

TOGAF 9 – Business Scenario Questions – Sample

The CORRECT answer scores five (5) points.

The SECOND BEST answer scores three (3) points.

The THIRD BEST answer scores one (1) point.

The DISTRACTER (the incorrect answer) scores zero (0) points.

SCENARIO 1: Acme Manufacturing

Acme Manufacturing is a multinational conglomerate that operates production facilities in 24 countries and sells its products in over 100 countries. It has three sectors: Transportation, Energy Systems, and Automation. Each sector has several business units that operate independently. An Executive Vice President heads each of the business units. Traditionally, each business unit has acted independently with few shared customers or suppliers. They were expected to share financial and human resource information from the corporate headquarters.

A consultancy firm has recommended a realignment that will enhance sharing of product information across business units. The implementation of this strategic realignment will require the development of integrated customer information systems and product information systems. Acme has a mature enterprise architecture practice and uses TOGAF 9 for the basis of the Acme Architecture Framework (method and deliverables). An architecture development program has been created to address the development of these capabilities and is about to commence. The enterprise architecture program is sponsored by the CIO.

At the most recent meeting of the Corporate Board, the Chairman of the Board expressed a concern about the risk to the business while a potentially disruptive program is being rolled out across the company. He noted that several competitors had tried similar initiatives with poor results. The Corporate Board agreed that this concern must be satisfactorily addressed before this program can commence.

Your role is the Lead Architect.

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

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

Answers

A. You propose that a Risk Aversion Assessment be conducted in the Implementation Governance phase to determine the implementation organization's degree of risk aversion with regard to the proposed business transformation. Based on that, if the company is not willing to accept a reasonable amount of risk, then you recommend they put in place a set of parallel systems to mitigate the risks.

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

C. You propose to conduct a risk assessment in the Architecture Vision phase. This will enable you to mitigate all initial risks. You then ensure that the Architecture Contracts issued in the Implementation Governance phase address those initial risks.

D. You propose to utilize a risk management framework in the Implementation Governance phase. This will enable you to assess the risks associated with the proposed business transformation. You then ensure that the initial level of risk is well understood before issuing the Architecture Contracts.

SCENARIO 2: Atlas Airlines

Atlas Airlines has received approval to acquire a smaller regional carrier that will extend the market it reaches and enable it to feed its primary routes with connecting flights from smaller cities.

In order to integrate the new acquisition, an enterprise architecture program has been initiated, using TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity. The Chief Architect has indicated that this program should make use of iteration with the ADM. As the program moves into Phase A within the initial iteration of the Architecture Context cycle, the CIO has emphasized the need to ensure that the architecture is embraced across the enterprise.

Your role is a consultant advising the Chief Architect.

You have been asked to explain how you would identify and engage the stakeholders at this stage of the program.

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

Answers

A. You would conduct a series of Business Scenarios with the stakeholders impacted by the acquisition, and determine which stakeholders are likely to block the initiative and which are likely to support it. You would identify the most relevant viewpoints and validate with the stakeholders.

B. You decide that communications with the stakeholders at the regional carrier is most important. You develop a Communications Plan to ensure they are aware of the key features of the architecture and have the opportunity to comment.

C. You decide to conduct a pilot project in Phase A to demonstrate to the stakeholders the technical feasibility of the approaches that are available from your preferred suppliers.

D. You would identify key stakeholders across both Atlas Airlines and the new acquisition. You would classify their positions and influence, recording the results in a Stakeholder Map. You would then focus on key stakeholders ensuring that you identify the most relevant viewpoints for each stakeholder and validate that their concerns are being addressed.

SCENARIO 3: Blue Arrow Bank

Blue Arrow Bank has been in business for over 60 years, growing through a series of acquisitions with other financial institutions. It has a large IT service department and routinely has over 100 infrastructure and service projects in progress. The Governing Board has decided that a more structured approach to its infrastructure and services is necessary to safeguard the business, especially given the recent turmoil in the financial markets.

As a result, the CIO has sponsored the creation of an Enterprise Architecture group. This group has adopted TOGAF 9 as the basis for its enterprise architecture, developed an Architecture Vision, which has been approved, and defined a set of domain architectures. The time has come to consolidate the domain architectures and review the current initiatives and projects in the corporate portfolio as well as potentially create new projects in order to realize the vision.

The CIO has stated that the implementation approach must accommodate the constantly occurring changes to the technology and business landscapes. Shareholders want to see not just a vision but want to know that there is a flexible, integrated Implementation and Migration Plan that has the best chance of realizing the vision in these uncertain times.

Your role is that of the Lead Enterprise Architect, leading a group of domain architects as well as working with the corporate project management office, strategic planners, and operations management planners.

A meeting has been scheduled with the stakeholders and you have been asked to explain how you intend to start implementing the enterprise architecture. Based on TOGAF 9, which of the following is the best answer?

Answers

A. You explain that the CIO wants to rapidly implement new systems and wants to leverage all of the existing projects and their deliverables to address the findings from the Gap Analysis results for the architecture domains. The EA team will request from the stakeholders all of the existing project charters and architectures so that the architects can integrate them together in a coherent manner. They will inform the operations management staff of their plans so that they can prepare to support the deliverables. Each one of the domain architects will then come up with specific projects to address their gaps and then consider whether existing projects need to have their scope revised. The sum of the work required in each one of the domains will then be consolidated into a strategic implementation and migration strategy that will include a roadmap.

B. You stress the need for urgent action as the corporation has been hit by the turmoil in the financial markets. You will implement the defined architectures as soon as possible and will have to cancel all existing projects and either create new ones or completely revise the scope of existing ones. In order to save time you will take the requirements from Phases B through D and create new IT projects for each one of the requirements that will enable the projects to create their individual requirements-based project architectures. The projects will work together through the creation of new point-to-point interfaces following defined interoperability architecture guidelines.

C. You describe the concept of Transition Architectures as a means of continuously delivering business value in an incremental manner. You explain that the business value can be achieved by all the projects delivering their increments in a coordinated approach to achieve the targeted business capabilities. You will consolidate the Gap Analysis results from each of the domain architectures and analyze the dependencies so as to come up with a work-breakdown structure. You will examine what is achievable and identify logical work packages that can become the basis for project scopes or the leveraging of existing projects. Business Transformation and the maintenance of a secure infrastructure are major concerns that need to be addressed. You will then hold a series of facilitated sessions to seek consensus and agree to a high-level roadmap for an implementation and migration strategy.

D. You explain that the CIO wants to transform the corporation and would like the stakeholders to provide input for what has to be done to implement the defined domain architectures. There has been thorough Requirements Management and the intent is to ensure that all stakeholders will be allowed to contribute to her EA plan. The joint analysis will then result in a detailed list of work activities that will be rolled into an IT portfolio plan that will eventually give rise to a series of projects. The intent is to create a comprehensive Target Architecture that will include the detailed technology choices for the organization for the next five years. A full report will be completed highlighting what was done including a detailed dependencies and factors assessment.

SCENARIO 4: Brown & Babcock Manufacturing

Brown & Babcock, a global manufacturing firm, has decided to improve the efficiency of its sales force by replacing its legacy fax and paper-based configuration and ordering systems with a hand-held device solution. This will impact both the firm and its suppliers.

Brown & Babcock use TOGAF 9 for their internal Enterprise Architecture and use an iterative approach to applying the ADM. The enterprise architecture team has completed the Architecture Context iteration cycle and the first iteration of the Architecture Definition cycle, using a Baseline First approach. The CIO is the sponsor of the Enterprise Architecture program.

The initial iteration has established the approach, the scope, and vision for the project. A set of architecture principles has been established based on TOGAF 9, Chapter 23. The CIO has highlighted the importance of adhering to the following principles:

- Data is an asset.
- Data is shared.
- Data is accessible.

The initial iteration has also led to the establishment of a number of business goals and objectives for the new target system. The principal goal is to give the sales force in the field direct access to the sales process, allowing sales staff to create and verify product configurations, check pricing and availability, and to place an order while still on the client site with the customer.

As part of achieving this goal, the architectures developed will need to address the following stakeholder concerns:

- What changes to existing business processes are needed?
- What data will need to be shared?
- How will distributed data be secured?

- What non-sales applications will need to be integrated with any new sales applications?

Your role is that of Lead Enterprise Architect.

You have been asked to identify the most appropriate architecture viewpoints for the second iteration of the Architecture Definition cycle.

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

Answers

A. Describe the Business Architecture with a Process/Event/Control/Product catalog and Role catalog.

Describe the Data Architecture with a Data Entity/Data Component catalog, System/Data matrix, and Data Security diagram.

Describe the Application Architecture with an Interface catalog.

Describe the Technology Architecture with a Network Computing/Hardware diagram.

B. Describe the Business Architecture with a Location catalog and Business Interaction matrix.

Describe the Data Architecture with a Data Migration diagram and Data Lifecycle diagram.

Describe the Application Architecture with a Software Engineering diagram.

Describe the Technology Architecture with a Communications Engineering diagram.

C. Describe the Business Architecture with a Location catalog and Business Footprint diagram.

Describe the Data Architecture with a System/Data matrix, Data Migration diagram, and Data Lifecycle diagram.

Describe the Application Architecture with an Application Communication diagram.

Describe the Technology Architecture with a Network Computing/Hardware diagram.

D. Describe the Business Architecture with a Location catalog and Role catalog.

Describe the Data Architecture with a Data Entity/Business Function matrix, System/Data matrix, and Data Security diagram.

Describe the Application Architecture with an Application Interaction matrix.

Describe the Technology Architecture with a Network Computing/Hardware diagram.

SCENARIO 5: EuroInsCo

A European Insurance company has grown substantially over the last 15 years. Due to the many mergers and acquisitions, the application portfolio of the enterprise has grown significantly with little consideration for consolidation or rationalization. Each business unit has managed its own applications, with no coordination between them. In the last two years the competition in the insurance industry has increased with the advent of many Internet-based comparison sites leading to increased pressure to reduce the operational expenses including IT.

The Corporate Board has approved the directive to establish an Enterprise Architecture program within the company to integrate and rationalize the application portfolio and introduce a company-wide customer information management system. The Corporate Board has also given a strategic direction that the company should expand its markets significantly to cover all the member country states of the European Union in the next 24 months.

The company has no existing enterprise architecture. The CIO is the sponsor of the program and has mandated TOGAF 9 for the architecture method and deliverables. The CIO has established an Architecture Board and called the first meeting.

Your role is the Lead Architect.

You have been asked how you will establish the Enterprise Architecture program.

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

Answers

A. You work with the Architecture Board to develop and tailor TOGAF 9, so it can be integrated with the existing procedures established by the Program Management Office. In addition, you examine the relationship to other processes and frameworks for systems development, operations management, and governance. You then conduct a study to determine the footprint of the enterprise architecture.

B. You issue a Request for Architecture Work so that the necessary resources needed to define an Architecture Vision can be allocated. You then conduct a Business Scenario that addresses the Board's mandate upon expansion. Based on that, you define a Common Systems Architecture that will guide the selection of Solution Building Blocks for integrating the systems across business units.

C. You start by ensuring that there is agreement on the scope of the enterprise architecture, and identify the key business drivers. You document and validate the requirements for architecture work. You develop a set of architecture principles with the Architecture Board that will guide the architecture work. You then consider how to best tailor TOGAF 9 for use, and identify tools for supporting the program.

D. You start by conducting an Architecture Maturity Assessment to assess the ability of EuroInsCo to change. Using that input you then apply the TOGAF ADM to define the overall requirements for integrating a new company information management system into the enterprise. You then work with the Architecture Board to define the business goals that will drive the enterprise architecture program.

SCENARIO 6: MooStar Inc.

MooStar Inc. is a telecommunications company that recently formed through the merging of three other telecommunication companies. The business operating model has been unified, and as part of the integration of the three organizations Enterprise Architecture is being conducted. They have adopted the TOGAF 9 Architecture Development Method. The Architecture Board has approved the outline Implementation and Migration Plan and they are now at the stage of conducting detailed migration planning. A working group has been formed that involves all the key architects and the stakeholders from the corporate matrix (those who will work on the project).

It is recognized that others outside the EA team will have the responsibility to fund, build, support, and use what is put in place based on the architecture. For the company, getting this right is critical especially as the competition in the marketplace has been fierce and the lines of

business have been resistant to implementing any new business model.

Your role is the Lead Architect.

You have been asked to describe:

- How you would conduct migration planning
- What you would be implementing
- Who you would involve
- What would be the major deliverable(s)

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

Answers

A. Migration planning would be conducted by the Chief Architect and his personal staff and shared with the other domain architects. When ready the Implementation and Migration Plan will be sent to the Architecture Board secretariat for circulation before the next meeting. The plan will include a prioritized list of projects, their approximate cost, and the recommended way ahead. Comments from the Board (and their staff) would be incorporated into the plan and then the individual projects would have to go in front of the board to secure approval for project resources for the next project increment. The Implementation and Migration Plan would include a high-level GANT chart that could be used as a roadmap.

B. Migration planning should be conducted as a series of steps: confirming and then coordinating the corporate management frameworks involved; establishing clear business value for the deliverables; creating detailed resource estimates for the work to be completed; determining the sequence, prioritizing the work, and then updating the Transition Architectures. When this is completed the Implementation and Migration Plan can be finalized. The Business Planning, Portfolio Management, and Operations Management groups should all be involved in the development of the major deliverables. Once the deliverables have been completed, an architecture evolution cycle should be established and regular meetings of the stakeholders scheduled to keep the architecture up-to-date.

C. As projects were formed in Phase E, the Implementation and Migration Strategy can be used to create project plans focusing on scope, budget, and time. Project Management best practices will then be used to conduct more detailed analysis and come up with business value on a project by project basis. Project Managers will assign business value and prepare submissions to the IT governance Board for funding. The Chief Architect will sit as a member of the Board and advise members with respect to the criticality of the project and its relative importance. Over time the projects will continuously come forward for renewed funding and approval to proceed. The sum of the project plans and roadmaps will serve as the detailed EA Implementation and Migration Plan.

D. Migration planning should be conducted by the Enterprise Architecture team, in particular the domain (Business, Application, Data, Technology, and Security) architects who would look at implementing the various Transition Architectures using sound project management techniques. The EA team will then create a prioritized list of activities and place the high-level Architecture Building Blocks in an Implementation and Migration Plan and roadmap. These deliverables would be circulated around the organization for comments that would be selectively integrated. The circulation would be to the lines of business and the members of the Executive Board so that

they would be ready to fund the proposed EA work.

SCENARIO 7: Reading Ltd.

Freight Logistics, a major business unit of Reading Ltd., has selected a Commercial Off-the-Shelf (COTS) Market Analytics solution in order to improve its capability to respond to market demands for its new rail-based freight delivery service. Freight Logistics has demonstrated that the current system does not provide the required functionality to support the marketing activities. Its performance limitations cause unacceptable delays and missed opportunities to meet market targets. Clearly, the current system is costing the unit in terms of lost revenue.

Reading Ltd. has a mature enterprise architecture capability spanning all of its business units and has recently adopted TOGAF 9 as the basis for its ongoing program. The CIO is the sponsor of the enterprise architecture practice.

The enterprise architecture team initiated a project with Freight Logistics that has defined the business vision and requirements for the new system. It includes a detailed business process analysis. A solution has been proposed that can support the existing applications and technologies currently in place. The proposed solution requires a non-standard operating system platform to support the business application and also requires different web server software to the current supported web server solutions. The Architecture Board has held a review, and it was noted that some of these project requirements were not consistent with the firm's current infrastructure standards.

After discussions with several senior executives, the CIO feels that he must support the business unit's urgent need to deploy the Market Analytics package. He has approved the implementation. A project manager has been chosen, and a feasibility meeting has been held with a decision to move forward. The project is critical and must be completed as quickly as possible; a contract has been signed with the software vendor to implement the solution. The vendor has provided a statement of work that has passed through the migration planning phase, and major impacts to existing systems and the infrastructure have been documented. The CIO has asked the enterprise architecture team to prepare for Phase G, ensuring that the Key Performance Indicators for system performance and security are met, and the project remains within budget.

Your role is the Chief Enterprise Architect. You have been asked to recommend a plan to implement the direction from the CIO.

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

Answers

A. Based on the review held by the Architecture Board, you recommend the vendor modify the web server software and hardware components in the product so they can meet the current infrastructure standards. You recommend development of an in-house prototype of the product to investigate coding change options.

You would then obtain the approval of the development leads for supporting the development

effort, develop an Architecture Contract, and provide the project plan to the project manager, emphasizing adherence to schedule. After implementation, you schedule frequent operational reviews to monitor performance of the solution.

B. You review the output from the Architecture Board and recommend the co-existence of a second web server standard, noting the additional hardware and support skills issues. You add this technology to the currently supported inventory of standard products in the company Standards Information Base.

You direct the project architects to construct an Architecture Contract with the development team. You emphasize the importance of using appropriate Architecture Compliance Reviews in addition to the test plans required for performance, and monitor the testing results. You establish agreements with the business unit for Service Level Agreements and delivery dates. After implementation, you identify re-usable objects and procedures.

C. Based on the recommendations of the Architecture Board, you would eliminate the nonstandard web server from the solution. You create a revised plan and Architecture Contract for the development of a replacement application and server environment using standard re-usable components and internal development resources.

You would inform the CIO that in the long term the development of this standardized version is the lower-cost option. You ensure that the budget implications to these recommendations are presented to the finance committee. You hold frequent project management meetings to monitor compliance to standards and the revised schedule.

D. You prepare an expanded risk analysis and inform the development team of the required deliverables and the dates. You prepare a detailed impact analysis of the use of a “non-standard” web and hardware solution. You construct an Architecture Contract. You obtain approval from the CIO prior to implementation.

You schedule a test of the solution just prior to implementation according to user performance requirements. You deliver the required artifacts and archive them when implementation is completed.

SCENARIO 8: RealValue Inc.

RealValue Inc. is an online grocer in Los Angeles, California. After several years of continued profitable operations, the Board of Directors has approved a strategic plan to expand operations to major cities in the Southwestern United States.

To realize this strategy, management has an enterprise architecture program in place to plan and implement the rollout which is estimated to take five years to complete. The program needs to consider how to take the current organization, physical plant, and information systems and transform them to support expanded operations.

TOGAF 9 has been adopted as the methodology and framework for the enterprise architecture program. The CIO is the sponsor.

A major concern that must be addressed is how to migrate from a “best-of-breed” logistics system that was built in the early days. It is not expected that this system will be able to scale to support the expanded operations. The CIO recognizes this and has an option to purchase a solution from an industry leader in online sales and fulfillment. This is being piloted in a major fulfillment center in Southern California.

As part of the pilot program, the Architecture Board has requested a compliance review be held at the fulfillment center to determine how well the solution is being implemented. The timing of the compliance review is such that there is still time to correct any major shortcomings with the proposed solution.

The status report from the review coordinator, who is on-site, notes that the following tasks have been completed:

- Identified project principals
- Determined the scope of the review
- Scheduled architecture review meetings at the site

They also note that the implementation teams have complained on a number of occasions that the new system is difficult to integrate with the warehouse automation system that is installed at their location. The Chief Architect has been concerned that some of those complaints have more to do with personal preferences than with the actual technical merits of the system or its ease of integration. The next stage of the review is to interview the project principals.

Your role is the Lead Architect.

The review team is led by an architect from your team, who has been assigned as the project architect. What approach should you adopt to ensure that the team is able to conduct the reviews successfully?

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

Answers

A. You meet with the project architect and check she clearly understands the purpose of the review. You ask her to ensure that the review team is objective and fair in their interactions with the principals and uses the checklists to frame the review. You ask the project architect to identify the issues behind the implementation team complaints.

B. You meet with the review team. You brief them on the possible hidden agendas and ask them to take a de-personalized approach if at all possible. You stress that any areas of non-compliance may indicate significant architectural gaps with the proposed solution.

C. You meet with the review team. You let them know that it is important to obtain a high degree of compliance and that accommodating the preferences of the implementation team at the fulfillment center is not an option. You request they ensure that the review covers all aspects of the development work. You note that it is especially important to critique the development methods that are being used by the implementation team.

D. You review the checklists that the project team has prepared for the interviews to ensure they meet the criteria for the program and the business objectives. You meet with the project architect to confirm the checklist contents and ask her to ensure that the review team is objective and fair

in their interactions with all participants. You stress that the sponsor is looking for recommendations relating to the pilot solution, to determine its readiness and suitability.