**Scenario: Rollins Manufacturing  
Please read this scenario prior to answering the question  
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.  
Refer to the Rollins Manufacturing Scenario:  
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.**

**Answer: C**

**Scenario: Global Mobile 1  
Please read this scenario prior to answering the question  
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.  
Refer to Global Mobile scenario  
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.**

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| **SCENARIO 1: McKinley Rockets**  McKinley Rockets is an enterprise that employs 20,000 men and women in five countries: UK, Italy, France, Spain and the Netherlands and its mission is to guarantee access to space offering space transportation, launch and management of satellite systems at low cost.  A TOGAF 9 mature Enterprise Architecture program is already established within the enterprise. McKinley Rockets strategy is to leverage in the USA shortage of satellite launches availability - that NASA created because of the Shuttle program shutdown - by acquiring an important American space agency. This will ultimately allow McKinley Rockets to offer its services to the US market.  The new acquired company NovaSpace is very successful but with outdated satellite monitoring systems. The CIO is sponsoring an activity to extend the McKinley Rockets’ satellite monitoring applications to include the NovaSpace’s satellites flock.  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 Architecture Definition Document is presented for review at phase D conclusion.    **Question 1**  *Refer to the scenario above*  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. |

A(1). You should address Business, Application, Data and then Technology architectures. Baseline Architecture is analyzed before the Target Architecture is designed.

B(0). “Confirmation of the management framework interactions for the Implementation and Migration Plan, Prioritize the migration projects through the conduct of a cost/benefit assessment and risk validation. “ are steps of Phase F.

C(5). This is the correct answer

D(3). You should also select the relevant reference models, viewpoints, tools and update the roadmap.

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| **SCENARIO 2: Chiamin Metals**  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.    **Question 2**  *Refer to the scenario above*  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. |

A(5). This is the correct answer

B(3). You should first:“ 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 evaluate the Business Transformation Readiness.

C(1). This answer is incomplete; you should have a clear idea of the enterprise scope and context and define the Baseline to then design the Target architecture.

D(0). The architecture vision is mainly based on a high level view of the Target architecture, this answer is wrong.

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| **SCENARIO 3: UTrack Transports**  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.    **Question 3**  *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. |

**Question 3**

You answered A and the correct answer is:

You need to look at the list of artifacts and their description on the TOGAF 9 guide (chapter 35 section 10).

A(5). This answer is correct because all these artifacts are used to describe a Data Architecture.

B(0). This is a distractor: the name of these deliverables is wrong, they are not part of the TOGAF 9 specification.

C(3). This answer is not as complete as the first one.

D(1). This answer is not complete and the System/Data Matrix description is wrong.

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| **SCENARIO 4: Magic Wand**  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.  **Question 4**  Which of the following answers best describes how TOGAF recommends delivering an Architecture Vision for the CIO?  *Choose one of the following answers* |
| * A.Firstly, I ensure there is a Request for Architecture Work from the CIO. Then I ensure that there is recognition for the architecture vision project by following any project management and programme management frameworks used within the organisation. 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 organisation and define any enterprise or project specific constraints such as time and resources. I would then define the business capabilities of the organisation needed to fulfil 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 customise an architecture framework changing any terminology and selecting the right phases and customising 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 Organisation 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. |

**Question 4**

You answered A and the correct answer is:

A(5). This is the most complete description of the Architecture Vision Phase.

B(1). This is the thirdbest answer correctly stating all the outputs in the Architecture Vision Phase

C(3). This is the second best answer correctly stating all the steps in the Architecture Vision Phase

D(0). This is a distractor, this states steps ans outputs of the preliminary phase.

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| **SCENARIO 5: RIG Networks**  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.    **Question 5**  *Refer to the scenario above*  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. |

**Question 5**

You answered D and the correct answer is:

A(5). This is the structure of the Architecture Design and Development Contract as from TOGAF 9 section 36.2.2 .

B(1). The Baseline Architecture definition is not part of the architecture contract.

C(3). This answer is not as complete as the first one.

D(0). This is a distractor, the content described here is part of the Architecture Definition Document.

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| **SCENARIO 6: Dante Manufacturing**  Dante Manufacturing is a big supplier of Online Games. The financial results of the last Year are indicating a contraction in the annual revenues. Consequently, Dante Manufacturing Board of Directors decided to invest in building an Architectural capability in order to drive IT rationalization and reduce OPEX of the IT estate of 5% for the next FY.    **Question 6**  *Refer to the scenario above*  The CIO appointed you as new Chief Architect asking you to define a new set of Architectural principles that will focus on achieving the Board objectives. According to TOGAF 9 (referring to section 23: [Architectural Principles)](http://pubs.opengroup.org/architecture/togaf9-doc/arch/) identify what the best answer is.  *Choose one of the following answers* |
| * A.You specifically choose the following principles to address the CIO request: IT Responsibility, Control Technical Diversity, Common Use Applications, Interoperability. * B.You specifically choose the following principles to address the CIO request: IT Responsibility, Control Technical Diversity, Common Use Applications, Service Orientation. * C.You specifically choose the following principles to address the CIO request: IT Responsibility, Control Technical Diversity, Information Reuse, Service Orientation. * D.You specifically choose the following principles to address the CIO request: Compliance with Law, Information Management is Everybody's Business, Maximize Benefit to the Enterprise. |

**Question 6**

You answered C and the correct answer is:

A(5).  This set of principles is fit for purpose, focusing on IT Architecture capability as a way to reduce costs

B(3).  This set of principles is the second best answer. Interoperability is better than Service Orientation if the objective is to reuse existing legacy technologies to drive cost reduction.

C(1). Information Reuse is not one of the principles in the example list.

D(0). The set of principles are not addressing the board concern.

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| **SCENARIO 7: Lantern Ltd.**  Lanter Ltd. is a fast growing import export organization close to the step of entering in the Stock Market. An IPO (Initial Public Offering) is announced to raise an expansion of capital that will allow further investment in the IT estate. In order to get prepared for this big transformation the CIO decides to set up an Enterprise Architecture capability that will manage and define a roadmap for the evolution of the IT Applications. You are appointed as Chief Architect and you decide to apply TOGAF to establish an architecture capability.    **Question 7**  *Refer to the scenario above*  You know need to Determine and Establish the Architecture Capability, select the best way that TOGAF recommends to do that.  *Choose one of the following answers* |
| * A.You start defining the enterprise, the key drivers of the organization and setting down the main requirements for architecture work. You Define the Architecture principles and clarify the framework to be used tailoring it to the organization. Evaluate the architecture maturity and Establish an Enterprise Architecture Team confirming the Governance and Support frameworks. * B.You start defining the enterprise, the key drivers of the organization and setting down the main requirements for architecture work. You Define the Architecture principles and clarify the framework to be used tailoring it to the organization. Evaluate the architecture maturity and Establish an Enterprise Architecture Team confirming the Governance and Support frameworks. Define Partnership and contract agreements and IT strategy, business principles. * C.You start defining the enterprise, the key drivers of the organization and setting down the main requirements for architecture work. You clarify the framework to be used tailoring it to the organization. Evaluate the architecture maturity and establish an Enterprise Architecture Team confirming the Governance and Support frameworks. * D.You start defining the enterprise and setup a team of Domain Enterprise Architects that will lead Business, Data, Application and Technology domains. You define an Architecture Review Board that is taking care of govern the IT estate. You then verify that the Enterprise Board assigned a specific budget to support a high quality IT Architecture Team. |

**Question 7**

You answered C and the correct answer is:

A(5). This is the correct answer, addressing Approach and Steps of the Preliminary Phase.<http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap06.html>

B(1). Define Partnership and contract agreements and IT strategy, business principles are INPUT of the preliminary phase.

C(3). Architecture Principles must be defined.

D(0). This is a distractor, this steps are not as defined from TOGAF 9.

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| **SCENARIO 8: MightyGears**  Car Widget 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 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 organisation brought into review the work to date by Car Widget Corporation and to make recommendations to the CIO and the board on the opportunities and solutions present.  **Question 8**  *Refer to the scenario above*  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 prioritise 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 prioritisations 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 organisation particularly those requirements describing the functions required and information flows within the architecture. I would then look to produce artefacts 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. |

**Question 8**

You answered C and the correct answer is:

A(1). 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(0). is the red herring answer this is a description of the Migration phase in ADM.

C(3). is the second best answer, this misses out the assessment of key corporate change attributes.

D(5). 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’

**TEST 2**

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| **SCENARIO 1: Rent Motors**  Rent Motors is a multinational company treading used cars spread in 12 local organizations (called OpCo) all over the globe; 4 in Europe 3 in Indonesia and 5 in the USA. After a big restructuring the new CTO took some important decisions impacting the company’s IT strategy; this as a result of a methodic and detailed analysis of the current IT estate of every function of the enterprise that took 100 days.  The analysis highlighted that there is a big inconsistency of the data modeling approach among different OpCos: some have a mature data modeling capability, but others do not consider Data as a design domain. You, the Chief Architect of the OpCo with bigger maturity on Data Modeling, have been selected to align the data modeling approach among the OpCos using TOGAF 9 as reference framework.    **Question 1**  *Refer to the scenario above*  Define according to TOGAF 9 what steps you need to perform in order to enable all the OpCos to introduce Data Modeling as part of their design. You can refer to section 23 of TOGAF 9: [Architectural Principles](http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap23.html) to identify what the best answer is.  *Choose one of the following answers* |
| * A. You select a set of Architectural principle referring to the Data Domain that will be spread across all the organization (refer to link in the question above): Data is an Asset, Common Use Applications, Interoperability, Data is Shared, Common Vocabulary and Data Definitions. You then ensure that a common meta-model is selected to model data in the organization and you apply the concept of Enterprise Continuum to select the framework most suitable to your organization and industry. You then update the Architecture Definition Document templates in order to include a Data Modeling section and select a set of Lists, Matrixes and Diagrams that will be included in the design. This simple set of actions will allow your organization to grow in Architectural Maturity and enable it to deploy a coherent methodology to design and govern the Data Domain throughout the whole enterprise. * B. You select a set of Architectural principle referring to the Data Domain that will be spread across all the organization (refer to link in the question above): Data is an Asset, Data is Shared, Common Vocabulary and Data Definitions, Data Security. You then ensure that a common meta-model is selected to model data in the organization and you apply the concept of Solution Continuum to select the Solution Architecture most suitable to your organization and industry. You then update the Architecture Contract in order to include a Data Modeling section and select a set of Lists, Matrixes and Diagrams that will be included in the design. This simple set of actions will allow your organization to grow in Architectural Maturity and enable it to deploy a coherent methodology to design and govern the Data Domain throughout the whole enterprise. * C. You assess the architecture capability and then ensure that a deliverables contain a Data Modeling Section. This simple set of actions will allow your organization to grow in Architectural Maturity and enable it to deploy a coherent methodology to design and govern the Data Domain throughout the whole enterprise. * D. You select a set of Architectural principle referring to the Data Domain that will be spread across all the organization (refer to link in the question above): Data is an Asset, Data is Shared, Common Vocabulary and Data Definitions, Data Security. You then ensure that a common meta-model is selected to model data in the organization and you apply the concept of Enterprise Continuum to select the framework most suitable to your organization and industry. You then update the Architecture Definition Document templates in order to include a Data Modeling section and select a set of Lists, Matrixes and Diagrams that will be included in the design. This simple set of actions will allow your organization to grow in Architectural Maturity and enable it to deploy a coherent methodology to design and govern the Data Domain throughout the whole enterprise. |

**Question 1**

You answered D and the correct answer is:

A(3). This is the second most correct answer. The architectural principles are also referring to other domains other than Data.

B(1). The architectural principles are also referring to other domains other than Data. Solution Continuum is not the right classification model to apply in this case.

C(0). This is the Wrong answer. These steps are not enough to model data across the entire organization.

D(5). This is the most correct answer.

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| **SCENARIO 2: IT Consulting**  IT Consulting is a multinational consulting company specialized in IT delivery. The CTO of IT Consulting is focused on the optimization and reuse of internal assets to build a global solution catalogue of products. The analysis is mainly based on the assumption that the major IT platforms sold to their customers can be industrialized and become vanilla offers to be added to the global solution catalogue of IT Consulting. Given the complexity of this work the CTO appointed you, the Chief Architect, to support him with this task applying TOGAF 9 framework to this analysis. In the Architecture Vision a set of 12 main solutions were identified and the project proceeded up to the completion of Phase E to design the industrialization of their related vanilla products. You know need to finalize the Architecture Roadmap and the supporting Implementation and Migration Plan.    **Question 2**  *Refer to the scenario above*  Define according to TOGAF 9 what steps you need to perform in order to complete the Migration Planning phase successfully.  *Choose one of the following answers* |
| * A. You first need to Confirm Scope and Priorities for Deployment with Development Management and Identify Deployment Resources and Skills. After this, you Guide Development of Solutions Deployment and Perform Enterprise Architecture Compliance Reviews. Once you implemented the Business and IT Operations you Perform Post-Implementation Review and Close the Implementation. * B. You first need to coordinate the Business Planning, the Enterprise Architecture, Operations and Project Management. Then you assign a business value and a resource estimate to each work package. After this, you need to conduct a cost benefit assessment and risk validation to deliver the Solution Building Blocks needed. Once you updated the architecture roadmap and finalized the Implementation and Migration Plan you then update the lessons learnt document and kick of the implementation phase. * C. You first need to coordinate the Business Planning, the Enterprise Architecture, Operations and Project Management. Then you assign a business value and a resource estimate to each work package. After this, you need to conduct a cost benefit assessment and risk validation to deliver the Architecture Building Blocks needed. Once you updated the architecture roadmap and finalized the Implementation and Migration Plan you then update the lessons learnt document and kick of the implementation phase. * D. You first need to coordinate the Business Planning, the Enterprise Architecture, Operations and Project Management. Once you updated the architecture roadmap and finalized the Implementation and Migration Plan you then update the lessons learnt document and kick of the implementation phase.   **Question 2**  You answered B and the correct answer is:    A(0). This is the Wrong answer. These steps are describing Phase G: Implementation Governance.  B(5). This is the most correct answer.  C(3). This is the second most correct answer. In Phase F you evaluate the risk of the Solution Building Blocks (implementation).  D(1). This is the third most correct answer (It is not a complete answer). |
| SCENARIO 3: MobilComs International  MobilComs International is a Major Tier3 telecommunication company with offices in 15 nations. The hard competition and technological advance is pushing MobilComs to take an important strategic decision: the upgrade of its mobile network. The CTO decided to bid for a new mobile technology the LTE (Long Term Evolution) and upgrade the access and transport networks in order to enable this new technology to be sold to customers in 18 months. This is a very challenging transformation programme that directly impacts the core business of the enterprise. The enterprise already has an advanced IT Architecture maturity level: every geography in the organization has an Enterprise and IT Architecture team, managed by a Chief Architect that reports to a Global Chief. Every month, there is a meeting of the GASB (Global Architecture Steering Board) leaded by the Global Chief Architect with the presence of all the local Chief Architects. The CTO sponsored you the Global Chief Architect to present at the next session of the GASB the architecture vision for the roll-out of the LTE technology to all the 15 local instances of MobilComs.    Question 3  Refer to the scenario above  Define according to TOGAF 9 what steps you need to perform to successfully complete the task assigned.  Choose one of the following answers |
| * A. You kick off the Architecture Project and focus on building a stakeholder map that will mainly include the CTO and the local Chief Architects. You then interview all the local Chief Architects trying to identify their concerns and define their Business Requirements. Then you confirm and elaborate business goals, drivers and constraints. You evaluate the business capabilities and assess the transformation readiness for the business. All these steps help you identifying the scope to develop an Architecture Vision that reflects an effective Target Architecture. You then add to your presentation for the GASB a set of Business Transformation risks and propose some activities to mitigate them. You finally assess the work products required to be produced against the business performance requirements, to be approved when presenting to the board. * B. You kick off the Architecture Project and focus on building a stakeholder map that will be mainly composed by the CTO and the local Chief Architects. You then interview all the local Chief Architects trying to identify their requirements. You run a capability assessment and scope the organization to develop an Architecture Vision that reflects an effective Baseline Architecture. You then add to your presentation for the GASB a set of Business Transformation risks and propose some activities to mitigate them. You finally write an architecture contract that will be approved by the boards during the meeting. * C. You define the baseline Business,Data, Application and Technology architectures; you then design the related Target Architectures according to the CTO’s requirements. You prepare a presentation for the Board where presenting the impact on every local MobilComs instance. The set of decisions you took will be communicated during the next GASB meeting to the local Chief Architects that will formally recognize them as part of the Statement of Architecture Work. * D. You kick off the project focusing on building a stakeholder map that will be mainly composed by the CTO and the local Chief Architects. You then interview all the local Chief Architects trying to identify their concerns and define their Business Requirements. Then you confirm and elaborate business goals, Drivers and Constraints. You select reference models, viewpoints, and Tools. You evaluate the business capabilities and assess the transformation readiness for the business. All these steps help you identifying the scope to develop an Architecture Vision that reflects an effective Target Architecture. You then add to your presentation for the GASB a set of Business Transformation risks and propose some activities to mitigate them. You finally assess the work products required to be produced against the business performance requirements, to be approved when presenting to the board. |

**Question 3**

You answered B and the correct answer is:

A(0). This is the most correct answer, as from Phase A of TOGAF 9.

B(1). This is the third most correct answer because: It is not a complete answer and the Architecture Contract is not generated at this phase.

C(0). This is the Wrong answer. This is not following TOGAF and you cannot take decisions on the full architecture of the enterprise without first gathering the local organizations’ concerns and discuss the solution with the steering board.

D(3). This is the second most correct answer. “Select reference models, viewpoints, and Tools” are steps of phases B, C and D.

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| **SCENARIO 4: ARP Logistics**  ARP Logistics is a worldwide Logistics company with offices in 25 countries and over 300 thousand employees. TOGAF 9 is the Enterprise Architecture framework in use by many years. The company is facing an important number of hacking events with the intent of access to the ARP Logistics customer’s bank details (including Credit Card Data). To reduce the likelihood of a successful hacking attempt, the CTO engaged the Enterprise Architecture team issuing a Request for Architecture Work to analyse and address possible gaps in the Security Architecture of the IT estate.    **Question 4**  *Refer to the scenario above*  You are the ARP Logistics’ Chief Architect. How would you address according to TOGAF 9 the CTO’s concerns?  *Choose one of the following answers* |
| * A. You decide to kick off a project to address the CTO’s concerns and based on the TOGAF 9 canonical model you start preparing the Architecture Vision together with the IT Security team; here you define a set of areas you will focus on that are: Authentication, Authorization, Audit, Assurance, Availability, Asset Protection, Administration, Risk Management. The vision will address all these areas and give guidelines for the future designs. You then for every architecture domain (Business, Data, Application and Technology) analyse the current architecture and apply your guidelines to identify gaps and to design the target architectures. Before starting phase G you review the Migration and Implementation Plan with the CTO to ensure that all the concerns are addressed and the risk of a successful hacking attempt is mitigated. * B. You decide to kick off a project to address this concern and based on the TOGAF 9 canonical model you start preparing the Architecture Vision together with the IT Security team; you then write the Architecture Definition Document and engage a supplier to implement it. * C. You decide to kick off a project to address this concern and based on the TOGAF 9 canonical model you start preparing the Architecture Vision together with the IT Security team; here you define a set of areas you will focus on that are: Authentication, Authorization, Audit, Assurance, Availability, Asset Protection, Administration, Risk Management. The vision will address all these areas and give guidelines for the future designs. You then engage the Enterprise Architects representative of the main architecture domains (Business, Data, Application and Technology) and kick off an Architecture Development iteration to analyse the current architecture from their viewpoints and apply your guidelines to identify gaps and to design the target architecture for every domain. Before starting phase G you review the Migration and Implementation Plan with the CTO, the domain architects and the IT Security Team to ensure that all the CTO concerns are addressed and the risk of a successful hacking attempt is mitigated. * D. You Identify the key metamodel and the extensions to the content metamodel. You then Identify the key artifact and a style-specific reference materials and maturity models. These will be applied to the baseline architecture to mitigate the risk of a successful hacking attempt. |
| SCENARIO 5: Net Fish Ltd.  Net Fish Ltd. is one of the biggest world suppliers of Canned Fish. This company owns the full value chain from fishing to distribution. A new ERP system is going to be introduced as part of the effort to improve the automation and standardization of the production value chain.  The CTO sponsors this activity and issues a Request for Architecture Work. The Chief Architect asks for your support to define the business requirements for architecture and the implied technical requirements.  **Question 4**  You answered A and the correct answer is:    A(3). This is the second most correct answer. You need to involve the main stakeholders to elaborate a correct design, it is unrealistic that a person alone can perform this amount of design work on time and on budget.  B(1). This is the third most correct answer, this question is incomplete.  C(5). This is the most correct answer.  D(0). This is the Wrong answer. These steps are a nonsense and partially referring to “using TOGAF to create SOA” guidelines.  Question 5  Refer to the scenario above  What is the sequence of steps to obtain the Business Scenario using TOGAF 9?  Choose one of the following answers |
| * A. You split this work in three phases (Gather, Analyse, Review) where every one of the following steps are performed. You identify, document, and rank the problem driving the scenario. Then you identify the business and technical environment of the scenario and document it in scenario models. The objectives of the business scenario should be "SMART". You then focus on identifying the human actors (and their place in the business model) and computer actors (and their place in the technology model). You document roles, responsibilities, and measures of success per actor. If necessary you then refine the scenario. * B. You start identifying, documenting, and ranking the problem driving the scenario. Then identify the business and technical environment of the scenario and document it in scenario models. The objectives of the business scenario should be "SMART". You then focus on identifying the human actors (and their place in the business model) and computer actors (and their place in the technology model). You document roles, responsibilities, and measures of success per actor. If necessary you then refine the scenario. * C. You split this work in three phases (Gather, Analyse, Review) where every one of the following steps are performed. You start identifying, documenting, and ranking the problem driving the scenario. Then you identify the business and technical environment of the scenario and document it in scenario models. You document roles, responsibilities, and measures of success per actor. If necessary you then refine the scenario. * D. You determine the readiness factors that will impact the organization, present the readiness factors using maturity model and assess the readiness factors, including determination of readiness factor ratings. Then, you assess the risks for each readiness factor and identify improvement actions to mitigate the risk. |
| **Question 5**  You answered D and the correct answer is:    A(5). This is the most correct answer.  B(3). This is the second most correct answer. You need to split this task in 3 phases.  C(1). This is the third most correct answer, this question is incomplete.  D(0). This is the Wrong answer. These steps are part of the Business Transformation Readiness Assessment.  SCENARIO 6: Dante Manufacturing  Dante Manufacturing is a big supplier of Online Games. The financial results of the last Year are indicating a contraction in the annual revenues. Consequently, Dante Manufacturing Board of Directors decided to invest in building an Architectural capability in order to drive IT rationalization and reduce OPEX of the IT estate of 5% for the next FY.    Question 6  Refer to the scenario above  The CIO appointed you as new Chief Architect asking you to define a new set of Architectural principles that will focus on achieving the Board objectives. According to TOGAF 9 (referring to section 23: [Architectural Principles](http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap23.html)[)](http://pubs.opengroup.org/architecture/togaf9-doc/arch/) identify what the best answer is.  Choose one of the following answers |
| * A.You specifically choose the following principles to address the CIO request: IT Responsibility, Control Technical Diversity, Common Use Applications, Interoperability. * B.You specifically choose the following principles to address the CIO request: IT Responsibility, Control Technical Diversity, Common Use Applications, Service Orientation. * C.You specifically choose the following principles to address the CIO request: IT Responsibility, Control Technical Diversity, Information Reuse, Service Orientation. * D.You specifically choose the following principles to address the CIO request: Compliance with Law, Information Management is Everybody's Business, Maximize Benefit to the Enterprise. |

**Question 6**

You answered B and the correct answer is:

A(5).  This set of principles is fit for purpose, focusing on IT Architecture capability as a way to reduce costs

B(3).  This set of principles is the second best answer. Interoperability is better than Service Orientation if the objective is to reuse existing legacy technologies to drive cost reduction.

C(1). Information Reuse is not one of the principles in the example list.

D(0). The set of principles are not addressing the board concern.

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| **SCENARIO 7: Lantern Ltd.**  Lanter Ltd. is a fast growing import export organization close to the step of entering in the Stock Market. An IPO (Initial Public Offering) is announced to raise an expansion of capital that will allow further investment in the IT estate. In order to get prepared for this big transformation the CIO decides to set up an Enterprise Architecture capability that will manage and define a roadmap for the evolution of the IT Applications. You are appointed as Chief Architect and you decide to apply TOGAF to establish an architecture capability.    **Question 7**  *Refer to the scenario above*  You know need to Determine and Establish the Architecture Capability, select the best way that TOGAF recommends to do that.  *Choose one of the following answers* |
| * A.You start defining the enterprise, the key drivers of the organization and setting down the main requirements for architecture work. You Define the Architecture principles and clarify the framework to be used tailoring it to the organization. Evaluate the architecture maturity and Establish an Enterprise Architecture Team confirming the Governance and Support frameworks. * B.You start defining the enterprise, the key drivers of the organization and setting down the main requirements for architecture work. You Define the Architecture principles and clarify the framework to be used tailoring it to the organization. Evaluate the architecture maturity and Establish an Enterprise Architecture Team confirming the Governance and Support frameworks. Define Partnership and contract agreements and IT strategy, business principles. * C.You start defining the enterprise, the key drivers of the organization and setting down the main requirements for architecture work. You clarify the framework to be used tailoring it to the organization. Evaluate the architecture maturity and establish an Enterprise Architecture Team confirming the Governance and Support frameworks. * D.You start defining the enterprise and setup a team of Domain Enterprise Architects that will lead Business, Data, Application and Technology domains. You define an Architecture Review Board that is taking care of govern the IT estate. You then verify that the Enterprise Board assigned a specific budget to support a high quality IT Architecture Team. |

**Question 7**

You answered D and the correct answer is:

A(5). This is the correct answer, addressing Approach and Steps of the Preliminary Phase. <http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap06.html>

B(1). Define Partnership and contract agreements and IT strategy, business principles are INPUT of the preliminary phase.

C(3). Architecture Principles must be defined.

D(0). This is a distractor, this steps are not as defined from TOGAF 9.

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| **SCENARIO 8: MightyGears**  Car Widget 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 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 organisation brought into review the work to date by Car Widget Corporation and to make recommendations to the CIO and the board on the opportunities and solutions present.  **Question 8**  *Refer to the scenario above*  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 prioritise 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 prioritisations 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 organisation particularly those requirements describing the functions required and information flows within the architecture. I would then look to produce artefacts 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. |

**Question 8**

You answered B and the correct answer is:

A(1). 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(0). is the red herring answer this is a description of the Migration phase in ADM.

C(3). is the second best answer, this misses out the assessment of key corporate change attributes.

D(5). 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’

For the TOGAF definition of Opportunities and Solutions approach please refer to section 6.2 in <http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap13.html>