The Open Group OG0-093 Exam Questions & Answers

The Open Group OG0-093 Exam Questions & Answers

Exam Name: TOGAF 9 Combined Part 1 and Part 2

Selftestengine

QUESTION 1
Which of the following TOGAF components was created to enable architects to design architectures addressing Boundaryless Information Flow?

A. The Architecture Repository
B. The Enterprise Continuum
C. The Integrated Information Infrastructure Model
D. The TOGAF Technical Reference Model

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 2
Which of the following best describes the TOGAF Technical Reference Model?

A. It is a detailed data model that can be tailored to specific industries
B. It is an example of a Common Systems Architecture
C. It is a fundamental architecture upon which more specific architectures can be based
D. It is a model of application components and application services software, including brokering applications

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 3
Complete the sentence. The Requirements Management Phase _____.

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

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 4
Which one of the following is an objective of the Preliminary Phase of the ADM?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 5
Which of the following describes the Architecture Vision document?

A. A description of individual change increments showing progression from the baseline to target architecture
B. A detailed schedule for implementation of the target architecture
C. A high level description of the baseline and target architectures
D. A joint agreement between the development team and sponsor on the deliverables and quality

   of an architecture
E. A set of rules and guidelines to support fulfilling the mission of the organization

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:

Explanation:

QUESTION 6
According to TOGAF, which of the following best describes how the Enterprise Continuum is used in organizing and developing an architecture?

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

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 7
According to TOGAF, which of the following best describes Architecture Governance?

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

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 8
Which component within the Architecture Repository holds best practice or template materials that can be used to construct architectures?

A. Architecture Capability
B. Architecture Landscape
C. Architecture Metamodel

D. Governance Log

E. Reference Library

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 9
According to TOGAF, which of the following best describes the purpose of a Compliance Assessment?

A. To ensure that architecture information is communicated to the right stakeholders at the right time

B. To govern the architecture throughout its implementation process

C. To provide a high-level view of the end architecture product

D. To show progression of change from the Baseline Architecture to the Target Architecture

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 10
Which one of the following statements best describes why the ADM should be adapted?

A. To align it closer to the business

B. To make the use more realistic

C. To move through the cycle faster

D. To suit the specific needs of the enterprise

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 11
Which of the following best describes the purpose of a business scenario?

A. To define and plan an enterprise architecture transformation based on Capability-Based Planning
B. To develop a set of general rules and guidelines for the architecture being developed
C. To develop a set of security guidelines for the architecture being developed
D. To help identify and understand the business requirements that an architecture must address
E. To identify and mitigate the risks when implementing an architecture project

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 12
Which of the following statements best describes the purpose of enterprise architecture?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 13
Which of the following statements best describes how Architecture Principles are used within the ADM?

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

E. They are used to resolve and dispose of requirements

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 14
Which of the following statements about TOGAF Building Blocks and their use in the ADM cycle is correct?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 15
Complete the sentence. TOGAF 9 Part III provides a set of resources that can be used to adapt and modify the _____.

A. Architecture Capability
B. Architecture Development Method
C. Architecture Landscape
D. Architecture Repository
E. Enterprise Continuum

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 16
Which of the following best describes how TOGAF defines an enterprise?

A. Any collection of organizations that has a common set of goals
B. Any corporation with more than 10,000 employees
C. Any organization involved in commerce
D. Any organization whose stock is traded
E. Any set of organizations based at the same geographic location

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 17
Complete the sentence. The TOGAF Architecture Governance Framework includes _____.

A. a list of responsibilities for running an Architecture Board
B. a model for governance including process, content and context
C. guidance for establishing an Architecture Capability using the ADM
D. the Architecture Compliance review process and checklists

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 18
In the Solutions Continuum, which of the following is the correct order of solutions ranging from generic solution to enterprise specific solution?

A. Foundation, Common Systems, Industry, Organization-Specific
B. Industry, Foundation, Common Systems, Organization-Specific
C. Organization-Specific, Industry, Common Systems, Foundation
D. Organization-Specific, Industry, Foundation, Common Systems

Correct Answer: A

Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 19
What part of the Architecture Repository shows the building blocks that are currently in use within the organization?

A. Architecture Landscape
B. Architecture Metamodel
C. Governance Log
D. Reference Library
E. Standards Information Base

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 20
Which one of the following is responsible for the acceptance and sign-off of an Architecture Compliance review?

A. Architecture Board
B. Architecture Review Co-ordinator
C. CIO
D. Lead Enterprise Architect
E. Project Leader

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 21
Complete the sentence. A gap analysis will enable the architect to do all of the following except _____.

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

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 22
Which of the following best describes an approach for adapting the ADM in the situation where the business case for doing architecture is not well recognized?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 23
What technique does TOGAF recommend for evaluating the status of an organization to undergo change?

A. Business Transformation Readiness Assessment
B. Business Value Assessment Technique
C. Capability-Based Planning
D. Communications and Stakeholder Management
E. Gap Analysis

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 24
Complete the sentence. The Architecture Development Method produces content to be stored in the Repository, which is classified according to the
_____.

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 25
Which of the following best describes the state of architecture artifacts as a project progresses through ADM Phases A to D?

A. The artifacts are transformed into solution architectures
B. The artifacts become increasingly product focused
C. The artifacts become increasingly generic and re-usable
D. The artifacts evolve from generic architectures to organization-specific architectures
E. The artifacts evolve from common systems architectures to foundation architectures

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 26
Which one of the following statements about viewpoints is correct?

A. A viewpoint is always specific to an architecture
B. A viewpoint is used to create views in Phases E and F
C. A viewpoint is used as a template to create a view
D. A viewpoint is what a stakeholder sees

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 27
According to TOGAF, in which sequence should Application Architecture and Data Architecture be developed in Phase C?

A. Application Architecture should be developed first, then Data Architecture
B. Application Architecture should be developed concurrently with Data Architecture
C. Data Architecture should be developed first, then Application Architecture
D. Application Architecture and Data Architecture may be developed in either sequence

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 28
What level of the Architecture Landscape provides a long-term summary view of the entire enterprise?

A. Capability Architecture
B. Operational Architecture
C. Segment Architecture
D. Strategic Architecture
E. Tactical Architecture

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 29
A key step in validating a proposed target architecture is to consider what may have been forgotten. What technique does TOGAF recommend to address this issue?

A. Business Transformation Readiness Assessment
B. Business Value Assessment Technique
C. Capability-Based Planning
D. Communications and Stakeholder Management
E. Gap Analysis

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 30
Complete the sentence. In the Preliminary Phase, all of the following are part of preparing the organization to undertake successful enterprise architecture, except _____.

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

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 31
In which Phase of the ADM does the business scenario technique figure most prominently?

A. Preliminary
B. Architecture Vision
C. Business Architecture
D. Information Systems Architectures
E. Technology Architecture

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 32
Which one of the following best describes the Architecture Vision document?

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

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 33
Which ADM phase establishes the connection between the architecture organization and the implementation organization through the Architecture Contract?

A. Phase E
B. Phase F
C. Phase G

D. Phase H

E. Requirements Management

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 34
Which one of the following statements about the Requirements Management phase is true?

A. All requirements fed into the phase are prioritized, and those of low priority are deferred until the next iteration of the ADM cycle
B. The phase generates the requirements for a given ADM cycle using the Business Scenario technique
C. The phase manages the flow of requirements, storing them, and feeding them in and out of the relevant ADM phases
D. The phase operates like a waiting room, and all requirements fed in to the phase must be resolved by the end of the current ADM cycle
E. The phase resolves the requirements that are fed into it from the other ADM phases

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 35
Which section of the TOGAF template for defining principles should highlight the requirements for carrying out the principle?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 36
Complete the sentence. During the implementation of an architecture, if the original Architecture Definition and requirements are not suitable, a _____ may be submitted to initiate further architecture work.

A. Capability Assessment
B. Change Request
C. Requirements Impact Analysis
D. Statement of Architecture Work

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 37
According to TOGAF, which of the following steps in Phases B, C, and D occurs before development of the baseline or target architectures?

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

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 38
Which ADM phase is responsible for assessing the performance of the architecture and making recommendations for change?

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

E. Phase H

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 39
Which ADM phase provides architectural oversight of the implementation?

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

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 40
Complete the sentence. The Solutions Continuum represents implementations of the architectures

at corresponding levels of the _____.

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

Correct Answer: B
Section: (none)

Explanation

Explanation/Reference:
Explanation:

QUESTION 41
According to TOGAF, how is the Enterprise Continuum used in organizing and developing an architecture?

A. To aid communication and understanding between architects
B. To coordinate with the other management frameworks in use
C. To describe how an architecture addresses stakeholder concerns
D. To evaluate how best to develop and implement an architecture
E. To help identify and understand business requirements

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 42
Which one of the following provides a foundation for making architecture and planning decisions, framing policies, procedures, and standards, and supporting resolution of contradictory situations?

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

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 43
According to TOGAF, which of the following best describes the purpose of the Architecture Roadmap?

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

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 44
Which model within TOGAF is closely related to the concept of Boundaryless Information Flow?

A. The ARTS data model
B. The Architecture Governance Framework
C. The Enterprise Continuum
D. The Integrated Information Infrastructure Model
E. The TOGAF Technical Reference Model

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 45
In which of the following ADM Phases do building blocks become implementation-specific?

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

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 46
Which of the following best describes an approach for adapting the ADM in the situation where business principles dictate that a packaged solution be used?

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

  processes within the organization

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 47
Complete the sentence. According to TOGAF, all of the following are responsibilities of an Architecture Board, except _____.

A. Ensuring consistency between sub-architectures
B. Ensuring flexibility of the enterprise architecture to meet business needs
C. Improving the maturity of the organization's architecture discipline
D. Monitoring of architecture contracts
E. Preparing architecture review reports

Correct Answer: E
Section: (none)
Explanation

Explanation/Reference:

Explanation:

QUESTION 48
Which section of the TOGAF document contains a structured metamodel for architectural artifacts?

A. Part II: Architecture Development Method
B. Part III: ADM Guidelines and Techniques
C. Part IV: Architecture Content Framework
D. Part VI: TOGAF Reference Models
E. Part VII: Architecture Capability Framework

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 49
Which of the following statements about TOGAF Building Blocks is true?

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

Correct Answer: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 50
Scenario: Summer Seeds BV

Please read this scenario prior to answering the question

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.

Refer to the Summer Seeds BV Scenario

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 needsof 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 thatthe system will be compliant with the local regulations. Stakeholders should be able to view the models to seethat 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 fixedset 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 addressesthe 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: B
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 51
Scenario: Intrepid Space Industries

Please read this scenario prior to answering the question

Intrepid Space Industries is the prime contractor for the Telesto Unmanned Spacecraft

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. Intrepid 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, Intrepid needs to define Baseline and Target Architectures. These architectures must address key stakeholders' concerns such as:

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

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

Refer to the Intrepid Space Industries Scenario.

You are serving as the Lead Architect.

You have been asked to identify the most appropriate architecture viewpoints forthis 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. Inthe 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 DataArchitecture 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 Architecturewith 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
Communicationdiagramsand an Application Interaction matrix
Describe the TargetData 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 anOrganization/Actor catalog Describe the Baseline Application Architecture with a System/
Function matrix DescribetheBaselineData Architecture usinga Data Entity/Data Component catalog In the later iterations of the Architecture
Definition:
Describe the TargetBusiness Architecture with an Organization/Actor catalog Describe the Target Application Architecture using Application
Communication diagrams and an Application Interaction matrix
Describe the Target Data Architecture with a System/Data matrix

Correct Answer: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 52
Scenario: Acme Widgets Inc.

Please read this scenario prior to answering the question

Acme Widgets Inc. manufactures a variety of small electromechanical devices. As part of a corporate-wide Lean Manufacturing initiative, it has defined
a strategic architecture to improve its ability to meet consumer demand and improve its ability to manage its supply chain. The strategic architecture
called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operatingindependently in several of the
divisions' productionfacilities. 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.

Acme has a mature enterprise architecture practice and uses TOGAF 9 for the basis of its architecture framework, [n addition to the EA program, Acme has a number of management frameworks in use, including business planning, portfolio/project management, and operations management. The EAprogram 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 reviewedthe functional requirements andinteroperabilityrequirementsneeded to integrate the new ERP environment into the existing environment. Based on all of these factors, the architects have assessed the organization's readiness to conduct the business transformation and have produced a risk assessment.Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.

Refer to the Acme Widgets Scenario

Your role is consultant to the Lead Architect.

The Implementation and Migration Plan v.0.l, the Transition Architectures v1.0, and the Capability Assessment deliverables are now complete. You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

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

A. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. Thus 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 conduct a set of ComplianceAssessments to ensure that the implementation team is implementing the architectureaccording to the contract(s). The Compliance Assessment should also ensure 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 would assess how the plan impacts the other frameworks in use. Minimally, the plan should be coordinated with the business planning, portfolio/ project management and operations management frameworks. You would then assign a business value to each project, taking into account available resources and priorities for the projects. Finally, you would generate a time-lined Implementation and Migration Plan.
D. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing evolution cycle. This will ensure that the architecture remains relevant and responsive to the needsof 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
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 53
Scenario: St. Christopher Consulting

Please read this scenario prior to answering the question

St. Christopher 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. Christopher's 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 Chief Executive Officer and Chief Information Officer have co-sponsored the creation of the Enterprise Architecture program. The Enterprise Architecture framework is based en TOGAF 9.

As the EA team prepare 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.

Refer tothe St Christopher Consulting Scenario

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

You have been asked to recommend an approach to satisfy the concerns raised.

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 ImplementationRoadmap 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. 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: A
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 54
Scenario: Sollace Manufacturing

Please read this scenario prior to answering the question

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.

Refer to the Sollace Manufacturing Scenario

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

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

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

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

A. The team should hold a series of interviews at each of the manufacturing plants using the business scenario technique. 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 TargetArchitectures 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 address the concerns of the stakeholders. Based on the findings of that pilot project, a complete set of requirements can be developed that will drive the evolution of the architecture.

Correct Answer: D
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 55
Scenario: MedInc Products Ltd.

Please read this scenario prior to answering the question

MedInc Products 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 MedInc Products 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 independent clinical trials.The Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. The MedInc Architecture Development Method is strictly based on TOGAF 9 with extensions required to support current good manufacturing practices and good laboratory practices in their target markets.The 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, 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 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 enterprise architecture for the new system will need to be rolled out on a geographic basis that will minimize disruptions to ongoing clinical trials. The work will need to be done in stages and rolled out in geographical regions.

Refer to the MedInc Products Ltd. Scenario

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

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

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

A. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar solutions together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures and documented in an Architecture DefinitionIncrements 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 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.
C. Use a Consolidated Gaps, Solutions andDependencies 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 aConsolidated 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: C
Section: (none)
Explanation

Explanation/Reference:
Explanation:

QUESTION 56
Scenario: Mobile Telco

Please read this scenario prior to answering the question

Mobile Telco 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 AirLight, a competitor, because of superior customer service. Mobile Telco actually has better coverage in nearly all markets than AirLight, 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. Mobile Telco 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 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.

Refer to the Mobile Telco Scenario

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 the 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 the best answer?

A. In the remaining architecture definition phases, the project team should map out the capability in the Technology domain. In 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 Systems, and Technology domains. In 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 forthe capability increment solutions. The completed Architecture Definition Document and the implementation end 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.
C. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domains. In Ftiases E and F, the capability should be broken down into a set of increments that define the Target Architecture. The resulting Solution Building Blocks will provide the basis for tne capability increment solutions. The completed 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 en 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: D
Section: (none)
Explanation

Explanation/Reference:

Explanation:

QUESTION 57
Scenario: Mansfield Bearing

Please read this scenario prior to answering the question

Mansfield Bearing Inc. 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.Mansfield employs "Just In Time" techniques 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 Mansfield 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 Mansfield utilizes for its EA program.

The Chief Architect has stated that in order to model the 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 services. 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 Mansfield Bearing environment.

Refer to the Global Traders Inc. Scenario

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?

Refer to the Mansfield Bearing Scenario

Your role is the Lead Architect.

You have been asked to recommend a response to the Chief Architect's request to tailorthe

TOGAF Content Metamodel.

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

A. 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 applications to a single data center.
These extensions will also enable demonstration of regulatory compliance forthe manufacturing process.

B. You recommend that the architecture teamincorporate 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 governance models. This will ensure that they include specific entities and attributes that will allow them to model the event-driven natureof the manufacturing processes more precisely.

C. You recommend thathe architecture teamincorporates the Data and Services Extensions into their tailored Content Metamodel. This would allow modeling of the location of IT services 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.

D. You recommend that the architecture team incorporate the Process Modeling andInfrastructureConsolidation 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.

Correct Answer: B
Section: (none)
Explanation

Explanation/Reference:
Explanation: