The-Open-Group

Exam Questions OG0-093

OG0-093 TOGAF 9 Combined Part 1 and Part 2

NEW QUESTION 1
- (Exam Topic 1)
Which one of the following is considered a relevant architecture resource in ADM Phase D?

A. Generic data models relevant to the organization's industry sector
B. Existing application models
C. Generic technology models relevant to the organization's industry sector
D. Existing IT services

Answer: C

Explanation:
 Reference
http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap12.html

NEW QUESTION 2
- (Exam Topic 1)
In Phases B, C, and D which is the final step in each phase?

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

Answer: B

NEW QUESTION 3
- (Exam Topic 1)
According to TOGAF, when creating views for a particular architecture, what is the recommended first step?

A. Design a viewpoint to address all stakeholder concerns
B. Develop views for the target architecture first
C. Ensure completeness of the architecture
D. Refer to existing libraries of viewpoints, to identify one for re-use

Answer: D

NEW QUESTION 4
- (Exam Topic 1)
Which of the following describes the TOGAF classification in Phase H for a simplification change?

A. A change driven by a requirement to derive additional value from the existing investment
B. A change driven by a requirement to increase investment in order to create new value for exploitation
C. A change driven by a requirement to reduce investment
D. A change driven by a requirement to re-align with the business strategy
E. A change driven by a requirement to simplify communication between stakeholders

Answer: C

NEW QUESTION 5
- (Exam Topic 1)
Which of the following is a re-usable artifact that is used to create architecture models addressing stakeholder concerns?

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

Answer: E

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 Oganization-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)
Which of the following types of architecture defines technology standards for building blocks and provides direction for products and services?

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

Answer: B

NEW QUESTION 8
- (Exam Topic 1)
Which of the following statements best describes the purpose of enterprise architecture?

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

Answer: D

NEW QUESTION 9
- (Exam Topic 1)
Which of the following best describes the purpose of the Business Transformation Readiness Assessment technique?

A. To determine if the organization is ready to undergo change
B. To determine if the stakeholders support the implementation plan
C. To ensure that there are adequate trained engineers to develop the solution
D. To ensure that there is sufficient funding to execute the transformation
E. To plan the migration steps needed to achieve the transformation

Answer: A

NEW QUESTION 10
- (Exam Topic 1)
Complete the sentence. The Architecture Landscape is divided into three levels, Capability, Segment, and _____.

A. Baseline
B. Solution
C. Strategic
D. Target
E. Transition

Answer: C

NEW QUESTION 10
- (Exam Topic 1)
Which of the following describes how the Enterprise Continuum is used when developing an Enterprise
Architecture?

A. To describe how an architecture addresses stakeholder concerns
B. To identify and understand business requirements
C. To classify architecture and solution assets
D. To coordinate with the other management frameworks in use

Answer: C

NEW QUESTION 12
- (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 13
- (Exam Topic 1)
Which of the following are considered as generic Building Blocks in the Solutions Continuum?

A. Common Systems Solutions

B. Foundation Solutions
C. Industry Solutions
D. Organization-Specific Solutions
E. Strategic Solutions

Answer: B

NEW QUESTION 17
- (Exam Topic 1)
In Phases B, C, and D which is the first step in each phase?

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

Answer: E

NEW QUESTION 18
- (Exam Topic 1)
Which of the following best describes a purpose of the Gap Analysis technique?

A. To catch errors in a project architecture early
B. To guide decision making throughout the enterprise
C. To help identify and understand business requirements
D. To highlight shortfalls between the baseline and target architectures
E. To mitigate risk when implementing an architecture project

Answer: D

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 22
- (Exam Topic 1)
Which of the following does the TOGAF document describe as the risk categorization prior to determining and implementing mitigating actions?

A. The critical level of risk
B. The initial level of risk
C. The intermediate level of risk
D. The mitigated level of risk
E. The residual level of risk

Answer: B

NEW QUESTION 23
- (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 27
- (Exam Topic 1)
According to TOGAF, which of the following activities is described as part of the approach in the Preliminary Phase of the ADM?

A. Creating the Architecture Vision deliverable
B. Defining a set of Architecture Principles
C. Developing an Architecture Contract
D. Extending the business scenario with business modeling
E. Preparing a consolidated Gap Analysis

Answer: B

NEW QUESTION 31
- (Exam Topic 1)
Which of the following best describes ADM Requirements Management?

A. Addressing and prioritizing architecture requirements
B. Managing architecture requirements throughout the ADM cycle
C. Developing requirements that deliver business value
D. Reviewing business requirements
E. Validating requirements between ADM phases

Answer: B

Explanation:
Reference
https://www.orbussoftware.com/resources/videos/the-adm-phases/adm-architecture-requirements-management/

NEW QUESTION 36
- (Exam Topic 1)
Which of the following does the TOGAF standard describe as an Architecture Pattern?

A. An implementation specific solution building block
B. A work product describing an aspect of an architecture
C. A detailed description of the interfaces between building blocks
D. A package of functionality defined to meet the business needs of the organization.
E. A way to identify combinations of building blocks that have been proven to deliver solutions

Answer: E

NEW QUESTION 37
- (Exam Topic 1)
Complete the sentence. According to the TOGAF standard, an _____ is a representation of a system from the perspective of a related set of _____.

A. architecture view, stakeholders
B. architecture viewpoint, stakeholders
C. architecture viewpoint, architecture views
D. architecture view, requirements
E. architecture view, concerns

Answer: E

Explanation:
Reference https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap03.html

NEW QUESTION 42
- (Exam Topic 1)
According to TOGAF, in which phase of the ADM should an initial assessment of business transformation readiness occur?

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

Answer: B

NEW QUESTION 43
- (Exam Topic 1)
What technique does TOGAF recommend for evaluating the status of an organization to undergo change?

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

Answer: A

NEW QUESTION 45
- (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 50
- (Exam Topic 1)
What part of the Architecture Repository shows the building blocks that are currently in use within the organization?

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

Answer: A

NEW QUESTION 52
- (Exam Topic 1)
Why does the TOGAF standard recommend that the Business Architecture be developed first?

A. It contains a high level description of the business strategy for the organization
B. It mobilizes operations to support the ongoing business architecture development
C. It provides prerequisite knowledge for undertaking architecture work in the other domains
D. It is the key document describing how the new architecture capability will meet the business goals
E. It includes preparation activities such as customization of the method

Answer: C

Explanation:
 Reference
http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap06.html

NEW QUESTION 56
- (Exam Topic 1)
What technique does TOGAF recommend that focuses on achieving business outcomes rather than just technical deliverables?

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

Answer: C

NEW QUESTION 57
- (Exam Topic 1)
Which model within TOGAF is closely related to the concept of Boundaryless Information Flow?

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

Answer: D

NEW QUESTION 58
- (Exam Topic 1)
Which of the following does the TOGAF standard describe as a package of functionality defined to meet business needs across an organization?

A. An application
B. An architecture viewpoint
C. A building block
D. A deliverable
E. A solution architecture

Answer: C

NEW QUESTION 60
- (Exam Topic 1)
Which of the following best describes the need for the ADM process to be governed?

A. To enable development of reference architectures
B. To enable a fast response to market changes
C. To build a top-down, all-inclusive architecture description
D. To permit the architecture domains to be integrated
E. To verify that the method is being applied correctly

Answer: E

NEW QUESTION 63
- (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 66
- (Exam Topic 1)
In which phase of the ADM cycle do building blocks become implementation-specific?

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

Answer: E

NEW QUESTION 69
- (Exam Topic 1)
Which of the following best describes the Integrated Information Infrastructure Reference Model?

A. It is used to determine the capability level of an enterprise
B. It is a deliverable from Phase A
C. It focuses on Application Software
D. It provides a conceptual structure for architecture governance
E. It supports all the Common Systems Architectures

Answer: C

NEW QUESTION 73
- (Exam Topic 1)
Which of the following best describes the TOGAF classification in Phase H for a re-architecting change?

A. A change driven by a requirement to derive additional value from the existing investment
B. A change driven by a requirement to increase investment in order to create new value for exploitation
C. A change driven by a requirement to reduce costs
D. A change driven by a requirement to reduce investment
E. A change driven by a requirement to re-align with the business strategy

Answer: B

NEW QUESTION 75
- (Exam Topic 1)
According to TOGAF, which of the following best describes how the Enterprise Continuum is used in organizing and developing an architecture?

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

Answer: E

NEW QUESTION 77
- (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 78
- (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 83
- (Exam Topic 1)
Complete the sentence. The major information areas managed by a governance repository should include _____.

A. Catalogs, Matrices and Diagrams
B. Capability, Segment and Transition Architectures
C. Audit Information, Process Status and Reference Data
D. Common Systems Solutions, Organization-Specific Solutions and Industry Solutions
E. Artifacts, Best Practices and Standards

Answer: C

Explanation:
Reference https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap04.html#tag_04_04

NEW QUESTION 87
- (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 90
- (Exam Topic 1)
Complete the sentence. The TOGAF risk categorization after the implementation of mitigating actions is known as the level of risk.

A. Critical
B. Initial
C. Intermediate
D. Residual
E. Unmitigated

Answer: D

NEW QUESTION 94
- (Exam Topic 1)
Which of the following is an objective of the Preliminary Phase?

A. Develop the Architecture Vision document
B. Draft the Implementation and Migration Plan
C. Ensure conformance requirements for the target architecture are defined
D. Establish the Organizational Model for enterprise architecture
E. Operate the governance framework

Answer: D

NEW QUESTION 96
- (Exam Topic 1)
Which of the following best describes the TOGAF Architecture Development Method?

A. A process for managing architecture requirements
B. A classification mechanism for architectures and solutions
C. A process for managing and controlling change at an enterprise-wide level
D. A view of the Architecture Repository
E. A process for developing an organization-specific enterprise architecture

Answer: E

NEW QUESTION 101
- (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 102
- (Exam Topic 1)
Which of the following best describes TOGAF?

A. An abstract framework for the development of standards and processes for a business architecture
B. A collection of components organized to accomplish a specific set of functions
C. A process model, best practices and assets to aid production, use and maintenance of enterprise architectures
D. A reference model containing taxonomy defining terminology for an enterprise architecture, together with an associated graphic
E. A system development lifecycle method for software engineering

Answer: C

NEW QUESTION 103
- (Exam Topic 2)
The statement, "Getting information to the right people at the right time in a secure, reliable manner in order to support the operations that are core to the extended enterprise" describes the
concept of

A. Boundaryless Information Flow
B. Interoperability
C. Portability
D. Service Oriented Architecture
E. Semantic Web

Answer: A

NEW QUESTION 104
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the question
The ABC company specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. The company has manufacturing facilities located in Palm Springs, California, Omaha, Nebraska, and Winnipeg, Manitoba. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturer's design specifications.
Until recently, most turbine blades were fabricated manually using molded fiber-reinforced plastics. However, recent improvements in composite materials, coupled with enhanced automated methods for precision application of materials during the molding process, have led to significant reduction in weight, increase in strength, and greatly improved blade longevity. The company has pioneered the development of a proprietary automated process for continuous extrusion of the turbine blades. Patents have been filed to protect the process, but certain trade secrets must be closely guarded.
The company has a mature Enterprise Architecture organization that is supported by a cross-functional Architecture Review Board. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.
The company has used T0GAF and its Architecture Development Method (ADM) to develop its automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies. They have adapted their Enterprise Architecture to closely follow the TOGAF 9 framework. All of the company's enterprise architects have been trained and certified on TOGAF 9. Recently, an architecture project was completed that defined a standard approach for controlling the Automated Test System that is used at each plant to perform final quality assurance tests on each completed blade assembly. The Manufacturing Architecture Board approved the plan for immediate implementation at each plant.
An Architecture Contract was developed that detailed the work needed to implement and deploy the new Automated Test System controller. The Chief Engineer, sponsor of the activity, has expressed concern that a uniform process be employed at each site to ensure consistency.
Refer to the Scenario
You are the Lead Architect for this activity.
You have been asked to recommend the best approach to adopt to address the Chief Engineer's concern. Based on TOGAF 9, which of the following is the best answer?

A. You create an Architecture Contract to manage and govern the implementation and migration proces
B. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
C. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization.You recommend that if a deviation from the contract is detected, the Manufacturing Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local need
D. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.
E. You create an Architecture Contract to manage and govern the implementation and migration proces
F. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac

G. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization.You recommend that if a deviation from the Architecture Contract is detected, the Manufacturing Architecture Board grant a dispensation ID allow the implementation organization the ability to customize the process to meet their local needs.

H. You create an Architecture Contract to manage and govern the implementation and migration proces

I. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac

J. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization.You ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

K. You create an Architecture Contract to govern the implementation and migration process at each sit

L. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac

M. You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk managemen

N. You then schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definitio

O. Based on the results, you ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

Answer: D

Explanation:
 Incorrect:
Not C: correct, but missing contract see 49.2.2.. Note:
* Dispensations
A dispensation is used as the mechanism to request a change to the existing architectures, contracts, principles, etc. outside of normal operating parameters; e.g., exclude provision of service to a subsidiary, request for unusual service levels for specific business reasons, deploy non-standard technology or products to support specific business initiatives.
Dispensations are granted for a given time period and set of identified services and operational criteria that must be enforced during the lifespan of the dispensation. Dispensations are not granted indefinitely, but are used as a mechanism to ensure that service levels and operational levels, etc. are met while providing a level flexibility in their implementation and timing. The timebound nature of dispensations ensures that they are a trigger to the Architecture Compliance activity.

NEW QUESTION 109
- (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 throughput 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 113
- (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 116
- (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 121
- (Exam Topic 2)
According to TOGAF, who usually initiates a Request for Architecture Work?

A. The architecture organization
B. The CIO/CTO
C. The corporate governance board
D. The senior management
E. The sponsoring organization

Answer: E

NEW QUESTION 126
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the question
Your role is consultant to the Lead Architect within a company that manufactures a variety of small electromechanical devices. As part of a corporate-wide Lean Manufacturing initiative, the company has defined a strategic architecture to improve its ability to meet consumer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in several of 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.
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.
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.
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
The Implementation and Migration Plan v0.I, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete. You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.
Based on TOGAF 9, which of the following is the best answer?

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

Answer: A

Explanation:
Business Value Technique usually follows BTRA, and will fulfil the requirement to phase approach by prioritizing projects and listing their execution using ADI table.

NEW QUESTION 130
- (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 plannin
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 capabilit
E. Then the focus should be on transition planning and architecture deploymen
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 strateg
H. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagemen
I. You would ensure that the target architecture addresses non-functional requirements so as to help forecast future impacts.

Answer: C

NEW QUESTION 132
- (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 136
- (Exam Topic 2)
Which one of the following is an objective of the Preliminary Phase of the ADM?

A. To define, scope and prioritize architecture tasks
B. To define the architecture principles
C. To develop a Target Business Architecture
D. To obtain management commitment for this cycle of the ADM
E. To prioritize work packages

Answer: B

NEW QUESTION 139
- (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 143
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the Question
You are serving as the Lead Architect for the enterprise architecture team at the prime contractor for the Dreadnought Unmanned Aircraft System program.
Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. The decision has been made to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.
TOGAF 9 Is used for internal Enterprise Architecture activities, with an iterative approach for executing
Architecture Development Method (ADM) projects.
At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch. The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems.
The architect-re development project has put in place Its Architecture Capability for this project and has started a number of iteration cycles to develop the Architecture. Some tasks to address concerns related to the Business Architecture have been completed. The next immediate task is to address the Information Systems Architectures.
The Information Systems Architectures must address stakeholder concerns such as:
* 1. Which procurement-related business processes are supported by zero, one, or many existing applications?
* 2. What non-procurement applications will need to be integrated with any new procurement applications?
* 3. What data will need to be shared?
Refer to the Scenario
[Note: You may need to refer to TOGAF 9 Chapter 35 in order to answer this question.]
You have been asked to identify the most appropriate catalogs, matrices, and diagrams for this situation. Based on TOGAF 9, which of the following is the best answer?

A. in the early iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture using a Data Entity/Data Component catalo
B. In the later Iterations of the Architecture Definition, you would describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix.
C. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matri
D. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.
E. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a Data Entity/Business Function matrix and a System/Data matri
F. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.
G. In the early iterations of Architecture development, you would describe the Baseline Application Architecture with a Technology Portfolio catalog, and describe the Baseline Data Architecture with a Data diagra
H. In the later iterations of Architecture development, you would describe the TargetApplication Architecture with a System/Technology matrix, and describe the Target Data Architecture with a Data Dissemination diagram.

Answer: C

Explanation:
In this the company prefers to implement commercial off the shelf package application with little customization and not concerned about preserving existing processes or systems.

NEW QUESTION 146
- (Exam Topic 2)
What does the TOGAF standard provide to guide architectural activity within the enterprise in terms of structures, roles, responsibilities, and processes?

A. Architecture Development Method
B. Architecture Capability Framework
C. Architecture Content Framework
D. Enterprise Continuum

Answer: B

NEW QUESTION 148
- (Exam Topic 2)
Which of the following does the TOGAF ADM recommend for use in developing an Architecture Vision document?

A. Architecture Principles
B. Requirement Management
C. Interoperability Analysis
D. Business Scenarios
E. Gap Analysis

Answer: A

NEW QUESTION 153
- (Exam Topic 2)
Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the _____

A. Architecture Requirements Specification
B. Implementation Governance Model
C. Architecture Roadmap
D. Implementation and Migration Plan
E. Communications Plan

Answer: D

NEW QUESTION 155
- (Exam Topic 2)
Which one of the following is a key objective of Phase A of the TOGAF ADM?

A. To create a roadmap that describes the evolution of the architecture over time
B. To prepare a Solution Architecture for the enterprise
C. To define an IT Strategy that maps out the technology infrastructure
D. To allocate the resources needed to implement the architecture project
E. To articulate an Architecture Vision

Answer: E

NEW QUESTION 156
- (Exam Topic 2)
Which of the following best describes the TOGAF Architecture Development Method?

A. A method for controlling change at an enterprise-wide level
B. A method for developing an organization-specific architecture
C. A method for managing architecture requirements
D. A method for classifying architectures and solutions
E. A method for creating an Architecture Repository

Answer: B

Explanation:
Reference https://www.visual-paradigm.com/guide/togaf/togaf-adm-tutorial/

NEW QUESTION 157
- (Exam Topic 2)
An association of companies has defined a data model for sharing inventory and pricing information. Which of the following best describes where this model would fit in the Architecture Continuum?

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

Answer: C

NEW QUESTION 160
- (Exam Topic 2)
Which one of the following best describes a primary use of the Architecture Vision document?

A. A checklist for compliance reviews
B. An evaluation tool to select vendors to conduct a proof of concept demonstration
C. A tool for calculating detailed cost estimates
D. A tool for project planning the implementation activities
E. A tool for selling the benefits of the proposed capability to stakeholders

Answer: E

NEW QUESTION 165
- (Exam Topic 2)
Complete the sentence. In a gap analysis, a building block that appears in the Target Architecture but does not appear in the Baseline Architecture indicates _____

A. nonconformant solution building blocks
B. an error has occurred and the architecture must be re-evaluated
C. requirements have not been properly documented
D. functionality that should be eliminated
E. a new function that must be built or procured

Answer: E

NEW QUESTION 167
- (Exam Topic 2)
Complete the sentence by selecting the applicable pair of words. According to TOGAF, a/an _____ is used to describe the _____ of a stakeholder.

A. activity model, perspective
B. viewpoint, requirements
C. view, concerns
D. Node Connectivity Diagram, interconnections
E. Architecture trade-off analysis, constraints

Answer: C

NEW QUESTION 168
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the question
Your role is consultant to the Lead Architect within a company that manufactures electromechanical devices. The company is organized as independent operational divisions.
The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for the basis of its architecture framework. In addition to the EA program, the company has a number of management frameworks in use, including business planning, portfolio/project management, and operations management. The EA program is sponsored by the CIO.
A strategic architecture has been approved that includes consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating in several of 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.
Using the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase A. Based on all of these factors they have produced a risk assessment.
The implementation process is estimated to take four years. Because of the risks posed by the complexity of the current environment, a phased approach is needed to implement the target architectures. The Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete.
You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan. Based on the TOGAF standard, which of the following is the best answer?

A. You would assess how the plan impacts the other frameworks in use in the organizatio
B. The plan should be coordinated with the business planning, portfolio/project management and operations management framework
C. You would then assign a business value to each project, considering available resources and priorities for the project
D. Finally, you would generate the Implementation and Migration Plan.
E. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increment
F. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformatio
G. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the project
H. You would then document the lessons learned and generate the final plan.
I. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycl
J. This will ensure that the architecture remains relevant and responsive to the needs of the enterpris
K. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the pla
L. You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.
M. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contrac
N. The Compliance Assessment should verify that the implementation team is using the proper development methodolog
O. It should include deployment of monitoring tools and ensure that performance targets are being me
P. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.

Answer: A

NEW QUESTION 169
- (Exam Topic 2)
Which one of the following describes a purpose of an Architecture Compliance review?

A. To define the capabilities of the organization
B. To communicate the technical readiness of the project
C. To evaluate the readiness of the organization to undergo change
D. To produce a new Request for Architecture Work

Answer: B

NEW QUESTION 171
- (Exam Topic 2)
Which of the following is a responsibility of an Architecture Board?

A. Creating the Statement of Architecture Work
B. Allocating resources for architecture projects
C. Identifying the Lead Enterprise Architect to manage an architecture compliance review
D. Establishing targets for re-use of components
E. Conducting assessments of the maturity level of architecture discipline within the organization

Answer: E

NEW QUESTION 175
- (Exam Topic 2)

According to the TOGAF Document Categorization Model, which category is for resources NOT referenced by content within the other categories?

A. TOGAF Core
B. TOGAF Extension
C. TOGAF Mandatory
D. TOGAF Recommended
E. TOGAF Supporting

Answer: E

NEW QUESTION 179
- (Exam Topic 2)
The Requirements Management Phase is responsible for which one of the following activities?

A. Addressing requirements
B. Disposal of resolved requirements
C. Generating requirements
D. Managing the flow of requirements
E. Prioritizing requirements

Answer: D

NEW QUESTION 181
- (Exam Topic 2)
Which of the following best describes the purpose of the Architecture Roadmap?

A. It lists work packages on a timeline showing progress towards the Target Architecture
B. It contains an assessment of the current architecture requirements
C. It provides for effective communication of the end architecture project to the stakeholders
D. It forms the basis of a contractual agreement between the sponsor and the architecture organization
E. It is sent from the sponsor and triggers the start of an architecture development cycle

Answer: A

NEW QUESTION 183
- (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 185
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