided down.
upvoted 1 times

👤 **susridey** 2 years ago

Answer is D, it is more comprehensive than B, A&C are out because of obvious reasons that others in this forum have mentioned.
upvoted 3 times

👤 **mrg998** 2 years, 1 month ago

Ans is D
upvoted 3 times

👤 **CloudTrip** 2 years, 4 months ago

Sorry the choice was between B & D. Wish there was an edit button here. Answer D looks fine because of the reasons mentioned earlier.
upvoted 3 times

👤 **CloudTrip** 2 years, 4 months ago

Answer D is correct. You don't define the architecture principles or issue request for architecture yourself so A & C straightway out of the window. Among A,D read the requirement is question again i.e. one of the primary goals in its charter is to coordinate efforts between the implementation team and the migration teams in each division which is what clearly articulated in Answer D.
upvoted 4 times

👤 **rbaggio** 2 years, 6 months ago

Answer is B. Preliminary Phase is about intent, the "Why?". It can't be A, as Enterprise Architects don't issue Request for Architecture Work. It can't be C, as Enterprise Architects don't update security policy.
upvoted 3 times

aaa111222 2 years, 10 months ago

Answer is C.

D is describing "Requirement management" phase

upvoted 4 times

rbaggio 2 years, 6 months ago

It cannot be C. Enterprise Architects don't update security policy. "The company has an existing team of security architects."

upvoted 3 times

aaa111222 2 years, 10 months ago

Answer is C.

D is describing "Requirement management" phase

upvoted 4 times

rbaggio 2 years, 6 months ago

It cannot be C. Enterprise Architects don't update security policy. "The company has an existing team of security architects."

upvoted 3 times

Scenario -

Your role is that of the Lead Architect working for a government agency responsible for immigration, customs, and border control. The agency was formed by consolidating several smaller government agencies. The agency has established an Enterprise Architecture practice based on TOGAF 9. The CIO is the executive sponsor and has appointed an EA steering team to oversee the practice.

There has been a considerable increase in security requirements and immigration service requests in recent years, which have expanded the scope and size of the operations of the agency. As a result, the existing Information Technology architecture no longer meets the required service levels. A significant Enterprise

Architecture (EA) initiative is in progress with the goal to improve customer responsiveness and satisfaction, and improve the overall operational efficiency of the agency.

The current EA staff members were internal appointments based on a request from the EA steering team to supply a number of suitable individuals for the EA effort. Collectively, they possess a broad range of IT and business analysis skills. However, the CIO has expressed concern about the diverse range of experience within the team. There is concern that the EA staff may be lacking in some of the critical skills that are required to properly conduct EA activities. It had been assumed that any EA-related skill gaps would be overcome by on-the-job mentoring from the senior members of the EA staff. Each architect was expected to attend a TOGAF training course and participate in other skill development activities.

A recent review of the EA program revealed that many EA staff members, despite attending multi-day training courses, were not proficient in analyzing or creating the models and artifacts required for their assigned architecture projects. Stakeholders have observed errors and inconsistencies in artifacts and deliverables being submitted for review.

The CIO has asked you to recommend a professional development plan for the EA staff in order to address the findings raised in the recent review. Based on TOGAF, which of the following is the best answer?

A. You recommend that a comprehensive evaluation of key team leader skills be made using the TOGAF Architecture Skills Framework. Based on the evaluations, you will recommend the necessary staff changes. This will ensure that the team leaders have the necessary skills and experience for the architecture tasks within the agency. The role and skill categories defined in the TOGAF Architecture Skills Framework should then be shared with the department leaders so that in the future, they can make more informed choices when providing internal candidates for the EA team.

B. You recommend that an architecture maturity assessment should be conducted. This will identify the practices on which the agency should focus to see the greatest improvement and ensure that the basic enterprise architecture process is documented. As part of the assessment, all of the team leaders should be interviewed and their qualifications assessed. In order to rectify areas of low proficiency, they are expected to attend additional EA training courses. When the team leaders have achieved the desired levels of proficiency, they should apply a similar process for their staff members.

C. You recommend that you work with the EA steering team to adapt the TOGAF Architecture Skills Framework for use within the architecture practice at the agency. The categories of architecture roles, the required skills for each role and the desired level of proficiency for each role and skill will be defined by this framework. Each team member, or prospective team member, can then be evaluated for suitability against these roles and skills. Staffing and training adjustments can then be made as necessary to close gaps that are discovered.

D. You recommend that to address the issues identified in the review, the experienced team leaders should mentor the junior team members. At the same time additional training should be provided. Since it is now known that some models are improperly defined and may have caused cascading errors in other parts of the architecture, you recommend an iteration of the Migration Planning phase occur, so as to develop a coordinated transition to a new baseline using the last known good architecture. Once the artifacts are consistent and correct, these can be applied to this new baseline.

Correct Answer: *C*

Community vote distribution

C (100%)

⊟ 👤 **modsjunk** 3 months, 2 weeks ago

Selected Answer: C

Skills frameworks provide a view of the competency levels required for specific roles. They define:
• The roles within a work area
• The skills required by each role
• The depth of knowledge required to fulfil the role successfully
• They are relatively common for defining the skills required for a consultancy and/or project management assignment, to deliver a specific project or work package. They are also widely used by recruitment and search agencies to match candidates and roles.
• Their value derives from their ability to provide a means of rapidly identifying skill matches and gaps. Successfully applied, they can ensure that candidates are fit for the jobs assigned to them.

• Their value in the context of Enterprise Architecture arises from the immaturity of the Enterprise Architecture discipline, and the problems that arise from this.

⊟ 👤 **sunny1417** 3 months, 3 weeks ago

C is correct

Scenario -

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 Architecture 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 defense 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.

Correct Answer: *C*

Community vote distribution

A (100%)

🗕 👤 **dave256** `Highly Voted 👍` 1 year, 10 months ago

Should be A
Motivation - Allow additional structured modeling of the drivers, goals, and objectives that influence an organization to provide business services to its customers.

Governance - Allow additional structured modeling of the drivers, goals, and objectives that influence an organization to provide business services to its customers.

upvoted 5 times

scuzzy2010 1 year, 9 months ago

I agree. Service Extensions (in C) doesn't have anything to do this the requirements here.

upvoted 1 times

red_panda Most Recent ⊘ 3 months ago

Selected Answer: A

The correct answer is the A:
- Motivation Extension: in order to create specific structured models for the goals/objectives
- Governance Extension: in order to support the performance, SLA, metrics etc
The Service Extension is related to the IT Services.

upvoted 1 times

Watad 5 months, 1 week ago

Selected Answer: A

agree with discussion below

upvoted 1 times

ArekA 5 months, 2 weeks ago

Selected Answer: A

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.

upvoted 2 times

Edgarrt 1 year, 5 months ago

Selected Answer: A

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

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

upvoted 4 times

MF2C 1 year, 11 months ago

A is correct

upvoted 3 times

Scenario -

You are serving as the Lead Architect for an insurance company, which has been formed through the merger of three previously independent companies. The company now consists of three divisions with the same names and division headquarters as their predecessors.

The lack of integration between the three divisions has increasingly caused problems in the handling of customer and financial information. The inability to share information has resulted in lost opportunities to leverage the synergies that should have been possible as a result of the merger.

At present, each division maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, and claims information, each division has different ways of defining 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 common web portal, contact center software suite, and document management system. Also the company has selected a single enterprise-wide customer relationship management (CRM) application to consolidate information from several applications that exist across the divisions. The application will be used by each of the divisions and accessed by third party partners 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 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 migration teams in each division. 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 Standard Version 9.2 -

has been selected as the core framework for use for the Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

As part of the process for establishing the Enterprise Architecture department, you are developing a set of architecture principles to guide the activities.

You need to recommend the best approach for this work.

Based on TOGAF Standard Version 9.2, which of the following is the best answer?

A. You would review the mission statements for the company and its divisions, together with the corporate business goals and business drivers. Based on that review, you would work closely with the key stakeholders and the Architecture Board to define the architecture principles. You would ensure that they actively promote the alignment of IT with the corporate business strategies. You would then hold review meetings with the relevant stakeholders, including senior management, ensuring their support.

B. You would gather information from credible industry sources in the insurance business. Based on that information, you would assess current trends and apply them to defining a set of principles that embody best practices. You would select architecture principles that do not conflict with each other and that should be stable. You would ensure that all the principles are realistic and avoid including principles that are too obvious.

C. You would analyze the mission statements for the company and each of its divisions, together with the corporate business goals. Based on that analysis, you would define a set of architecture principles and review them with the CIO. When developing the principles you would ensure that they actively promote the alignment of IT with the business strategies and initiatives of the company. You would then seek the endorsement of the CIO and senior management.

D. You would define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter. You would publish the principles on the corporate intranet to ensure widespread acceptance and compliance. You would then schedule regular periodic Compliance Assessments with each of the divisions to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.

Correct Answer: *C*

Community vote distribution

A (100%)

⊟ 👤 **tomvik** `Highly Voted 👍` 3 years, 1 month ago

A is right answer

upvoted 18 times

⊟ 👤 **red_panda** `Most Recent ⊘` 3 months ago

The correct answer is the A
upvoted 1 times

⊟ 👤 **Watad** 5 months, 1 week ago
A is the most suitable answer
upvoted 1 times

⊟ 👤 **aurzau** 10 months, 3 weeks ago
Answer is A. I got 100% and this was one of my questions.
upvoted 3 times

⊟ 👤 **OPENSOFT** 1 year, 9 months ago
A - 20.4 Developing Architecture Principles
Architecture Principles are typically developed by the Enterprise Architects, in conjunction with the key stakeholders, and are approved by the Architecture Board.
upvoted 2 times

⊟ 👤 **sanjepau** 2 years ago
A is the right answer
upvoted 1 times

⊟ 👤 **mrg998** 2 years, 1 month ago
the answer is A, C is wrong you do NOT create principles with the CIO.
upvoted 3 times

⊟ 👤 **mrg998** 2 years, 1 month ago
A is right
upvoted 2 times

⊟ 👤 **Mateo37** 2 years, 5 months ago
20.4 Developing Architecture Principles
Architecture Principles are typically developed by the Enterprise Architects, in conjunction with the key stakeholders, and are approved by the Architecture Board.
upvoted 3 times

⊟ 👤 **Divya07** 2 years, 9 months ago
A is correct. as EA Architecture Principles should be developed with Architecture board . Review is important
upvoted 3 times

Scenario -

You have been assigned the role of Lead Enterprise Architect for a firm that produces components and replacement parts for the automobile, electronics, and telecommunications industries. The firm has been established for over 70 years. North America has been the primary market for its products, with just 20% of its output being exported to Europe. The firm is planning to expand its exports to Europe and also to establish sales in South America and the Asia Pacific region.

The firm is organized into business units that each focus on the different industry sectors. 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 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 change and how to manage the associated risks.

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

Based on TOGAF, 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 reorganization. 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 project.

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 project.

C. In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the reorganization. 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 project.

D. In Phase A, the team should conduct a Business Scenario to identify the stakeholders1 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.

Correct Answer: *D*

Community vote distribution

C (50%)	D (50%)

⊟ 👤 **polymorf** `Highly Voted 👍` 2 years, 11 months ago

Answer is C

upvoted 22 times

⊟ 👤 **sanjepau** `Highly Voted 👍` 2 years ago

C should be the correct answer as BTRA technique is used to identify the risks which can be identified and mitigated in Phase-E and F. Business scenario is just used to understand the requirement.

upvoted 6 times

⊟ 👤 **red_panda** `Most Recent ⊘` 3 months ago

`Selected Answer: C`

The principal concern is the risk management.

upvoted 1 times

⊟ 👤 **93madox** 5 months, 2 weeks ago

I go for C. Still Business Scenarios are really to discover the requirements, as opposed to risks. I can't imagine how the requirement by itself could reveal the risk.

upvoted 1 times

🔲 👤 **Edgarrt** 1 year, 5 months ago

Selected Answer: D

answer D expresses what a BTRA is, dont always expect the answer to say exactly the technique's name...

upvoted 1 times

🔲 👤 **Falconion** 5 months ago

D doens't make a statement "whether the firm will be able to adapt to the proposed architecture ". The steps in D only concentrate on "how to manage the associated risk".

In my opinion C is right.

upvoted 1 times

🔲 👤 **mrg998** 2 years, 1 month ago

Answer is C. BTRA is used to assess risk. this Question is asking about risk. D does nothing for risk.

upvoted 4 times

🔲 👤 **Divya07** 2 years, 9 months ago

BTRA is the technique recommended by TOGAF to assess risk associated with business Transformation

upvoted 3 times

🔲 👤 **aaa111222** 2 years, 10 months ago

I would go for D,
C just identifies the initial risk through BTRA and leaves it there.

in D, although it doesn't name BTRA, it does the correct thing, identifies and addresses initial and residual risks. More complete risk management.

upvoted 1 times

Scenario -

You are serving as the Lead Architect for an enterprise architecture project team within a leading multinational pharmaceutical and medical devices manufacturer.

Its brands include numerous household names for medications and first aid supplies.

The company has a long history of innovating new treatments for many common illnesses and diseases. Prior to launching a new treatment, the company has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the countries in the target markets. All clinical trials are undertaken by its research laboratories, which employ over 10,000 people at separate facilities in the United Kingdom, United States, Sweden, France, Canada,

India, China and Japan. In addition to internal research and development activities the company is also involved in publicly funded collaborative research projects, with other industrial and academic partners.

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

The Enterprise Architecture group is a mature organization. They use the TOGAF 9 ADM with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that the changes to the enterprise architecture for the new system will need to be rolled out in stages on a regional basis that minimizes disruptions to ongoing clinical trials.

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, which of the following is the best answer?

A. 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 using a CRUD matrix. 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.

B. 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.

C. 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 a state evolution table.

D. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap classify whether the solution is either a new envelopment, 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.

Correct Answer: *D*

Community vote distribution

B (100%)

⊟ 👤 **Victor6510** `Highly Voted 👍` 2 years, 10 months ago

Ans B should better than D: D doesn't talk about transition architecture, and TOGAF recommends to

"Using the Consolidated Gaps, Solutions, and Dependencies matrix together with the Implementation Factor Assessment and Deduction matrix, logically group the various activities into work packages."

upvoted 15 times

⊟ 👤 **TriveniPrabhu** 2 years, 1 month ago

I also believe it is C. Does anyone know the right answer for this.

12.3.9 Identify and Group Major Work Packages: This section clearly lists out the steps as mentioned in option B.

upvoted 1 times

TriveniPrabhu 2 years, 1 month ago

Sorry I meant answer is B.

upvoted 2 times

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scuzzy2010 1 year, 9 months ago

I agree with B. The regional and clinical trials schedules need to be considered for the implementation, hence there is a requirement for "Implementation Factor Assessment & Deduction Matrix"

"28.1 Implementation Factor Assessment & Deduction Matrix
The technique of creating an Implementation Factor Assessment and Deduction matrix can be used to document factors impacting the architecture Implementation and Migration Plan.

The matrix should include a list of the factors to be considered, their descriptions, and the deductions that indicate the actions or constraints that have to be taken into consideration when formulating the plans."

upvoted 1 times

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babakeyfgir `Most Recent ⊘` 3 weeks, 3 days ago

D is correct, we schould first use Matrix and then group into Work Packages. Sequece of Tasks is important. B is not correct, because Factor Analyse already done and CIO has already defined Factor and Deduction, therefore is not needes to impelement Factor Assesment

upvoted 1 times

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mericov 11 months, 2 weeks ago

`Selected Answer: B`

32.2.7

upvoted 2 times

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tushmish 1 year, 3 months ago

`Selected Answer: B`

Option D : Whats '...schedule for clinical trials.' ?

upvoted 1 times

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sanjepau 2 years ago

B is correct as it covers all the required techniques of Phase-E.

upvoted 1 times

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mrg998 2 years, 1 month ago

B or D, question is which is 3 and which is 5. I think ans B is 5 and D is 3.

upvoted 1 times

ChrisG1454 2 years, 2 months ago

Some further thoughts - Answer C
24.4 states as follows: "The technique of creating the Transition Architecture State Evolution table allows the architect to show the proposed state of the architectures at various levels"
The key word is "proposed" That is, the future state.
Answer C states: "Document the progression of the enterprise architecture using a state evolution table. "
This is incorrect. Look at the example table in 24.4

upvoted 2 times

RVR 2 years, 4 months ago

Answer should be C or D, I am unsure why its not C as its a more complete process.

The question is " recommend the approach to identify the work packages " and the answer is to use Consolidated Gaps, Solutions and Dependencies Matrix as its the right tool 'used as a planning tool when creating work packages'

But C takes it one step forward and completes the process by "Document the progression of the enterprise architecture using a state evolution table" as well as it lists "rollout one region at a time" which is a requirement.

Don't worry about the "Solution Building Blocks" statement, it simply means 'Potential Solutions' which is part of Consolidated Gaps, Solutions, and Dependencies matrix or in other words, if the gaps identified in the domain architecture gap analysis results is a solution or rather solution building block then take that and group into a set of work packages.

I would go with C.

upvoted 3 times

BhavikS 3 weeks, 6 days ago

Read 24.4 state evolution table can't show regional roll outs.

upvoted 1 times

Divya07 2 years, 9 months ago

C is correct as per TOGAF.

upvoted 2 times

Scenario -

Your role is that of Lead Enterprise Architect within the headquarters of a large fast food chain. The chain manages over 6000 restaurants across 24 countries.

Each restaurant in the chain is an independently owned and operated franchise. Many of the restaurants use have been with the franchise since its initial startup phase and still use the first generation IT systems deployed over 15 years ago.

The CEO of the chain has stated his concerns about the inefficiencies of the current systems and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new support services to help them complete with the increasing competition from coffee shops.

This strategy is part of the long-term commitment to enhance the brand image and increase revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

These changes will provide the chain with improved products, including healthier alternatives in their menu, 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 and new products to specific regions.

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

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

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

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

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

A. You propose that this engagement define the baseline architecture first in order to assess the current infrastructure capacity and capability. The initial priority is to understand the problem. 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.

B. You propose that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

C. You propose that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.

D. You propose that 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.

Correct Answer: *B*

Community vote distribution

C (100%)

C is correct
CEO vision + strategic architecture + packaged solution is a change initiative Supporting Business Strategy with well known target (ie. packaged solution) resulting in Architectural Definition of Bounded change initiatives (Target First)
upvoted 16 times

⊟ 👤 **babakeyfgir** `Most Recent ⊙` 3 weeks, 3 days ago
B is correct, the Question ist related ro Archiktektur develepment (B C D) Phase, strategic Architectur is defined in Phase A.
upvoted 1 times

⊟ 👤 **red_panda** 3 months ago
`Selected Answer: C`
The answer is C
upvoted 1 times

Watad 5 months, 1 week ago

Selected Answer: C

repeated, see Question #53

upvoted 1 times

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aurzau 10 months, 3 weeks ago

Answer is C. I got 100% and this was one of my questions.

upvoted 1 times

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mericov 11 months, 1 week ago

Selected Answer: C

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.

upvoted 2 times

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mrg998 2 years, 1 month ago

Answer is C!

upvoted 3 times

Scenario -

You have been assigned the role of Chief Enterprise Architect within a leading outsourcing services company. The company has over 15,000 outsourcing professionals and works on some of the world's largest outsourcing projects. Outsourcing services include business processes, infrastructure, and service management. The company also provides business consulting services. Roughly half of its turnover comes from the private sector and half from the public sector.

With numerous service areas and a large number of diverse engagements in progress at any given time, overall engagement management within the company has become challenging. The company has recently had a number of high profile projects that have overrun on budget and under delivered, thereby damaging its reputation.

The company has an established an Enterprise Architecture program based on TOGAF 9, sponsored jointly by the Chief Executive Officer and Chief Information

Officer. An Architecture Board has been formed comprised of IT staff executives and executives from the major service areas and consulting practice.

The Enterprise Architecture (EA) team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues.

The EA team has defined a framework and held workshops with key stakeholders to define a set of architecture principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period. This will include three distinct transformations.

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

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

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

A. The EA team should apply an interoperability analysis to evaluate any potential issues across the architecture. This should include the development of a matrix showing the interoperability requirements. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.

B. The EA team should bring together information about potential solutions from the appropriate sources. Once the target 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.

C. The EA team should evaluate the organization's readiness to undergo change. This 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. The Business Value Assessment technique should then be used to determine the business value and associated risks for the transformation.

D. Before preparing the detailed Implementation and Migration plan, the EA team should review and consolidate the gap analysis results from Phases B to D. This can be used to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should then assess the readiness of the organization to undergo change. Once the architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

Correct Answer: C

You are serving as the Lead Architect for a chain of convenience stores, which has over 2000 retail outlets throughout the Asia-Pacific region. The stores operate

24 hours a day and 7 days a week and use the latest cloud-based point-of-sale (POS) technology to manage their sales and inventory. Cloud-based POS systems store all user data, including sales and inventory in a remote server.

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

An Enterprise Architecture practice exists within the company, with the CEO and CIO as joint sponsors. They have decided to adopt TOGAF 9 within the practice and the first project is to restructure the Enterprise Architecture so that it can better support the existing environment and accommodate future changes of strategy within the company.

The CIO has stated that the following issues also need to be addressed in the restructuring:
- They need to address problems with data quality and inconsistent data in order to support better decision making and analysis.
- The architecture should focus on the needs of the business, not technology.
- To remain competitive, new products and promotions must undergo market trials before deployment across the retail chain. Information systems must be able to manage changes and updates without undue delays.

[Note: You should assume that the company has adopted the example set of principles that are listed and defined in TOGAF, Section 23.6. You may need to refer to Chapter 23 of the reference text in order to answer this question.]

You have been asked to identify the most relevant architecture principles for the current situation.

Based on TOGAF, which of the following is the best answer? [Note: The ordering of the principles listed in each answer is not significant.]

A. Maximize Benefit to the Enterprise, Data Trustee, Data is an Asset, Responsive Change Management, Interoperability.

B. Requirements Based Change, Responsive Change Management, Data Trustee, Common Vocabulary and Data Definitions, Business Continuity.

C. IT Responsibility, Data security, Ease of Use, Service Orientation, Common Use Applications.

D. Data is Accessible, Data is shared, Interoperability, Requirements Based Change, Control Technical Diversity.

Correct Answer: *A*

👤 **tomvik** [Highly Voted 👍] 3 years, 1 month ago

Answer is B . As per TOGAF principle "Requirements-Based Change" - The purpose of this principle is to keep us focused on business, not technology needs.

upvoted 11 times

👤 **aaa111222** 2 years, 10 months ago

" changes and updates without undue delay" -> Responsive Change

upvoted 5 times

👤 **Divya07** [Highly Voted 👍] 2 years, 9 months ago

B is correct
Requirements Based Change - Business driven
Responsive Change Management - Changes in timely manner

upvoted 5 times

👤 **red_panda** [Most Recent ⊙] 2 months, 3 weeks ago

Selected Answer: B

Requirements Based Change: the focus is the business
Responsive Change Management: update without delay
Data Trustee: data quality
Business Continuity: the company operates 24 hours and 7 days each week

upvoted 3 times

👤 **Watad** 5 months, 1 week ago

Selected Answer: B

answer is B because "Requirements-Based Change"

upvoted 1 times

👤 **aurzau** 10 months, 3 weeks ago

Answer is B. I got 100% and this was one of my questions.

⊟   👤 **rMonteiro** 1 year, 9 months ago

Selected Answer: B

we need "Requirements Based Change" because of new products

⊟   👤 **rMonteiro** 1 year, 9 months ago

Selected Answer: B

we need "Requirements Based Change" because of new products

Scenario -

You have been assigned the role of Lead Enterprise Architect for a firm that is a major OEM parts supplier to the auto industry. Europe has been the primary market for its products, with just 20% of its output being exported to North America. The firm is planning to expand its exports to North America and also to establish sales in South America and the Asia Pacific region. This will enable them to better ride out recessions in key markets such as Europe. It will also enable the firm to exploit the auto industry move to global platforms.

The firm is organized into business units with each addressing different auto industry sectors. Each business unit has acquired other procedures to expand its manufacturing capacity. This has resulted 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 Architecture Content Framework. The EA program is well coordinated with Project Management Office, Systems Development, and Operations functions.

The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the 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 change and how to manage the associated risks.

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

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

A. 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 project.

B. In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful reorganization. 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 project.

C. In Phase A, the team should conduct a Business Scenario to describe the business problem, identify the stakeholders' and the resulting retirements. 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.

D. In Phase A, the team should evaluate the organization's readiness to undergo change. This will identify the factors that will influence the reorganization. This should include 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 project.

Correct Answer: *C*

⊟ 👤 **b007** `Highly Voted 👍` 2 years, 11 months ago

    Answer is D

    upvoted 13 times

⊟ 👤 **93madox** `Most Recent ⊘` 5 months, 1 week ago

    I'd go for D.
    C seems to be addressing only the risks concern - probably better than D, but question is about Risks and Readiness to Undergo Change, that answer C not talk about.

    upvoted 1 times

⊟ 👤 **mericov** 11 months, 1 week ago

    `Selected Answer: D`

    Business scenarios are an appropriate and useful technique to discover and document business requirements. In my understanding, the "CIO has expressed concerns about whether the firm will be able to adapt to the proposed change and how to manage the associated risks." and for this, you use BTRA to "evaluating and quantifying an organization's readiness to undergo"

    upvoted 1 times

⊟ 👤 **vsudhagar** 1 year, 6 months ago

    Ans C -

    upvoted 1 times

ericl 1 year, 11 months ago

Agree with D, should residual risk should not be approved by the board but the stalkholder / business. Reviewing the togaf doc, not finding a.board approving any with related to risk, but only the framework.

upvoted 3 times

jiten1102 2 years ago

can be avoided, transferred risks in TOGAF ? if no then that make C wrong

upvoted 1 times

LunchTime 2 years ago

D is correct.
C is incorrect as requirements are not assessed for risk - only solutions are. In phase A you evaluate the organization's readiness for change, which is then used to identify and mitigate those risks.

upvoted 3 times

susridey 2 years ago

evaluate the organization's readiness to undergo change. ----> means the team follows BTRA

upvoted 1 times

mrg998 2 years, 1 month ago

C or D. Going with D because its the method used to identify risk.

upvoted 1 times

aaa111222 2 years, 10 months ago

Also C is more complete addressing "residual" risks. D doesn't do that

upvoted 4 times

jayecho 2 years, 10 months ago

Answer is C since Business Scenario allows the risk and requirements to be addressed

upvoted 3 times

Scenario -

You are serving as the Lead Architect for the Enterprise Architecture team at a multinational company. The company has grown rapidly by acquisition and has inherited numerous supply chain processes and related IT systems. Several supply chain processes have had problems related to the timing of purchases, which has led to excess inventory. The Vice President in charge of Supply Chain Management has made the decision to consolidate and reduce redundant processes and systems. The company will move to a "Just-in-time" supply chain management so as to keep inventory costs low.

The TOGAF standard is followed for internal Enterprise Architecture activities. This project is using an iterative approach for executing the Architecture

Development Method (ADM).

At present, there are no architectural assets in the Architecture Repository related to this initiative. All assets will need to be acquired, customized, or created. The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving the existing supply chain management processes or systems.

The architecture development project has completed Phase A and has started a number of iteration cycles to develop the Architecture. As a packaged application is being considered, the next iteration will include both the Business and Application Architectures. Key stakeholder concerns that should be addressed by these architectures include:

1. What groups of people should be involved in the supply chain management-related business processes?

2. What non-supply chain management applications will need to be integrated with any new supply chain management applications?

3. What data will need to be shared?

[Note: You may need to refer to the Architectural Artifacts chapter, section 31.6 (located in Part IV) of the reference text in order to answer this question.]

You have been asked to identify the most appropriate catalogs matrices and diagrams to support the next iteration of Architecture development. Based on the TOGAF standard, which of the following is the best answer?

A. You would describe the Baseline Business Architecture with a Business Service/function catalog, an Organization/Actor catalog, and a Data Entity/Business Function matrix. You would describe the Baseline Data Architecture using a Data Entity/Data Component catalog. You would describe the Baseline Application Architecture with an Application/Function matrix.

B. In the next iteration of Architecture development, you would describe the Target Business Architecture with an Organization/Actor catalog, a Business Service/ Function catalog, and Data Lifecycle diagrams. You would describe the Target Application Architecture with a Data Entity/Data Component catalog. You would describe the Target Application Architecture with an Application Interaction matrix and Application Communication diagrams.

C. You would describe the Target Business Architecture with a Business Service/Function catalog, and a Business Interaction matrix. You would describe the Target Data Architecture with a Data Entity/Business Function matrix and an Application/Data matrix. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.

D. In the next iteration of Architecture development, you would describe the Baseline Business Architecture with a Value Chain diagram, and a Baseline Business Process catalog. You would describe the Baseline Data Architecture with a Data diagram. You would describe the Baseline Application Architecture with an Environments and Locations diagram.

Correct Answer: *C*

☐ 👤 **b007** `Highly Voted 👍` 2 years, 11 months ago

answer is C. Data Lifecycle diagram is part of Data architecture and not Business Architecture

upvoted 10 times

☐ 👤 **aaa111222** `Highly Voted 👍` 2 years, 10 months ago

Target First ... so A and D are out.

B matches associates Data Artifacts with Application Architecture etc.. wrong categories. B is out

Answer has to be C, however I am not really satisfied with it.

upvoted 7 times

☐ 👤 **aurzau** `Most Recent ⊘` 10 months, 3 weeks ago

`Selected Answer: C`

Answer is C. I got 100% and this was one of my questions.

upvoted 1 times

☐ 👤 **rMonteiro** 1 year, 9 months ago

A. and D. are wrong because we need target first.
B. is wrong because Data artifacts are from Data Architecture, not Application.
But I don't understand where this concern "1. What groups of people should be involved in the supply chain management-related business processes?" is addressed in C.

upvoted 2 times

☐ 👤 **agaa2000** 1 year, 9 months ago

confused question, but i think go with target architecture first because the baseline architecture will be replaced no need to develop . read standard 9.2 (18.5.2 Iteration within an ADM Cycle), so its C.

upvoted 1 times

☐ 👤 **mrg998** 2 years, 1 month ago

answer is C

upvoted 1 times

☐ 👤 **youthanasia** 2 years, 3 months ago

Answer is A, Baseline before Target. Here is from the Standard document: Develop a Baseline Description of the existing Business Architecture, to the extent necessary to support the Target Business Architecture. The scope and level of detail to be defined will depend on the extent to which existing business elements are likely to be CARRIED OVER into the Target Business Architecture

upvoted 1 times

   ☐ 👤 **youthanasia** 2 years, 3 months ago

   Ignore this, I'm wiser this week after more studying. The answer is C

   upvoted 4 times

☐ 👤 **jayecho** 2 years, 10 months ago

answer is C

upvoted 4 times

☐ 👤 **debutant** 3 years ago

Answer is B, not C, please check and correct if i am right

upvoted 3 times

Scenario -

Your role is that of Lead Enterprise Architect working at the headquarters of a fast food chain. The chain manages over 7500 restaurants across 33 countries.

Each restaurant in the chain is an independently owned and operated franchise.

Many of the restaurants still use the first generation IT systems deployed over 10 years ago. The Chief Operating Officer (COO) of the chain has stated his concerns about the inefficiencies of the current systems and identified the need to change. He has defined a new strategic vision that will enhance the business including providing its franchisees new support services to help them address the increasing competition from coffee shops. This is part of the long-term commitment to enhance the brand image and increase revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

The changes will help provide the chain with improved products, including healthier alternatives in the menu, 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 and new products to specific regions.

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

In planning the 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 COO's vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations.

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

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

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

A. You propose that the focus be placed on architecture definition, with emphasis on understanding the strategic change parameters. The requirements, drivers, issues, and constraint for this engagement can then be identified. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

B. You propose that the target architecture is defined first 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.

C. You propose that the baseline Technology Architecture is defined 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 propose that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.

Correct Answer: *D*

☐ 👤 **aaa111222** `Highly Voted 👍` 2 years, 10 months ago

D is correct.
Strategic change with target known : Bounded change
upvoted 12 times

☐ 👤 **aurzau** `Most Recent ⊙` 10 months, 3 weeks ago

`Selected Answer: D`

Answer is D. I got 100% and this was one of my questions.
upvoted 1 times

☐ 👤 **aurzau** 10 months, 3 weeks ago

Answer is D. I got 100% and this was one of my questions.
upvoted 1 times

☐ 👤 **Ahilan** 1 year, 9 months ago

D is not the right answer as target architecture first means, you do the target followed by baseline architecture. A is not the right answer as TOGAF doesn't talk about non-functional requirements (of course there are white papers but not part of TOGAF). I think B is the right answer.
upvoted 1 times

Happiman 2 years, 4 months ago

Answer is D:

upvoted 2 times

rohanmehta096 2 years, 10 months ago

Answer should be B. A similar question #62 shows answer as B.

upvoted 2 times

Happiman 2 years, 4 months ago

Answer is D:

upvoted 2 times

rohanmehta096 2 years, 10 months ago

Answer should be B. A similar question #62 shows answer as B.

upvoted 2 times

Scenario -

You have been appointed as a consultant to the Chief Enterprise Architect of a multinational corporation. The corporation has over 100,000 employees and is organized into 10 divisions with operations in over 60 countries and products sold in over 125 countries. It has major research sites at 8 locations worldwide.

The operations of the corporation are subject to legal and regulatory requirements for each country where they operate. The production of its products have governmental controls that are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was conducting a trial for a new product.

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

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

The Executive Vice President for Clinical Research in the sponsor of the Enterprise Architecture activity. She has stated that the changes to the Enterprise

Architecture for the new system will need to be rolled out on a geographic basis that will minimize disruptions to ongoing clinical trials. The work will need to be done in stages and rolled out in geographic regions.

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

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

A. You would document the factors impacting the Implementation and Migration Plan and group the gaps identified in the domain architecture gap analysis results. For each gap, you would identify a proposed solution and classify it as a new development, purchased solution, or based on an existing product. You would group similar solutions together to form work packages, and identify dependencies between the work packages factoring in the clinical trial schedules. Finally, you would regroup the packages into a set of Capability increments scheduled into a series of Transition Architectures.

B. You would use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap, you would classify whether the solution is either a new development, purchased solution, or based on an existing product. You would group the similar solutions together to define the work packages. You would then regroup the work packages into a Set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

C. You would 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, you would then regroup the work packages to account for dependencies. You would sequence the work packages into the Capability Increments needed to achieve the Target Architecture. You would schedule the rollout one region at a time. Finally, you would document the progression of the Enterprise Architecture using a state evolution table.

D. You would determine the set of Solution Building Blocks required by identifying which need to be developed and which need to be procured. You would eliminate any duplicate building blocks, and then group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix. You would then rank the work packages in terms of cost, and select the most cost-effective options for inclusion in a series of Transition Architectures. Finally, you would schedule a sequential roll out of the work packages across the geographic regions.

Correct Answer: *D*

⊟ 👤 **aaa111222** `Highly Voted 👍` 2 years, 10 months ago
I'd go for A
"factors impacting the plan"
Transition Architectures

B doesn't mention those
upvoted 11 times

  ⊟ 👤 **susridey** 2 years ago
correct
upvoted 1 times

⊟ 👤 **polymorf** `Highly Voted 👍` 2 years, 10 months ago
Answer is B
upvoted 8 times

Dieter11 1 year, 9 months ago

Not possible, "The work will need to be done in stages and rolled out in geographic regions." Answer B doesn't comply with this requirement

upvoted 1 times

modsjunk `Most Recent ☉` 3 months, 2 weeks ago

Ans A should better than B: B doesn't talk about transition architecture, and TOGAF recommends to "Using the Consolidated Gaps, Solutions, and Dependencies matrix together with the Implementation Factor Assessment and Deduction matrix, logically group the various activities into work packages

A as it is aligned to the steps of phase E. You need to do the Implementation Factor Assessment & Deduction Matrix first to be able to group the work packages into capability increments and finalize the transition architectures.

upvoted 1 times

mericov 11 months, 2 weeks ago

`Selected Answer: B`

24.2/24.3

upvoted 1 times

Sasi2017 1 year, 2 months ago

Definitely not D as CRUD matrix we use in Data architecture

upvoted 2 times

vsudhagar 1 year, 6 months ago

Answer A make more sense.

upvoted 1 times

jiten1102 2 years ago

why not C, its also talk about "rolled out on a geographic basis that will minimize disruptions to ongoing clinical trials" as per

upvoted 3 times

tushmish 1 year, 3 months ago

SBBs are created as part of gap analysis. Consolidated Gaps, Solutions and Dependencies Matrix lists down the solutions against each gap.

upvoted 1 times

jayecho 2 years, 10 months ago

ANSWER B

upvoted 3 times

Your role is that of a consultant to the Lead Enterprise Architect in a company that develops wind turbines for use in wind farms. The company has three manufacturing facilities, one in North America, one in Asia, and one in Europe. Each of these facilities supplies the power industry in its region.

The company recognizes that the long-term technical potential of wind energy can address the current global dependency on carbon fuels, in order to do so this will require wind turbines to be installed over the large areas and in areas of higher wind resources. In particular offshore wind farms can contribute substantially more energy than land stationed turbines.

The research arm of the company has pioneered the development of an offshore wind turbine design, with an improved turbine blade and power system, that will produce up to 20% more energy. This will allow the production of significantly more salable energy. This new design is ready to go into production.

The company has a mature Enterprise Architecture practice supported by a cross-functional Architecture Board and uses the TOGAF standard. The Chief

Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new design into production, a pilot architecture project has defined an updated standard approach for controlling the automated test systems used to perform final quality assurance. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for immediate implementation at each plant.

Architecture Contracts have been developed that detail the work needed to implement and deploy the new automated test system controller for each location. The

Chief Engineer has expressed concern that a uniform process be employed at each location to ensure consistency and a low blade failure rate. You have been asked to recommend the best approach to address the Chief Engineer's concern.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. You create an Architecture Contract to manage and govern 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. Fir 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.

B. 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 Contrast is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.

C. 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 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.

D. You use the Architecture Contracts to manage the architecture governance processes for the project across the locations. You deploy monitoring tools to assess the performance of each completed steam turbine 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.

Correct Answer: *D*

⊟ 👤 **tomvik** `Highly Voted 👍` 3 years, 1 month ago
    C is correct answer
        upvoted 17 times

⊟ 👤 **b007** `Highly Voted 👍` 2 years, 11 months ago
    C is correct
        upvoted 9 times

⊟ 👤 **MackD** `Most Recent ⊘` 1 month, 2 weeks ago
    Answer C:
    A. There is already an Architecture Contract.
    B. There is already an Architecture Contract.

C. Most Togaf answer you can give and the AB is there to grant dispensation, but not to modify the Architecture Contract.
D. The Architecture Board may not modify a contract to allow the implementation.

upvoted 1 times

⊟ 👤 **Watad** 5 months, 1 week ago

Selected Answer: C

repeated

upvoted 1 times

⊟ 👤 **alper1234455** 1 year, 1 month ago

Selected Answer: C

C is correct answer

upvoted 2 times

⊟ 👤 **Sasi2017** 1 year, 2 months ago

C making sense.

upvoted 1 times

⊟ 👤 **KMurthy04** 2 years ago

D is correct because it "uses" the contract whichhas been done. While other options says "creates", "reviews" the contract.

upvoted 1 times

⊟ 👤 **Edgarrt** 1 year, 5 months ago

u as an architect can issue a Request for Architecture Work?

upvoted 2 times

⊟ 👤 **ChrisG1454** 2 years, 2 months ago

Not sure if analysing the answers if you are supposed to keep in mind bad grammar and bad sentence construction. Sometimes sentences make no sense at all, but include "key words" from the TOGF standard. Furthermore Answer D talks about a "steam turbine" where the case study is about "wind, propeller driven" power generation

upvoted 1 times

⊟ 👤 **imi** 2 years, 12 months ago

Who believes D is correct? And why?

upvoted 1 times

⊟ 👤 **Prince_C** 2 years, 11 months ago

D is not right, in fact, it is the distracter of all the answers

upvoted 4 times

⊟ 👤 **dave256** 1 year, 10 months ago

Hello sir, if open group uses steam turbine instead of wind turbine as a distraction pointer, that's a problem for we students

upvoted 1 times

Your role is that of the Lead Enterprise Architect at a multinational automotive corporation. The company is headquartered in Germany, and manufactures cars, trucks and buses. It has manufacturing plants across North America, South America, Europe and Asia. 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 has an ongoing initiative to improve the efficiency of all of its production operations, and in particular to reduce its carbon footprint. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in energy usage could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in one central 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.

The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are based on the TOGAF standard. At a recent meeting, the Architecture Board approved a Request for Architecture Work sponsored by the global
CIO. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation. You have been asked to select the most appropriate recommendation to ensure that the team evaluated different approaches to the problem and clarifies the requirements for the architecture.

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

A. The team should identify the individuals and groups within the organization who will contribute to the project, in order 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.

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 Vison. The team should then use that model to build concerns among the key stakeholders.

C. The team should perform a shallow architecture development iteration, developing Baseline and Target Architectures for each of the manufacturing plants. This should include development of a set of views corresponding to selected viewpoints that 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.

D. The team should utilize its approved supplier list, and conduct a pilot project that will enable those suppliers to demonstrate potential solutions that will address the concerns of the stakeholders. Based on the findings of that pilot project, a complete set or requirements will be developed that will drive the evolution of the architecture.

> **Correct Answer:** *A*

You are serving as the Lead Architect for an Enterprise Architecture project team within a multinational oil and gas corporation. It is organized into two major business groupings:

☞ Upstream operations which include exploration for crude oil and natural gas and operating the infrastructure necessary to deliver oil and gas to the market

☞ Downstream operations which include the manufacturing, distribution and marketing activities for oil products and chemicals. Safety is a priority for the company, with the aim to ensure it causes zero harm to people and the environment. The company has to satisfy the regulatory requirements of each of the countries it operates in.

The downstream business generates a third of the company's profits worldwide and includes more than 30,000 petrol stations and various oil refineries. In some countries it also includes oil refining, a retail petrol station network, lubricans manufacture and marketing, industrial fuel and lubricans sales. The practice for the downstream business has been to operate locally, managed by local "operating companies".

The Governing Board is concerned about the risk posed by operating in this complex global environment with a large part of the downstrean business represented by local operating companies. As a result, the Chief Executive Officer (CEO) has appoimted a Chief Compliance Officer (CCO) to be responsible for overseeing and managing compliance issues to the corporation. The CCO reports directly to the CEO.

The CCO has approved the expenditure of resources to establish an Enterprise Architecture program, and has mandated the use of the TOGAF standard as the framework. He has requested to be

You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of the Chief Compliance

Officer, legal staff, auditors and the local operating companies.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. You recommend that an analysis of the stakeholders is undertaken, including development of a Stakeholder Map. This will allow the architects to define groups of stakeholders who have common concerns. The concerns and relevant viewpoints should then be defined for each group of stakeholders, and recorded in the Architecture Vision document.

B. You recommend that the ArchiMate modeling language is used to create a set of models that can be applied uniformly across all architecture projects. Each architecture should then be defined based on this fixed set of models. All concerned parties can then examine the models to ensure that their needs have been addressed.

C. You recommend that a set of models be created for each project architecture that can be used to ensure that the system will be compliant with the local regulations. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models.

D. You recommend that a Communications Plan be created to address the powerful and influential stakeholders. This plan should include a report that summarizes the key features of the architecture with respect to each location and reflect the stakeholders' requirements. You will check with each stakeholder that their concerns are being addressed.

Correct Answer: *B*

⊟ 👤 **rohanmehta096** `Highly Voted 👍` 2 years, 10 months ago
  A is the correct answer.
  upvoted 17 times

⊟ 👤 **chandank** `Highly Voted 👍` 3 years ago
  is Archimate as per TOGAF standard? How can you misguide someone? Please check as this is kind of repetitive question.
  upvoted 5 times

  ⊟ 👤 **sameersoftyhcl** 2 years, 1 month ago
    ET has seriously messed up last 10/15 question in this exam, could fail someone.
    upvoted 11 times

    ⊟ 👤 **teachsph** 8 months, 2 weeks ago
      Very true
      upvoted 3 times

⊟ 👤 **red_panda** `Most Recent ⊘` 2 months, 3 weeks ago
  `Selected Answer: A`
  A is correct. Archimate as TOGAF standard?
  upvoted 1 times

⊟ 👤 **Watad** 5 months, 1 week ago
  how come Archimate is recommended as standard? I think the answer is incorrect and it should be A

upvoted 1 times

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

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

EA capability.

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

A portion of the program budget has been allocated to 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 in use are not able to describe these new capabilities. The artifacts do not have explicit provisions for defining the in-depth measurement requirements regarding specific services required for the system. She has learned that certain services within the current system have service measurement implemenations that match some of the new requirements, but they are only used in a few areas.

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

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

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

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. You recommend that the motivation and governance extensions are incorporated into the Architecture Content Metamodel. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to servive 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 that a Communications Engineering view is created using the infrastructure consolidation extension from the Architecture Content Metamodel. This view will allow architects to align the needed performance measurement communications across the system. This will support the stringent performance measurements needed for the more detailed governance views required for the upgraded system, making the interfaces to the communication and network layer of the architecture highly visible at the application level.

C. You recommend all of the 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 neded 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 isolated 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 servie models within those artifacts can be expanded.

D. You recommend that the services extension be incorporated into the Architecture Content Metamodel. By using this extension, the service model is no longer constrained by what is expected in typical business service defintions, 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.

Correct Answer: *D*

☐ 👤 **aaa111222** `Highly Voted 👍` 2 years, 10 months ago

Governance extension:
1 The ability to apply measures to objectives and then link those measures to services
2 The ability to apply contracts to service communication or service interactions with external users and systems
3 The ability to define re-usable service qualities defining a service-level profile that can be used in contracts

4 Creation of additional diagrams to show ownership and management of systems

scenario requires
"high-performance-criteria, in depth measures" (1)
"high-performance/secure communications contract" (2)
"certain services within the current system have service measurement implemenations that match some of the new requirements, but they are only used in a few areas." (3)

upvoted 6 times

☐ 👤 **AMARJEETKOS** Most Recent ⊘ 6 months, 1 week ago

Answer is A as it meets all requirements
Refer 30.4.1 Governance Extensions purpose

upvoted 1 times

☐ 👤 **AMARJEETKOS** 6 months, 1 week ago

Selected Answer: A

Answer is A as it meets all requirements
Refer 30.4.1 Governance Extensions purpose

upvoted 1 times

☐ 👤 **0xE8D4A51000** 7 months, 2 weeks ago

Selected Answer: A

30.4.6 Motivation Extensions
Purpose
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.

upvoted 1 times

☐ 👤 **aurzau** 10 months, 3 weeks ago

Selected Answer: A

Answer is A. I got this question and got 100%

upvoted 3 times

☐ 👤 **LunchTime** 2 years ago

A is correct.
B & C are both is incorrect as stakeholder requirements are address before models are created. B is also incorrect as TOGAF does not recommend any particular software packages (e.g., ArchiMate)

upvoted 3 times

☐ 👤 **mrg998** 2 years, 1 month ago

Answer is D - Services extension is what is used

upvoted 3 times

☐ 👤 **aaa111222** 2 years, 10 months ago

I'd pick A , but not sure...

upvoted 4 times

You are serving as an Enterprise Architect at a large aerospace company. It designs, manufactures and sells civil and military aviation products worldwide and manufactures in multiple countries both inside and outside of the European Union. The company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems.

Recently, several procurement processes, within the civil aviation business, have had problems related to the timing of purchases, which has led to excess inventory. The Vice President in change of Supply Chain Management has made the decision to consolidate and reduce redundant procurement processes and systems. He has committed to the CEO that the business will move to a "Just-in-time" procurement system so as to keep inventory costs low.

The TOGAF standard is used for internal Enterprise Architecture activities. At presents, there are no architectural assets in the Architecture Repository related to this initiative. All assets will need to be acquired, customized, or created from scratch. The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving the existing procurement processes or systems.

This project is using an iterative approach for executing the Architecture Development Method (ADM). The architecture development project has completed the

Architecure Vision Phase and has started a number of iteration cycles to develop the Architecture. As a packaged application is being considered, the next iteration will include both the Business and Application Architectures.

Stakeholder concerns that should be addressed by these architectures include:

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

2. What applications will these groups use once the architecture development is complete?

3. What non-procurement applications will need to be integrated with the new procurement applications?

4. What are the dependencies between the non-procurement and the new procurement applications?

[Note: You may need to refer to the Architectural Artifacts chapter, section 31.6 (located in Part IV) within the reference text in order to answer this question.]

You have been asked to identify the most appropriate catalogs, matrices, and diagrams to support the next iteration of Architecture development. Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. You would describe the Baseline Business Architecture with an Organization/Actor catalog, a Business Service/Function catalog, and a Data Entity/Business Function matrix. You would describe the Baseline Application Architecture with an Application Portfolio catalog and an Application/Function matrix.

B. You would describe the Target Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog, and Data Lifecycle diagrams. You would describe the Target Application Architecture with Application Communication diagrams, an Application Interaction matrix, and an Application Portfolio catalog.

C. You would describe the Target Business Architecture with a Business Interaction matrix, and a Business Service/Function catalog. You would describe the Target Application Architecture with an Application Communication diagram, an Application/Organization matrix, an Application Interaction matrix and an Interface catalog.

D. You would describe the Baseline Business Architecture with a Baseline Business Process catalog, and an Object lifecycle catalog. You would describe the Baseline Application Architecture with an Interface catalog and a Technology Portfolio catalog.

> **Correct Answer:** *B*

⊟ 👤 **polymorf** [Highly Voted 👍] 2 years, 10 months ago
  Answer is C
  upvoted 18 times

⊟ 👤 **mericov** [Most Recent ⊘] 11 months, 3 weeks ago
  [Selected Answer: C]
  Data Lifecycle Diagram is not related neither to Business nor to Application.
  upvoted 1 times

⊟ 👤 **Sasi2017** 1 year, 3 months ago
  I will go with B. Reason Business interaction matrix is used to depict the relationship interactions between org and business functions. for example customer service is an org providing business service of full filling customer orders. and second point is application portfolio catalog.
  upvoted 1 times

⊟ 👤 **dave256** 1 year, 10 months ago
  The answer should be C
  Business Interaction matrix - meets criteria 1

Interface catalog - meets 4
The purpose of the Interface catalog is to scope and document the interfaces between applications to enable the overall dependencies between applications to be scoped as early as possible.
upvoted 2 times

☐ 👤 **jiten1102** 2 years ago

I think C is the answer Data Life cycle diagram is a part of Data architecture

upvoted 1 times

☐ 👤 **LunchTime** 2 years ago

B is correct and is a better answer then C as it addresses "what groups of people should be involved in procurement-related business processes" via the Organization/Actor catalog

upvoted 1 times

☐ 👤 **susridey** 2 years ago

you need a lunch time break

upvoted 1 times

Your role is that of Lead Enterprise Architect for a chain of convenience stores. The chain includes over 15,000 retail outlets throughout the Asia-Pacific region.

Each store in the chain is an independently owned and operated franchise. The stores operate 24 hours a day and 7 days a week. Many of the stores have been wirh the franchise for more than 10 years and still use the original IT systems deployed at that time.

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

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

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

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

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

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

Based on the TOGAF Standard, Version 9.2 which of the following is the best answer?

A. You proposed that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.

B. You propose that his engagement define the baseline architecture first in order to assess the current infrastructure capcity and capability. The initial priority is to understand the problem. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the prjects are sequenced in an optimal fashion so as to realize the vision.

C. You propose that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

D. You propose 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.

Correct Answer: *A*

☐ 👤 **chandank** `Highly Voted 👍` 3 years ago

Architectural Definition of Bounded Change Initiatives

Architecture Development
(Target First)

Transition Planning

Focus on elaborating the target to meet a previously defined and agreed vision, scope, or set of constraints. Use the target as a basis for analysis to avoid perpetuation of baseline, sub-optimal architectures.

upvoted 11 times

☐ 👤 **aaa111222** `Highly Voted 👍` 2 years, 10 months ago

A is correct
CEO vision + strategic architecture + packaged solution is a change initiative Supporting Business Strategy with well known target (ie. packaged solution) resulting in Architectural Definition of Bounded change initiatives (Target First)

upvoted 6 times

You have been assigned the role of Chief Enterprise Architect within a leading professional services company that specializes in providing outsourcing services.

The company has over 20,000 professionals and works on some of the world's largest outsourcing projects. Outsourcing services include business processes, infrastructure, and service management. The company also provides business consulting services. Roughly half of its turnover comes from the private sector and hal from the public sector.

With numerous service areas and a large number of diverse engagements in progress at any given time, overall engagement management within the company has become challenging. The company has recently had a number of high profile projects that have overrun on budget and under delivered, thereby damaging its reputation and adversely impacting its share price.

The company has established an Enterprise Architecture program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer and Chief

Information Officer. An Architecture Board has been formed comprised of IT staff executives and executives from the major service areas and consulting practice.

The Enterprise Architecture (EA) team has been working with the Strategic Planning team to create a strategic Enterprise Architecture to address these issues.

The EA team has defined a framework and held workshops with key stakeholders to define a set of architecture principles to govern the architecture work. They have completed an Architecture Version at a strategic level and laid our 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 will include three distinct transformations.

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

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

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. Before preparing the detailed Implementation and Migration plan, the EA team should review and consolidate the gap analysis results from Phases B to D. This can be used to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should then assess the readiness of the organization to undergo change. Once the architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

B. The EA team should apply an interoperability analysis to evaluate any potentital issues across the architecture. This should include the development of a matrix showing the interoperability requirements. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.

C. The EA team should evaluate the organization's readiness to undergo change. This 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 Implementaion and Migration Plan. The Business Value Assessment technique should then be used to detetmine the business value and associated risks for the transformation.

D. The EA team should bring together information about potential solutions from the appropriate sources. Once the target 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.

Correct Answer: C

⊟ 👤 **modsjunk** 4 days ago
  exam only have 8!
  upvoted 1 times

⊟ 👤 **babakeyfgir** 3 weeks, 3 days ago
  75 Question, so many duplicated.. maybe 45-50 distinct Questions!!
  upvoted 1 times

⊟ 👤 **Pooja2704** 5 months, 1 week ago
  Only 75 questions , wierd it says 80
  upvoted 1 times

⊟ 👤 **0xE8D4A51000** 7 months, 2 weeks ago
  Selected Answer: C
  So there are only 75 questions not 80 and quite of few are duplicated??????
  upvoted 1 times

⊟ 👤 **0xE8D4A51000** 7 months, 2 weeks ago