



# **The-Open-Group**

## **Exam Questions OG0-093**

OG0-093 TOGAF 9 Combined Part 1 and Part 2

#### NEW QUESTION 1

- (Exam Topic 1)

Which of the following architectures in the Architecture Continuum contains the most re-usable architecture elements?

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

**Answer:** B

#### NEW QUESTION 2

- (Exam Topic 1)

Which one of the following best describes the purpose of the Communications Plan?

- A. To act as a deliverable container for artifacts created during a project
- B. To ensure that information is communicated to the right stakeholders at the right time
- C. To ensure that the results of a Compliance Assessment are distributed to the Architecture Board
- D. To inform the Architecture Board of changes to the architecture
- E. To show progression of change from the Baseline Architecture to the Target Architecture

**Answer:** B

#### NEW QUESTION 3

- (Exam Topic 1)

Complete the sentence. There are five criteria that distinguish a good set of principles: Understandable, Robust, Complete, Consistent and \_\_\_\_\_.

- A. Agile
- B. Dynamic
- C. Comprehensive
- D. Rational
- E. Stable

**Answer:** E

#### NEW QUESTION 4

- (Exam Topic 1)

Which of the following does TOGAF describe as "the structure of components, their inter-relationships, and the principles guiding their design and evolution over time"?

- A. View
- B. Artifact
- C. Model
- D. Deliverable
- E. Architecture

**Answer:** E

#### NEW QUESTION 5

- (Exam Topic 1)

In which section of the TOGAF template for Architecture Principles would a reader find the answer to the question of 'How does this affect me'?

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

**Answer:** A

#### NEW QUESTION 6

- (Exam Topic 1)

Complete the sentence. The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from.

- A. Foundation Architectures to re-usable architecture assets
- B. generic architectures to Organization-Specific Architectures
- C. generic solutions to Industry Models
- D. generic architectures to reusable Solution Building Blocks
- E. Solutions Architectures to Solution Building Blocks

**Answer:** B

#### NEW QUESTION 7

- (Exam Topic 1)

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

**Answer:** B

#### NEW QUESTION 8

- (Exam Topic 1)

TOGAF Part VII, Architecture Capability Framework recommends use of an ADM cycle for establishing an architecture practice. In this scenario, which architecture would describe the organizational structure for the architecture practice?

- A. Application Architecture
- B. Business Architecture
- C. Data Architecture
- D. Technology Architecture

**Answer:** B

#### NEW QUESTION 9

- (Exam Topic 1)

The TOGAF ADM uses a version numbering convention to illustrate the evolution of Baseline and Target Architecture Definitions. What does Version 1.0 indicate according to this convention?

- A. A high-level outline architecture
- B. A preliminary outline architecture
- C. A formally reviewed, detailed architecture
- D. A draft, detailed architecture
- E. A formally reviewed, preliminary architecture

**Answer:** C

#### NEW QUESTION 10

- (Exam Topic 1)

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

**Answer:** B

#### NEW QUESTION 10

- (Exam Topic 1)

In which part of the ADM cycle are building blocks evolved using a common platform of steps?

- A. Preliminary Phase and Phase A
- B. Phases B, C and D
- C. Phases E and F
- D. Phases G and H

**Answer:** B

#### NEW QUESTION 12

- (Exam Topic 1)

Which of the following best describes the purpose of the Architecture Requirements Specification?

- A. It provides a list of work packages and a schedule for implementation of the target architecture.
- B. It defines the scope and approach to complete an architecture project
- C. It provides a set of statements that outline what a project must do to comply with the architecture
- D. It is sent from the sponsor and triggers the start of an architecture development cycle
- E. It contains an assessment of the current architecture requirements

**Answer:** C

#### Explanation:

Reference

[http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap36.html#tag\\_36\\_02\\_06](http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap36.html#tag_36_02_06)

#### NEW QUESTION 16

- (Exam Topic 1)

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

**Answer:** E

#### NEW QUESTION 19

- (Exam Topic 1)

Which ADM phase provides architectural oversight of the implementation?

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

**Answer:** D

#### NEW QUESTION 21

- (Exam Topic 1)

TOGAF uses a version numbering convention to illustrate the evolution of the Baseline and Target Architecture Definitions. Which version number in this convention indicates a formally reviewed, detailed architecture?

- A. Version 0.1
- B. Version 0.5
- C. Version 0.9
- D. Version 1.0
- E. Version 1.5

**Answer:** D

#### NEW QUESTION 26

- (Exam Topic 1)

According to TOGAF, which of the following terms is defined as the key interests that are crucially important to stakeholders?

- A. Concerns
- B. Principles
- C. Requirements
- D. Views
- E. Viewpoints

**Answer:** A

#### NEW QUESTION 29

- (Exam Topic 1)

Complete the sentence. According to TOGAF, all the following are responsibilities of an Architecture Board, except \_\_\_\_\_ .

- A. Allocating resources for architecture projects
- B. Decision making for changes in the architecture
- C. Enforcing Architecture Compliance
- D. Improving the maturity of the organization's architecture discipline
- E. Production of governance materials

**Answer:** A

#### NEW QUESTION 31

- (Exam Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 36

- (Exam Topic 1)

Which of the following best describes the meaning of "Initial Level of Risk" in Risk Management?

- A. The categorization after implementation of mitigating actions
- B. The categorization after initial risk assessment
- C. The categorization after mitigation and residual risk assessment
- D. The categorization before determining and implementing mitigating actions

E. The categorization before risk identification

**Answer:** D

#### NEW QUESTION 39

- (Exam Topic 1)

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 prioritize work packages

**Answer:** C

#### NEW QUESTION 40

- (Exam Topic 1)

Complete the sentence by selecting the applicable pair of words. A/an \_\_\_\_\_ is used in Phase A to help identify and understand business \_\_\_\_\_ that the architecture has to address.

- A. activity model, perspective
- B. business scenario, requirements
- C. use case, interconnections
- D. architecture view, concerns
- E. business transformation readiness assessment, constraints

**Answer:** B

#### NEW QUESTION 45

- (Exam Topic 1)

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

**Answer:** A

#### NEW QUESTION 46

- (Exam Topic 1)

Complete the sentence: TOGAF provides a set of reference materials for establishing an architecture function within an organization known as the \_\_\_\_\_.

- A. Architecture Capability Framework
- B. Architecture Content Framework
- C. Architecture Landscape
- D. Architecture Repository
- E. Architecture Roadmap

**Answer:** A

#### NEW QUESTION 51

- (Exam Topic 1)

In Phases B, C, and D of the ADM cycle the first step defined is to select reference models, viewpoints, and tools. Which of the following is the next step in each of these phases?

- A. Conduct formal stakeholder review
- B. Create Architecture Definition Document
- C. Develop Baseline Architecture
- D. Perform gap analysis
- E. Resolve impacts across the Architecture Landscape

**Answer:** C

#### NEW QUESTION 55

- (Exam Topic 1)

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

- A. To act as a deliverable container for artifacts created during a project
- B. To ensure that architecture information is communicated to the right stakeholders at the right time
- C. To govern the architecture throughout its implementation process
- D. To provide a high-level view of the end architecture product
- E. To show progression of change from the Baseline Architecture to the Target Architecture

**Answer:** E

#### NEW QUESTION 57

- (Exam Topic 1)

Which part of TOGAF describes taxonomies for categorizing the outputs of architecture activity in terms of reuse?

- A. ADM Guidelines and Techniques
- B. Architecture Capability Framework
- C. Architecture Development Method
- D. Enterprise Continuum & Tools

**Answer:** D

#### NEW QUESTION 59

- (Exam Topic 1)

Which of the following is an objective of Phase G, Implementation Governance?

- A. Ensure that the enterprise's Architecture Capability meets current requirements
- B. Establish the value realization process
- C. Ensure that implementation projects conform with the Target Architecture
- D. Prioritize the projects through risk validation
- E. Assess the performance of the architecture and make recommendation for change

**Answer:** C

#### Explanation:

Reference

<http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap13.html>

#### NEW QUESTION 60

- (Exam Topic 1)

Complete the sentence. The ADM can be viewed as the process of populating the enterprise's own \_\_\_\_\_ with relevant re-usable building blocks taken from the more generic side of the Enterprise Continuum.

- A. Architecture Repository
- B. Architecture Requirements
- C. Implementation and Migration plan
- D. Standards Information Base
- E. Strategic Architecture

**Answer:** A

#### NEW QUESTION 64

- (Exam Topic 1)

Which of the following does the TOGAF document define as architectural work product that describes an aspect of the architecture?

- A. Application Platform Interface
- B. Artifact
- C. Building Block
- D. Deliverable
- E. Framework

**Answer:** B

#### NEW QUESTION 68

- (Exam Topic 1)

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

- A. Building blocks at a functional level are known as Solutions Building Blocks
- B. Solutions Building Blocks are selected in Phases A, B, C and D
- C. The specification of a building block should be loosely coupled to its implementation
- D. The gap analysis technique should be used to identify building blocks for re-use

**Answer:** C

#### NEW QUESTION 70

- (Exam Topic 1)

Which one of the following is an objective of Phase A, Architecture Vision?

- 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

**Answer:** E

#### NEW QUESTION 72

- (Exam Topic 1)

Which one of the following best describes the next step in an Architecture Compliance Review once the scope of the review has been determined?

- A. Interview the project principals to obtain background information
- B. Prepare the Architecture Compliance Review report
- C. Schedule the Architecture Review meeting
- D. Send the assessment report to the Architecture Review coordinator
- E. Tailor the checklists to address business requirements

**Answer:** E

#### NEW QUESTION 77

- (Exam Topic 1)

Which of the following best describes the TOGAF Architecture Governance Framework?

- A. An approach to ensure the effectiveness of an organization's architectures
- B. An architecture of building blocks and corresponding standards, together with associated graphics
- C. An example set of Architecture Principles
- D. A reference model that includes information provider applications and brokering applications
- E. A model intended to assist with the release management of the TOGAF specification itself

**Answer:** A

#### NEW QUESTION 80

- (Exam Topic 1)

Which section of the TOGAF template for Architecture Principles should clearly state the impact to the business and consequences of adopting the principle?

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

**Answer:** A

#### NEW QUESTION 85

- (Exam Topic 1)

Which of the following describes a purpose of an Architecture Compliance review?

- A. Identifying business transformation risks for an architecture project
- B. Identifying where standards may require modification
- C. Identifying relationships between management frameworks
- D. Identifying stakeholders and their concerns

**Answer:** B

#### Explanation:

Reference

<http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap24.html>

#### NEW QUESTION 87

- (Exam Topic 1)

Which of the following does the TOGAF document define as the representation of a related set of concerns?

- A. Catalog
- B. Matrix
- C. Diagram
- D. View
- E. Viewpoint

**Answer:** D

#### NEW QUESTION 89

- (Exam Topic 1)

Complete the sentence. The Standards Information Base is a repository area that \_\_\_\_\_.

- A. defines the parameters, structures, and processes to support governance of the Architecture Repository
- B. describes the organization specific architecture framework and method
- C. lists the set of specifications to which architectures must conform
- D. provides a record of the governance activity across the enterprise
- E. provides guidelines, templates, and patterns used to create new architectures

**Answer:** C

#### NEW QUESTION 90

- (Exam Topic 1)

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

**Answer:** E

#### NEW QUESTION 92

- (Exam Topic 1)

Which of the following is a responsibility of an Architecture Board?

- A. Achieving consistency between sub-architectures
- B. Creating the Statement of Architecture Work
- C. Conducting assessments of the maturity level of architecture discipline within the organization
- D. Allocating resources for architecture projects
- E. Determining the scope of an architecture compliance view

**Answer:** C

#### NEW QUESTION 93

- (Exam Topic 1)

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

**Answer:** C

#### NEW QUESTION 95

- (Exam Topic 1)

In which part of the ADM cycle do the earliest building block definitions start as abstract entities?

- A. Phase A
- B. Preliminary Phase
- C. Phases B, C, and D
- D. Phases G and H
- E. Phases E and F

**Answer:** A

#### Explanation:

Reference

<http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap32.html>

#### NEW QUESTION 100

- (Exam Topic 1)

Which of the following best describes the purpose of the Architecture Vision?

- A. It contains an assessment of the current architecture requirements
- B. It defines the scope and approach to complete an architecture project
- C. It is sent from the sponsor and triggers the start of an architecture development cycle
- D. It provides a high-level aspirational view of the end architecture project
- E. It provides a schedule for implementation of the target architecture

**Answer:** D

#### NEW QUESTION 103

- (Exam Topic 1)

Which of the following is part of the Preliminary Phase?

- A. Creating the Architecture Vision deliverable
- B. Preparing a consolidated Gap Analysis
- C. Developing the Architecture Contract
- D. Defining a set of Architecture Principles

**Answer:** D

#### NEW QUESTION 105

- (Exam Topic 1)

Which of the following does TOGAF provide as a set of reference materials for establishing an architecture function within an organization?

- A. Architecture Content Framework
- B. Technical Reference Model

- C. Integrated Information Infrastructure Reference Model
- D. Architecture Development Method
- E. Architecture Capability Framework

**Answer:** E

#### NEW QUESTION 110

- (Exam Topic 1)

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

**Answer:** D

#### NEW QUESTION 113

- (Exam Topic 1)

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

**Answer:** C

#### NEW QUESTION 117

- (Exam Topic 1)

Which of the following does TOGAF recommend for use in developing the Architecture Vision?

- A. Architecture principles
- B. Business scenarios
- C. Business Transformation Readiness Assessment
- D. Capability-based planning
- E. Gap analysis

**Answer:** B

#### NEW QUESTION 121

- (Exam Topic 1)

Complete the sentence. The Requirements Management process is used to \_\_\_\_\_ .

- A. develop requirements for Transition Architectures that deliver business value
- B. dispose of, address and prioritize architecture requirements
- C. organize architecture requirements throughout the ADM cycle
- D. review business requirements
- E. validate requirements between ADM phases

**Answer:** C

#### NEW QUESTION 123

- (Exam Topic 1)

Which of the following best describes the Standards Information Base?

- A. A repository area holding a description of the organization specific architecture framework and method
- B. A repository area holding a record of the governance activity across the enterprise
- C. A repository area holding guidelines and templates used to create new architectures
- D. A repository area holding processes to support governance of the Architecture Repository
- E. A repository area holding specifications to which architectures must conform

**Answer:** E

#### NEW QUESTION 124

- (Exam Topic 1)

Which of the following describes the TOGAF Technical Reference Model?

- A. A Common Systems Architecture
- B. A Foundation Architecture
- C. An Industry-Specific Architecture
- D. An Organization-Specific Architecture
- E. A Solution Architecture

**Answer:** B

#### NEW QUESTION 128

- (Exam Topic 1)

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

**Answer:** B

#### NEW QUESTION 129

- (Exam Topic 1)

Which one of the following best describes the purpose of a Change Request?

- A. To act as a deliverable container for artifacts created during a project
- B. To request a dispensation or to kick-start a further cycle of architecture work
- C. To ensure that information is communicated to the right stakeholder at the right time
- D. To review project progress and ensure the implementation is inline with the objectives
- E. To ensure that the results of a Compliance Assessment are distributed to the Architecture Board

**Answer:** B

#### NEW QUESTION 131

- (Exam Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 133

- (Exam Topic 1)

Which ADM Phase includes obtaining approval for the Statement of Architecture Work?

- A. Preliminary Phase
- B. Phase A: Architecture Vision
- C. Phase D: Technology Architecture
- D. Phase F: Migration Planning
- E. Phase G: Implementation Governance

**Answer:** B

#### NEW QUESTION 137

- (Exam Topic 1)

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

**Answer:** D

#### NEW QUESTION 140

- (Exam Topic 1)

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

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

**Answer:** E

#### NEW QUESTION 143

- (Exam Topic 1)

Which of the following describes an objective of the Preliminary Phase?

- A. Develop a vision of the proposed enterprise architecture
- B. Document the baseline architecture

- C. Obtain approval for the Statement of Architecture Work
- D. Operate the governance framework
- E. Select and implement tools

**Answer:** E

#### NEW QUESTION 144

- (Exam Topic 1)

Which is the final step in the architecture development Phases B, C, and D?

- A. Conduct formal stakeholder review
- B. Define Roadmap components
- C. Resolve impacts across the Architecture Landscape
- D. Create Architecture Definition Document
- E. Select reference models, architecture viewpoints and tools

**Answer:** D

#### Explanation:

Reference <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap04.html>

#### NEW QUESTION 146

- (Exam Topic 1)

In which ADM phase does the value and change management process determine the circumstances under which the Enterprise Architecture is permitted to change after deployment?

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

**Answer:** D

#### Explanation:

Reference

<http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap14.html>

#### NEW QUESTION 151

- (Exam Topic 1)

In which ADM phase is the Implementation and Migration Plan coordinated with other frameworks?

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

**Answer:** C

#### NEW QUESTION 153

- (Exam Topic 1)

Which part of the TOGAF document describes an overview of typical architecture deliverables?

- A. ADM Guidelines and Techniques
- B. Architecture Capability Framework
- C. Architecture Content Framework
- D. Enterprise Continuum & Tools
- E. TOGAF Reference Models

**Answer:** C

#### NEW QUESTION 155

- (Exam Topic 1)

Which one of the following best describes Capability-Based Planning?

- A. A planning technique that ensures business information is communicated to the right people at the right time
- B. A planning technique that ensures the application of business best practices
- C. A planning technique that ensures timely solutions
- D. A planning technique that focuses on business outcomes
- E. A planning technique that identifies services to be shared

**Answer:** D

#### NEW QUESTION 156

- (Exam Topic 1)

Which of the following is described by the TOGAF Architecture Content Framework as a type of artifact that shows lists of things?

- A. Building Block
- B. Catalog
- C. Diagram
- D. Matrix
- E. Deliverable

**Answer:** B

#### NEW QUESTION 161

- (Exam Topic 1)

Which of the following best completes the sentence? The Architecture Repository \_\_\_\_\_ .

- A. is used to store different classes of architectural output created by the ADM
- B. is a categorization mechanism for classifying architecture and solution artifacts
- C. is a detailed model of architectural work products, including deliverables and artifacts
- D. is an architecture of generic functions and services
- E. is a set of resources to help establish an architecture capability within an organization

**Answer:** A

#### NEW QUESTION 162

- (Exam Topic 2)

Which of the following statements best describes the Requirements Management process?

- A. The review of business requirements within the TOGAF ADM
- B. The prioritization and disposal of architecture requirements
- C. The management of architecture requirements throughout the ADM cycle
- D. The development of requirements that deliver business value
- E. The development of requirements for ADM Phase A

**Answer:** C

#### Explanation:

References:

#### NEW QUESTION 165

- (Exam Topic 2)

In which phase of the ADM cycle do building blocks become implementation-specific?

- A. Business Architecture
- B. Data Architecture
- C. Architecture Vision
- D. Opportunities and Solutions
- E. Technology Architecture

**Answer:** D

#### NEW QUESTION 168

- (Exam Topic 2)

Which one of the following is recommended to define requirements and articulate the Architecture Vision created in Phase A?

- A. Business scenario
- B. Impact analysis
- C. Mission statement
- D. Requirements analysis
- E. Solution architecture

**Answer:** A

#### NEW QUESTION 172

- (Exam Topic 2)

Which one of the following statements about TOGAF Building Blocks is NOT true?

- A. They should not be reused in other enterprise architecture projects
- B. They should have stable, published interfaces that allow other building block to interoperate with them
- C. They are packages of functionality intended to meet the business needs across the organization
- D. They have defined boundaries

**Answer:** A

#### NEW QUESTION 177

- (Exam Topic 2)

Which of the following best describes an architectural change categorized as a re-architecting change?

- A. A change to re-align with the business strategy

- B. A change to increase investment in order to create new value for exploitation
- C. A change to reduce costs
- D. A change to derive additional value from the existing investment

**Answer:** B

#### NEW QUESTION 179

- (Exam Topic 2)

Which of the following is the representation of a related set of concerns?

- A. Architecture view
- B. Architecture viewpoint
- C. Diagram
- D. Matrix
- E. Catalog

**Answer:** A

#### NEW QUESTION 180

- (Exam Topic 2)

In the Solutions Continuum, which of the following is the correct order of Solutions from most-specific to most-generic?

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

**Answer:** E

#### NEW QUESTION 182

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question.

The ABC 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 the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials. The Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. The company 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 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 included in the Transition Architecture(s).

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

- A. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix
- B. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product
- C. Group similar solutions together to form work package
- D. Identify dependencies between work packages factoring in the clinical trial schedule
- E. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures and documented in an Architecture Definition Increments Table.
- F. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procure
- G. Eliminate any duplicate building block
- H. Group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix
- I. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architecture
- J. Schedule the roll out of the work packages to be sequential across the geographic regions.
- K. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool
- L. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product
- M. Group the similar solutions together to define the work package
- N. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.
- O. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work package
- P. Using the matrix as a planning tool, regroup the work packages to account for dependencies
- Q. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture
- R. Schedule the rollout one region at a time
- S. Document the progression of the enterprise architecture using an Enterprise Architecture State Evolution table.

**Answer:** C

#### NEW QUESTION 186

- (Exam Topic 2)

Which one of the following is defined by TOGAF as: the fundamental organization of a system embodied in its components, their relationship to each other, and the principles guiding its design and evolution?

- A. Architecture
- B. Metamodel
- C. Model
- D. Ontology
- E. Pattern

**Answer:** A

#### NEW QUESTION 191

- (Exam Topic 2)

Complete the sentence. In the TOGAF Architecture Content Framework, an artifact that is a list of things is known as a \_\_\_\_\_ .

- A. building blocks
- B. matrix
- C. catalog
- D. deliverable
- E. diagram

**Answer:** C

#### NEW QUESTION 192

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

ABC LLC is a vacation property management firm that is growing through acquisition. It manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently, the only requirement that has been placed in each property is that they use a standard financial reporting system to report their financials ID the headquarters on a weekly basis.

The CEO has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the LLC property business by standardizing its operations across the network to provide consolidated financial, human resources, logistics, sales and marketing, and yield management. He has also stated that he expects results by the end of the current fiscal year.

These changes will provide the company with improved utilization of its capacity and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising into key markets to improve yields.

The LLC has a mature enterprise architecture (EA) practice and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity.

In planning this change, the Chief Architect engaged the services of a well-known consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO's vision. This recently completed with approval of a strategic architecture encompassing the entire firm, including detailed requirements and recommendations.

Based on the recommendations from the initial engagement, the company has embraced an Architecture Vision to adopt an enterprise application that is tailored to the needs of the hospitality industry.

Refer to the scenario

Your role is that of Chief Architect. You have been asked to recommend the best approach to take in this architecture engagement to realize the CEO's vision.

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

- A. Since the initial engagement has identified the need to change, you recommend that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.
- B. Since the vision is well understood and the strategic architecture agreed, you recommend that the target architecture is defined first, followed by transition planning
- C. This will ensure that the current inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial architecture engagement.
- D. You recommend that this engagement define the Technology Architecture first in order to assess the current infrastructure capacity and capability
- E. Then the focus should be on transition planning and architecture deployment
- F. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
- G. You recommend that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy
- H. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement
- I. You would ensure that the target architecture addresses non-functional requirements so as to help forecast future impacts.

**Answer:** C

#### NEW QUESTION 194

- (Exam Topic 2)

What ADM Phase generates the initial complete version of the Architecture Roadmap?

- A. Phase A: Architecture Vision
- B. Phase E: Opportunities and Solutions
- C. Phase B: Business Architecture
- D. Phase D: Technology Architecture
- E. Phase F: Migration Planning

**Answer:** B

#### NEW QUESTION 199

- (Exam Topic 2)

Complete the sentence. The TOGAF Technical Reference Model \_\_\_\_\_

- A. is an example and should be tailored to the needs of an organization

- B. must be used "as is" for developing comprehensive architecture models
- C. contains several industry specific frameworks
- D. is intended to contain the Enterprise Continuum
- E. contains only solution building blocks

**Answer:** A

#### NEW QUESTION 202

- (Exam Topic 2)

Complete the sentence. In TOGAF, legacy systems and processes that are going to be used again in the future are considered \_\_\_\_\_

- A. Architecture Building Blocks
- B. Components
- C. Patterns
- D. Re-usable Building Blocks
- E. Solution Building Blocks

**Answer:** D

#### NEW QUESTION 204

- (Exam Topic 2)

Complete the sentence. All of the following are sections of the recommended template for defining Architecture Principles, except \_\_\_\_\_

- A. Name
- B. Statement of Principle
- C. Rationale
- D. Enforcement Policy
- E. Implications

**Answer:** D

#### NEW QUESTION 206

- (Exam Topic 2)

Which one of the following is the most generic artifact in the Architecture Continuum?

- A. Common Systems Architecture
- B. Foundation Architecture
- C. Industry Architecture
- D. Organization Specific Architecture
- E. Product Line Architecture

**Answer:** B

#### NEW QUESTION 208

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

The ABC company 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 the company'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 on 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 to the 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 Architectur
- B. Once all of the concerns have been resolved, the EA team should finalize the Architecture Implementation Roadmap and the Migration Plan.
- C. The EA team should gather information about potential solutions from the appropriate source
- D. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.
- E. The EA team should create a consolidated gap analysis to understand the transformations that are required to achieve the proposed Target Architectur
- F. The EA team should gather information about potential solutions from the appropriate source
- G. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architecture
- H. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture.
- I. Prior to preparing the Implementation plan, there are several techniques that should be applied to assess the risks and value of the proposed transformatio
- J. In particular, the EA team should pay attention to the Business Transformation Readiness Assessment and the Business Value Assessment.

**Answer:** D

### NEW QUESTION 213

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for an insurance company, which has been formed through the merger of three previously independent companies. The company now consists of three divisions with the same names and division headquarters as their predecessors.

The lack of integration between the three divisions has increasingly caused problems in the handling of customer and financial information. The inability to share information has resulted in lost opportunities to leverage the synergies that should have been possible as a result of the merger. At present, each division maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, and claims information, each division has different ways of defining these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.

As a result, the company has made the decision to introduce a common web portal, contact center software suite, and document management system. Also the company has selected a single enterprise-wide customer relationship management (CRM) application to consolidate information from several applications that exist across the divisions. The application will be used by each of the divisions and accessed by third party partners through well defined interfaces.

The Corporate Board is concerned that the new application must be able to manage and safeguard confidential customer information in a secure manner that meets or exceeds the legal requirements of the countries in which the company operates. This will be an increasingly important capability as the company expands its online services in cooperation with its partners.

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the implementation team and the migration teams in each division. The CIO has also formed a cross-functional Architecture Board to oversee and govern the architecture. The company has an existing team of security architects.

TOGAF 9 has been selected as the core framework for use for the Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

Refer to the Scenario

As part of the process for establishing the Enterprise Architecture department, you are developing a set of architecture principles to guide the activities.

You need to recommend the best approach for this work. Based on TOGAF, which of the following is the best answer?

- A. You would review the mission statements for the company and its divisions, together with the corporate business goals and business driver
- B. Based on that review, you would work closely with the key stakeholders and the Architecture Board to define the architecture principle
- C. You would ensure that they actively promote the alignment of IT with the corporate business strategie
- D. You would then hold review meetings with the relevant stakeholders, including senior management, ensuring their support.
- E. You would gather information from credible industry sources in the insurance busines
- F. Based on that information, you would assess current trends and apply them to defining a set of principles that embody best practice
- G. You would select architecture principles that do not conflict with each other and that should be stabl
- H. You would ensure that all the principles are realistic and avoid including principles that are too obvious.
- I. You would analyze the mission statements for the company and each of its divisions, together with the corporate business goal
- J. Based on that analysis, you would define a set of architecture principles and review them with the CI
- K. When developing the principles, you would ensure that they actively promote the alignment of IT with the business strategies and initiatives of the compan
- L. You would then seek the endorsement of the CIO and senior management.
- M. You would define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charte
- N. You would publish the principles on the corporate intranet to ensure widespread acceptance and complianc
- O. You would then schedule regular periodic Compliance Assessments with each of the divisions to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.

**Answer:** A

### NEW QUESTION 217

- (Exam Topic 2)

Complete the sentence. In TOGAF, every architecture view has an associated \_\_\_\_\_ that describes it, at least implicitly.

- A. architecture building block
- B. architecture model
- C. architecture vision
- D. requirement
- E. viewpoint

**Answer:** E

### NEW QUESTION 219

- (Exam Topic 2)

What part of the Architecture Repository holds specifications to which architectures must conform?

- A. Standards Information Base
- B. Enterprise Continuum
- C. Governance Log
- D. Architecture Landscape
- E. Reference Library

**Answer:** A

### NEW QUESTION 220

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are working as a consultant to the Chief Architect at a government agency responsible for securing all

government communications and information systems. The agency has recently received funding for a program that will upgrade the reliability and performance of its secure communication systems which provide real-time, highly secure communication of voice, video, and message data to remote locations around the world.

The agency has an established enterprise architecture (EA) capability based on TOGAF 9. The Executive Director of the agency is the sponsor of the EA capability.

Since reliable, high-performance, and secure communications are essential to preserving national security, the Executive Director has placed more stringent

requirements for the architecture for the upgraded system. It must be able to provide assurance and verification of specific performance measures on the key services that are most crucial for system operation. Focusing on these service-level details and specific measurements will allow more stringent requirements to be enforced in service contracts. It will also provide a high degree of assurance that necessary performance is being delivered and that notifications will occur if any critical service fails to perform as required.

A portion of the program budget has been allocated to context a review of the EA. The scope of the review is to evaluate the processes, content and governance of the EA capability to ensure that the higher target performance and service levels required by the upgraded system can be achieved.

The Chief Architecture has noted that the core EA artifacts that have been used since TOGAF 9 was introduced are not adequate to describe these new capabilities. The artifacts do not have explicit provisions for defining the in-depth measurement requirements regarding specific services required for the system. She has learned that certain services within the current system have service measurement implementations that match some of the new requirements, but they are only used in a few areas.

Recent EA efforts at another national agency have produced generalized high-performance communication system models to realize similar requirements in a critical defense system involving secure communications. It is possible that these models may be useful for the upgrade program.

Refer to the Scenario

You have been asked to make recommendations for tailoring the Architecture Content Metamodel to accommodate the requirements of the upgraded system. Based on TOGAF, which of the following is the best answer?

- A. Since some artifacts will now require specific measurements and additional data will be needed to support the performance objectives linked to these measurements, you recommend that the motivation and governance extensions of the TOGAF 9 Content Metamodel are use
- B. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance model
- C. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.
- D. You recommend all of the TOGAF 9 Content Metamodel extensions be incorporated into the Architecture Content Metamode
- E. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needs to support the performance and measurement objectives linked to these artifact
- F. Once the new repository content has been implemented, on- demand queries can be used to generate a customized governance stakeholder view that isolates the artifacts and data needed to assess measurement for any particular servic
- G. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.
- H. Since this case requires extensions of the modeling and data details of the service, this is best done by using the services extension of the TOGAF 9 Content Metamode
- I. By using this extension, the service model is no longer constrained by what is expected in typical business service definitions, allowing more flexibility for adding customized models to support the more stringent measurement requirement
- J. The services extension can also be used to map terminology between the business services and the application components.
- K. To support the type of stringent performance measurements needed for the more detailed governance views required for the upgraded system, the interfaces to the communication and network layer of the architecture must be highly visible at the application leve
- L. To accommodate the proper development of this, a Communications Engineering view should be created from the infrastructure extension models of the TOGAF Content Metamode
- M. This view will allow architects to align the required performance measurement communications across the system.

**Answer: C**

#### NEW QUESTION 221

- (Exam Topic 2)

Which of the following is the architecture domain that describes the logical software and hardware capabilities?

- A. Application Architecture
- B. Business Architecture
- C. Data Architecture
- D. Technology Architecture

**Answer: D**

#### NEW QUESTION 222

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

The company has a mature enterprise architecture practice and uses TOGAF 9 for the basis of its architecture framework. In addition to the EA program, the company has a number of management frameworks in use, including business planning, portfolio/project management, and operations management. The EA program is sponsored by the CIO.

The company has defined a strategic architecture to improve its ability to meet customer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

Each division has completed the Architecture Definition documentation required to tailor and configure the environment to meet its own specific manufacturing requirements.

The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Based on the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase A. Based on all of these factors they have produced a risk assessment. They have also completed the Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables. Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.

Refer to the Scenario

You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan. Based on TOGAF, which of the following is the best answer?

- A. You recommend that the enterprise architects apply the Business Value Assessment Technique to prioritize the implementation projects and project increment
- B. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture

transformatio

- C. They should confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the project
- D. They should then document the lessons learned and generate the final Implementation and Migration Plan.
- E. You recommend that the enterprise architects conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contrac
- F. The Compliance Assessment should verify that the implementation team is using the proper development methodolog
- G. It should include deployment of monitoring tools and ensure that performance targets are being me
- H. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.
- I. You recommend that the enterprise architects assess how the plan impacts the other frameworks in use in the organizatio
- J. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management framework
- K. They should then assign a business value to each project, taking into account available resources and priorities for the project
- L. Finally, they should generate the Implementation and Migration Plan.
- M. You recommend that the enterprise architects place the Architecture Definition Document underconfiguration contro
- N. This will ensure that the architecture remains relevant and responsive to the needs of the enterpris
- O. They should then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the pla
- P. You recommend that lessons learned be applied as changes to the architecture without review.

**Answer: C**

#### NEW QUESTION 225

- (Exam Topic 2)

Complete the sentence. The Business Transformation Readiness Assessment technique is primarily focused on \_\_\_\_\_

- A. determining if the organization is ready to accept change
- B. planning the migration steps needed to achieve the transformation
- C. ensuring that there are adequate trained developers and engineers to implement the solution
- D. ensuring that there is sufficient financial capacity to execute the desired transformation
- E. determining if there is adequate stakeholder support for the implementation process

**Answer: A**

#### NEW QUESTION 229

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

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

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

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of an Enterprise Architecture prog-am based on TOGAF 9. An Architecture Board has been formed comprised of IT staff executives and executives from the major practice areas.

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

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

Refer to the Scenario

You have been asked to recommend an approach to satisfy these concerns. Based on TOGAF 9, which of the following is the best answer?

- A. You recommend that before preparing the detailed Implementation and Migration plan, the EA team should review and consolidate the gap analysis results from Phases B to D to understand the transformations that are required to achieve the proposed Target Architectur
- B. The EA team should assess the readiness of the organization to undergo chang
- C. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.
- D. You recommend that the EA team apply an interoperability analysis to evaluate any potential issues across the Solution Architectur
- E. This should include the development of a matrix showing the interoperability retirement
- F. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.
- G. You recommend that the EA team apply the Business Transformation Readiness Assessment technique which will allow the risks associated with the transformations to be identified and mitigated for, it willalso identify improvement actions to be worked into the Implementation and Migration Pla
- H. A Business Value Assessment should be used to determine the business value and associated risks for the transformation.
- I. You recommend that the EA team should gather information about potential solutions from the appropriate source
- J. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architecture
- K. A value realization process should then be established to ensure that the concerns raised are addressed.

**Answer: B**

#### NEW QUESTION 231

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

Your role is that of Lead Enterprise Architect working at the headquarters of a fast food chain. The chain manages over 7500 restaurants across 33 countries. Each restaurant in the chain is an independently owned and operated franchise.

Many of the restaurants still use the first generation IT systems deployed over 10 years ago. The Chief Operating Officer (COO) of the chain has stated his concerns about the inefficiencies of the current systems and identified the need to change. He has defined a new strategic vision that will enhance the business including providing its franchisees new support services to help them address the increasing competition from coffee shops. This is part of the long-term commitment to enhance the brand image and increase revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

The changes will help provide the chain with improved products, including healthier alternatives in the menu, and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising and new products to specific

regions.  
The chain has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The CIO is the sponsor of the activity.  
In planning this change the Chief Architect engaged the services of a well-known consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the COO's vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations.  
Based on the recommendation from the initial study, the decision has been taken for the chain to adopt a packaged suite of integrated application that is tailored to the needs of the franchise.  
Refer to the scenario.  
You have been asked by the Chief Architect to propose the best approach for architecture development to realize the COO's vision.  
Based on the TOGAF standard, which of the following is the best answer?

- A. You propose that the target architecture is defined first by going through the architecture definition phases (B-D). This is because the initial study identified the need to change
- B. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.
- C. You propose that the baseline Technology Architecture is defined first in order to assess current infrastructure capacity and capabilities
- D. Then the focus should be on transition planning and architecture deployment
- E. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
- F. You propose that the target architecture is defined first followed by transition planning
- G. This is because the vision is well understood and the strategic architecture agrees
- H. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.
- I. You propose that the focus be placed on architecture definition, with emphasis on understanding the strategic change parameter
- J. The requirements, drivers, issues and constraints for this engagement can then be identified
- K. You would ensure that the target architecture addresses not functional requirements so as to ensure the target architecture is robust and secure.

**Answer: A**

### NEW QUESTION 232

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

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

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

The Governing Board is concerned about the risks posed in this complex global environment. As a result the Chief Executive Officer (CEO) has appointed a Chief Compliance Officer (CCO) to be responsible for overseeing and managing compliance issues for the corporation. The CCO reports directly to the CEO.

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

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

Refer to the Scenario

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

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

- A. You recommend that a stakeholder map be developed
- B. This will allow the architects to define groups of stakeholders that share common concerns
- C. A set of views should be defined to address the concerns for each group of stakeholder
- D. Architecture models should then be created for each view to address the stakeholders' concerns.
- E. You recommend that each project architecture activity is developed using a consistent modeling approach that is uniform across all architecture projects
- F. Each architecture should be defined based on this fixed set of models so that all concerned parties can examine the models to ensure that their issues and concerns have been addressed.
- G. You recommend that a special report be created for those groups that have sufficient power and level of interest
- H. This report should summarize the key features of the architecture with respect to the particular location
- I. Each of these reports should reflect the stakeholders' requirements.
- J. You recommend that a set of models be created for each project architecture that can be used to ensure that the system will be compliant with the local regulation
- K. Stakeholders should then view the models to verify that their concerns have been properly addressed.

**Answer: A**

### NEW QUESTION 235

- (Exam Topic 2)

In which ADM phase are the business principles, business goals and strategic drivers first validated?

- A. Preliminary Phase
- B. Phase A
- C. Phase B
- D. Phase H
- E. Requirements Management Phase

**Answer: B**

#### NEW QUESTION 239

- (Exam Topic 2)

When determining the requirements for enterprise architecture work in the Preliminary Phase, which of the following is not a business imperative that should be considered?

- A. Business requirements
- B. Cultural aspirations
- C. Forecast financial requirements
- D. Strategic Intent
- E. Technical elegance

**Answer: E**

#### NEW QUESTION 244

- (Exam Topic 2)

Complete the sentence. Capability-Based Planning is a technique that \_\_\_\_\_

- A. ensures timely solutions
- B. identifies services to be shared
- C. focuses on business outcomes
- D. ensures the application of business best practices
- E. ensures business information is communicated to the right people at the right time

**Answer: C**

#### NEW QUESTION 249

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

You are serving as the Lead Enterprise Architect at a major supplier in the automotive industry. The company is headquartered in Cleveland, Ohio with manufacturing plants across the United States, Brazil, Germany, Japan and South Korea. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

The company is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in process waste could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. A reduced number of IT staff could support the remaining applications. In some cases, a third-party contractor could provide those staff.

The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9.

At a recent meeting, the Architecture Board approved a Request for Architecture Work sponsored by the Chief Engineer of Global Manufacturing Operations. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation.

The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of moving their planning and production scheduling from a remote centralized system. The Chief Engineer wants to know how these concerns can be addressed.

Refer to the Scenario

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

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

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

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

- A. Common-use Applications, Control Technical Diversity, Ease of Use, Interoperability, Data is Shared, Data is Accessible, Data Security
- B. Business Continuity, Common-use Applications, Maximize Benefit to the Enterprise, Data is Shared, Data is Accessible, Data Security
- C. Technology Independence, Data Trustee, Information Management is Everybody's Business, IT Responsibility, Responsive Change Management
- D. Service-orientation, Responsive Change Management, Business Continuity, Data is Accessible, Data Security

**Answer: C**

#### NEW QUESTION 254

- (Exam Topic 2)

TOGAF provides guidelines on how to use the ADM to establish an architecture capability. Which one of the following is NOT a correct guideline?

- A. Use the same approach as with any other capability
- B. Regard the establishment as an ongoing practice
- C. Apply the ADM with the specific vision to establish the practice
- D. Treat the establishment as a one-off project

**Answer: D**

#### NEW QUESTION 255

- (Exam Topic 2)

Which one of the following is NOT part of the approach to Phase H -Architecture Change Management?

- A. Business Scenarios
- B. Capacity Measurement
- C. Change Management
- D. Measuring Business Growth

**Answer: A**

#### NEW QUESTION 257

- (Exam Topic 2)

According to TOGAF, which of the following best describes the purpose of the Architecture Definition Document?

- A. An agreement between development partners and sponsors on the deliverables
- B. A description to allow measurement of the compliance of the implementation
- C. A description to communicate the intent of the architect
- D. A document that triggers the start of an architecture development cycle
- E. A set of general rules and guidelines

**Answer:** C

#### NEW QUESTION 258

- (Exam Topic 2)

Complete the sentence. According to TOGAF, the simplest way of thinking about the Enterprise Continuum is as a \_\_\_\_\_

- A. Configuration Database
- B. library of architecture artifacts
- C. Requirements Management System
- D. Standards Information Base
- E. view of the Architecture Repository

**Answer:** E

#### NEW QUESTION 263

- (Exam Topic 2)

Which of the following does the TOGAF standard classify as catalogs, matrices and diagrams?

- A. Building Blocks
- B. Frameworks
- C. Application Platform Interfaces
- D. Deliverables
- E. Artifacts

**Answer:** E

#### NEW QUESTION 266

- (Exam Topic 2)

Which part of the TOGAF standard provides a full description of each architecture phase?

- A. Architecture Capability Framework
- B. Architecture Development Method
- C. ADM Guidelines and Techniques
- D. Enterprise Continuum & Tools

**Answer:** B

#### NEW QUESTION 267

- (Exam Topic 2)

What document is used to initiate a TOGAF ADM cycle?

- A. Architecture Roadmap
- B. Statement of Architecture Work
- C. Architecture Landscape
- D. Request for Architecture Work
- E. Architecture Vision

**Answer:** D

#### NEW QUESTION 268

- (Exam Topic 2)

Which one of the following does TOGAF Part VII recommend in order to implement an Enterprise Architecture Capability?

- A. Develop an Architecture Roadmap
- B. Populate the Architecture Repository
- C. Populate the Enterprise Continuum
- D. Use the Architecture Development Method
- E. Use the Implementation Governance Phase

**Answer:** D

#### NEW QUESTION 270

- (Exam Topic 2)

Which of the following describes an objective of the Preliminary Phase?

- A. Ensure conformance requirements for the target architecture are defined

- B. Develop the Implementation and Migration Plan
- C. Operate the governance framework
- D. Establish the architecture governance processes
- E. Develop the Architecture Vision document

**Answer:** D

**Explanation:**

Reference <https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap06.html>

**NEW QUESTION 271**

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