



The-Open-Group

Exam Questions OGO-093

OGO-093 TOGAF 9 Combined Part 1 and Part 2

NEW QUESTION 1

- (Exam Topic 1)

Which part of TOGAF describes a step-by-step approach to developing an enterprise architecture?

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

Answer: D

NEW QUESTION 2

- (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 3

- (Exam Topic 1)

Complete the sentence, The Architecture Landscape is divided into three levels, Capability Architectures, Segment Architectures, and _____.

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

Answer: C

NEW QUESTION 4

- (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 5

- (Exam Topic 1)

Which one of the following statements about viewpoints is correct?

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

Answer: C

NEW QUESTION 6

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 7

- (Exam Topic 1)

Which of the following describes an objective of Phase F: Migration Planning Phase?

- A. Develop a Target Technology Architecture

- B. Consolidate the Gap Analysis results from Phases B through D
- C. Generate and gain consensus on an initial Architecture Roadmap
- D. Coordinate the Implementation and Migration Plan with other frameworks
- E. Operate the governance framework and manage an architecture contract

Answer: D

NEW QUESTION 8

- (Exam Topic 1)

Which of the following best describes the purpose of the Statement of Architecture Work?

- 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: B

NEW QUESTION 9

- (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 10

- (Exam Topic 1)

In which ADM phase is the goal to ensure that the architecture achieves its original target business value?

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

Answer: D

NEW QUESTION 10

- (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

NEW QUESTION 11

- (Exam Topic 1)

An ADM cycle can be used to establish an Architecture Capability within an organization. Which architecture produced in such a cycle would describe the architecture processes and organization structure?

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

Answer: A

Explanation:

Reference <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap18.html>

NEW QUESTION 14

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 16

- (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 19

- (Exam Topic 1)

Which part of the TOGAF document describes taxonomies for categorizing the outputs of architecture activity?

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

Answer: D

NEW QUESTION 23

- (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 24

- (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 29

- (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 31

- (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 36

- (Exam Topic 1)

Complete the sentence. A set of architecture principles that cover every situation perceived throughout the enterprise meet the recommended criteria of _____.

- A. completeness
- B. robustness
- C. stability
- D. consistency
- E. understandability

Answer: A

NEW QUESTION 41

- (Exam Topic 1)

Complete the sentence. The Architecture Landscape is divided into three levels, Strategic, Segment and _____.

- A. Baseline
- B. Capability
- C. Solution
- D. Target
- E. Transition

Answer: B

NEW QUESTION 43

- (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 44

- (Exam Topic 1)

Which of the following best describes the class of information known as the Reference Library within the Architecture Repository?

- A. A description of the organization specific architecture framework and method
- B. A record of the governance activity across the enterprise
- C. Guidelines and templates used to create new architectures
- D. Processes to support governance of the Architecture Repository
- E. Specifications to which architectures must conform

Answer: C

NEW QUESTION 49

- (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 51

- (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 53

- (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 55

- (Exam Topic 1)

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

- A. Architecture Principles
- B. Business Scenarios
- C. Interoperability Analysis
- D. Migration Planning Techniques
- E. Risk Management Techniques

Answer: B

NEW QUESTION 58

- (Exam Topic 1)

In which Phase of the TOGAF ADM is the focus the creation of an Implementation and Migration Plan in co-operation with the portfolio and project managers?

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

Answer: A

Explanation:

Reference

<http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap14.html>

NEW QUESTION 61

- (Exam Topic 1)

Which section of the TOGAF template for Architecture Principles highlights the requirements for carrying out the principle?

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

Answer: A

NEW QUESTION 65

- (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 68

- (Exam Topic 1)

Which ADM phase defines the scope for the architecture development initiative and obtains approval to proceed with the architecture development?

- A. Phase D: Technology Architecture
- B. Phase A: Architecture Vision
- C. Requirements Management
- D. Phase B: Business Architecture
- E. Preliminary Phase

Answer: B

Explanation:

Reference <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap06.html>

NEW QUESTION 71

- (Exam Topic 1)

Complete the sentence. All of the following describe a purpose of an Architecture Compliance review, except _____.

- A. determining the technical readiness of a project
- B. ensuring the application of best practices
- C. identifying business transformation risks for an architecture project
- D. identifying errors in an architecture project
- E. identifying where architecture standards require modification

Answer: C

NEW QUESTION 76

- (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 79

- (Exam Topic 1)

According to the TOGAF standard, which of the following define general rules and guidelines for the use of resources across the enterprise?

- A. Functional Requirements
- B. Stakeholder concerns
- C. Architecture principles
- D. Business scenarios
- E. Procurement policies

Answer: C

NEW QUESTION 83

- (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 84

- (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 87

- (Exam Topic 1)

What level of risk is the risk categorization prior to determining and implementing mitigating actions?

- A. Critical
- B. Residual
- C. Low
- D. Marginal
- E. Initial

Answer: E

NEW QUESTION 88

- (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 90

- (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 93

- (Exam Topic 1)

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

- A. Develop a vision of the proposed Enterprise Architecture
- B. Define the process for architecture governance
- C. Create the initial version of the Architecture Roadmap
- D. Document the baseline architecture
- E. Obtain approval for the Statement of Architecture Work

Answer: B

NEW QUESTION 94

- (Exam Topic 1)

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

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

Answer: E

NEW QUESTION 97

- (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 99

- (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 104

- (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 108

- (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 113

- (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 114

- (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 118

- (Exam Topic 1)

Which one of the following statements about the structure of the TOGAF 9 document is true?

- A. Part I, the Enterprise Continuum, describes a model for structuring a virtual repository
- B. Part II, the Architecture Development Method, describes the definitions of terms used in TOGAF, and the changes between versions of TOGAF
- C. Part III, Tools and Support, describes a collection of guidelines and techniques used in the other parts of TOGAF
- D. Part VI, TOGAF Reference Models, includes a model for release management of the TOGAF specification
- E. Part VII, the Architecture Capability Framework, describes processes and skills to establish an enterprise function

Answer: E

NEW QUESTION 123

- (Exam Topic 1)

Which of the following describes the Architecture Vision document?

- A. A description of individual change increments showing progression from the baseline to target architecture
- B. A detailed schedule for implementation of the target architecture
- C. A high level description of the baseline and target architectures
- D. A joint agreement between the development team and sponsor on the deliverables and quality of an architecture
- E. A set of rules and guidelines to support fulfilling the mission of the organization

Answer: C

NEW QUESTION 125

- (Exam Topic 1)

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

- A. defining architecture principles
- B. defining relationships between management frameworks
- C. defining the enterprise

- D. evaluating the enterprise architecture maturity
- E. identifying stakeholders and their concerns

Answer: E

NEW QUESTION 128

- (Exam Topic 1)

According to TOGAF, which document should incorporate the actions arising from the Business Transformation Readiness Assessment technique?

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

Answer: D

NEW QUESTION 133

- (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 136

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 141

- (Exam Topic 2)

Which of the following types of architecture defines technology standards for building blocks and reflects general computing requirements?

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

Answer: C

NEW QUESTION 143

- (Exam Topic 2)

According to the TOGAF Document Categorization Model, which category describes a technique that is referenced by processes categorized as TOGAF Core and TOGAF Mandated?

- A. TOGAF Guidelines and Techniques
- B. TOGAF Recommended
- C. TOGAF Supporting
- D. TOGAF Extension

Answer: B

NEW QUESTION 146

- (Exam Topic 2)

During a TOGAF ADM cycle, an architecture is denoted as Version 10. What does this indicate?

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

Answer: B

NEW QUESTION 148

- (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 a multinational company. The company has grown rapidly by acquisition and has inherited numerous supply chain processes and related IT systems. Several supply chain processes have had problems related to the timing of purchases, which has led to excess inventory. The Vice President in charge of Supply Chain Management has made the decision to consolidate and reduce redundant processes and systems. The company will move to a "Just-in-time" supply chain management system so as to keep inventory costs low.

The TOGAF standard is used for internal Enterprise Architecture activities. This project is using an iterative approach for executing the Architecture Development Method (ADM).

At present, there are no particularly useful architectural assets in the Architecture Repository related to this initiative. All assets will need to be acquired, customized, or created. 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 the existing supply chain management processes or systems.

The architecture development project has completed Phase A and has started a number of iteration cycles to develop the Architecture. As a packaged application is being considered, the next iteration will include both the Business, Application and Data Architectures. Key stakeholder concerns that should be addressed by these architectures include:

- * 1. What groups of people should be involved in supply chain management-related business processes?
- * 2. What non-supply chain management applications will need to be integrated with the new supply chain management applications?
- * 3. What data will need to be shared? Refer to the Scenario

[Note: You may need to refer to Chapter 35 of the reference text in order to answer this question.] You have been asked to identify the most appropriate catalogs, matrices, and diagrams to support the next iteration of Architecture development.

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

- A. In the next iteration of Architecture development, you would describe the Baseline Business Architecture with a Value Chain diagram and a Baseline Business Process catalog
- B. You would describe the Baseline Data Architecture with a Data diagram
- C. You would describe the Baseline Application Architecture with an Environment and Location diagram.
- D. In the next iteration of Architecture development, you would describe the Target Business Architecture with an Organization/Actor catalog, a Business Service/Function catalog and Data Lifecycle diagram
- E. You would describe the Target Application Architecture with an Application Interaction matrix and Application Communications diagrams.
- F. You would describe the Baseline Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog and a Data Entity/Business Function matrix
- G. You would describe the Baseline Data Architecture using a Data Entity/Data Component catalog
- H. You would describe the Baseline Application Architecture with an Application/Function matrix.
- I. You would describe the Target Business Architecture with a Business Service/Function catalog, and a Business Interaction matrix
- J. You would describe the Target Data Architecture with a Data Entity/Business Function matrix and an Application/Data matrix
- K. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.

Answer: B

NEW QUESTION 151

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

The ABC company is the prime contractor for the Telesto Unmanned Spacecraft program. Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. The company is moving aggressively to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.

To achieve this goal, the company needs to define Baseline and Target Architectures. These architectures must address key stakeholders' concerns such as:

- * 1. What groups of people should be involved in procurement-related business processes?
- * 2. What current applications do those groups use?
- * 3. Which procurement-related business processes are supported by zero, one, or many existing applications?
- * 4. What are the overall lifetimes of the Request for Proposal and Purchase Order business objects? What non-procurement applications will need to be integrated with any new procurement applications?
- * 5. What data will need to be shared?

At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch. The company prefers to implement existing package applications from systems vendors with little customization.

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

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

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

Refer to the Scenario.

You are serving as the Lead Architect.

You have been asked to identify the most appropriate architecture viewpoints for this situation. Based on TOGAF 9, which of the following is the best answer?

- A. In the early iterations of the Architecture Definition: Describe the Baseline Business Architecture with a Baseline Business Process catalog Describe the Baseline Application Architecture with a Technology Portfolio catalog Describe the Baseline Data Architecture with a Data diagram In the later iterations of the Architecture Definition: Describe the Target Business Architecture with an Actor/Process/Data catalog Describe the Target Application Architecture with a System/Technology matrix Describe the Target Data Architecture with a Data Dissemination diagram
- B. In the early iterations of the Architecture Definition: Describe the Target Business Architecture with a Business Service/Function catalog and a Business Interaction matrix Describe the key business objects with Product Lifecycle diagrams Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix Describe the Target Data Architecture with a Data Entity/business Function matrix and a System/Data matrix In the later iterations of the Architecture Definition: Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix Describe the Baseline Application Architecture with a System/Organization matrix and a System/function matrix Describe the Baseline Data Architecture with a Data Entity/Data Component catalog
- C. In the early iterations of the Architecture Definition: Describe the Target Business Architecture with a Business Service/Function catalog and an Organization/Actor catalog Describe the key business objects with Data Lifecycle diagrams Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix Describe the Target Data Architecture with a System/Data matrix In the later iterations of the Architecture Definition: Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix Describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix Describe the Baseline Data Architecture with a Data Entity/Data Component catalog
- D. In the early iterations of the Architecture Definition: Describe the Baseline Business Architecture with an Organization/Actor catalog Describe the Baseline

Application Architecture with a System/Function matrix
Describe the Baseline Data Architecture using a Data Entity/Data Component catalog
In the later iterations of the Architecture Definition: Describe the Target Business Architecture with an Organization/Actor catalog
Describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix
Describe the Target Data Architecture with a System/Data matrix

Answer: C

NEW QUESTION 153

- (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 157

- (Exam Topic 2)

Which one of the following is an essential aspect of architecture governance?

- A. Authoring the Architecture Definition Document
- B. Ensuring the compliance of individual projects to the enterprise architecture
- C. Controlling the implementation and deployment organizations
- D. Authoring the Communications Plan for a given architecture project
- E. Conducting Business Scenarios

Answer: B

NEW QUESTION 159

- (Exam Topic 2)

Which of the following is a technique recommended by TOGAF to help identify and understand requirements?

- A. Architecture Maturity Models
- B. Business Scenarios
- C. Gap Analysis
- D. Mind Maps
- E. SWOT Analysis

Answer: B

NEW QUESTION 164

- (Exam Topic 2)

What does the TOGAF standard describe as a structure which can be used for developing a broad range of architectures?

- A. Architecture Viewpoint
- B. Work Package
- C. Metamodel
- D. Architecture Framework
- E. Deliverable

Answer: D

Explanation:

References:

NEW QUESTION 166

- (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 to 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 capabilities
- 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 171

- (Exam Topic 2)

According to TOGAF, the recommended dimensions used to define the scope of an architecture include all the following, except:

- A. Architecture Domains
- B. Enterprise Focus
- C. Level of Detail
- D. Subject Matter
- E. Time Period

Answer: D

NEW QUESTION 176

- (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 181

- (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 conduct 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 Architect 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 used
- 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 Metamodel
- E. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needed to support the performance and measurement objectives linked to these artifacts
- 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 service
- 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 Metamodel
- 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 level
- L. To accommodate the proper development of this, a Communications Engineering view should be created from the infrastructure extension models of the TOGAF Content Metamodel
- M. This view will allow architects to align the required performance measurement communications across the system.

Answer: C

NEW QUESTION 186

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

Your role is that of Lead Enterprise Architect for a chain of convenience stores. The chain includes over 15,000 retail outlets throughout the Asia-Pacific region. Each store in the chain is an independently owned and operated franchise. The stores operate 24 hours a day and 7 days a week. Many of the stores have been with the franchise for more than 10 years and still use the original IT systems deployed at that time.

The CEO 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 by providing its franchisees new services to help them compete with other retail outlets and online retailers. This strategy 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.

These changes will provide the chain with improved products, and more efficient operations. The stores will also act as delivery and return locations for a large online retailer which will further increase the number of potential customers. 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.

The Chief Architect engaged the services of a leading 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 chain, including detailed requirements and recommendations.

Based on the recommendations from the initial study, the decision for the chain to adopt a packaged suite of integrated applications that is tailored to the needs of the franchise has been taken.

Refer to the scenario

You have been asked by the Chief Architect to propose the best approach for architecture development to realize the CEO's vision.

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

- A. You propose that the target architecture is defined first, followed by transition planning
- B. This is because the vision is well understood and the strategic architecture agrees
- C. 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.
- D. You propose that this engagement define the baseline architecture first in order to assess the current infrastructure capacity and capabilities
- E. The initial priority is to understand the problem. 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 propose 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 ensure the target architecture is robust and secure.
- J. You propose that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change
- K. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

Answer: A

NEW QUESTION 187

- (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 191

- (Exam Topic 2)

Which one of the following is the practice by which the enterprise architecture and other architectures are managed and controlled at an enterprise level?

- A. Architecture governance
- B. Corporate governance
- C. IT governance
- D. Technology governance
- E. The program management office

Answer: A

NEW QUESTION 196

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

You are serving as the Chief Architect for a large, global commodities trading company which has been growing rapidly through a series of acquisitions.

Each business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information. The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of 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 single enterprise-wide application to consolidate information from several applications that exist across the lines of business. The application will be used by all business units and accessed by suppliers 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 trading 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 business unit personnel who will be involved in the migration process. 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 for use for the Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

Refer to the Scenario

In the Preliminary Phase you need to define suitable policies and ensure that the company has the appropriate capability to address the concerns of the Corporate Board.

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

- A. You start by clarifying the intent that the Board has for raising these concern
- B. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objective
- C. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture and that this be considered an additional domain architecture.
- D. You evaluate the implications of the Board's concerns by examining the security and regulatory impacts on business goals, business drivers and objective
- E. Based on your understanding, you then update the current security policy to include an emphasis on the concern
- F. You define architecture principles to form constraints on the architecture work to be undertaken in the projec
- G. You then allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.
- H. You identify and document the security and regulatory requirements for the application and the data being collecte
- I. You ensure that written policies are put in place to address the requirements, and that they are communicated across the organization, together with appropriate training for key employee
- J. You identify constraints on the architecture and communicate those to the architecture tea
- K. You establish an agreement with the security architects defining their role within the ongoing architecture project.
- L. You evaluate the implications of the concerns raised by the Corporate Board in terms of regulatory requirements and their impact on business goals and objective
- M. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the concern
- N. You allocate a security architect to oversee the implementation of the new application that is being developed.

Answer: B

Explanation:

Incorrect:

Not C: Implied that solution needs be developed to address the concern, instead of address the concern in the ERP solution itself.

NEW QUESTION 200

- (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 chang
- 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 capabilit
- D. Then the focus should be on transition planning and architecture deploymen
- 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 plannin
- G. This is because the vision is well understood and the strategic architecture agree

- 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 204

- (Exam Topic 2)

Which of the following reasons best describes why the ADM numbering scheme for versioning output is an example and not mandatory?

- A. To show the evolution of deliverables
- B. To permit adaptation as required
- C. To enable use with the Architecture Content Framework
- D. To support change management

Answer: B

NEW QUESTION 207

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 212

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

You have been assigned the role of Lead Enterprise Architect for a firm that is a major OEM parts supplier to the auto industry. Europe has been the primary market for its products, with just 20% of its output being exported to North America. The firm is planning to expand its exports to North America and also to establish sales in South America and the Asia Pacific region. This will enable them to better ride out recessions in key markets such as Europe. It will also enable the firm to exploit the auto industry move to global platforms.

The firm is organized into business units with each addressing different auto industry sectors. Each business unit has acquired other producers to expand its manufacturing capacity. This has resulted in a complex environment with a high diversity of business and manufacturing systems.

The Enterprise Architecture (EA) program within the firm has been functioning for several years. It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are joint sponsors of the EA program. The EA program is mature, with an active Architecture Board and a well-defined architecture process and standard content templated based on the TOGAF Architecture Content Framework. The EA program is well coordinated with the Project Management Office, Systems Development and Operations functions.

The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the target geographic markets. One of the goals of this reorganization is to improve the ability of Marketing to collect more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence.

A Request for Architecture Work to address the goals of the reorganization has been approved. As the architecture team commences its work, the CIO has expressed concerns about whether the firm will be able to adapt to the proposed change and how to manage the associated risks.

Refer to the Scenario.

You have been asked how to address the concerns of the CIO.

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

- A. In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the reorganization
- B. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix
- C. These factors can then be used to assess the initial risks associated with the proposed project.
- D. In Phase A, the team should conduct a Business Scenario to describe the business problem, identify the stakeholders' concerns and the resulting requirements
- E. Once the requirements have been identified, they can be assessed in terms of their risk
- F. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated
- G. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.
- H. In Phase A, the team should evaluate the organization's readiness to undergo change
- I. This will identify the factors that will influence the reorganization
- J. This should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix
- K. These factors can then be used to assess the initial risks associated with the proposed project.
- L. In Phase A, the team should analyze their risk by completing an implementation Factor Assessment and Deduction Matrix to identify the risks associated with the implementation and deployment
- M. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account
- N. These factors can then be used to assess the initial risks associated with the proposed project.

Answer: A

NEW QUESTION 215

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question.

The ABC company is a mobile telecommunications company formed through a series of mergers and acquisitions. They are yet to fully integrate the customer

service systems for the most recent acquisitions, and as result, customer service has been a major concern for the Chief Technology Officer. Results for the last two quarters have shown that Average Revenue Per User (ARPU) and the customer retention (Churn) rate have fallen below the industry average. The Corporate Marketing group has published some new findings about customer satisfaction. The customers appear to be switching to AirLight, a competitor, because of superior customer service. The company actually has better coverage in nearly all markets than AirLight, and good roaming agreements that keep rates low for business travelers. But, customer satisfaction has remained low. The Business Strategy group and the Enterprise Architecture group have conducted a high-level project to develop the enterprise-wide strategic plan.

They have developed a business scenario which contains a good conceptual model of what needs to be done, and also identifies the key requirements. This was used in preparing the proposal presented to the Executive Council and the Corporate Board. The planning for the program has been underway for several months. The company has selected TOGAF 9 as the basis for its Enterprise Architecture. The Corporate Board has approved funding for a multi-million Euro conversion to transition to a packaged Customer Service System. It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation.

The Executive Council has stated that the program should define specific initiatives to enable each regional business unit to create an implementation of the Customer Service System. The implementation must meet the needs of the business unit and still provide the information needed to enable major improvements to the customer.

Refer to the Scenario

You are serving as the Lead Architect for the Performance and Integrity project of the Customer Service System program.

The project has been chartered to address the architecture(s) required to support the Customer Service System from an infrastructure perspective. At the present time, the project team is conducting an architecture development project that is focused on the customer self-service capability, which was defined as part of the earlier strategic planning activities. This capability will enable customers to access their accounts, pay bills, request account reviews, and provision services from any web-enabled device.

The project team has gathered information about the self-service capability, developed a business scenario, and used the results to define an Architecture Vision for achieving the capability.

You have been asked to recommend the course of action to complete the project. Based on TOGAF 9, which of the following is the best answer?

- A. In the remaining architecture definition phases, the project team should map out the capability in the Technology domain
- B. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that define the Target Architecture
- C. Where possible, the Solution Building Blocks should be drawn from the Architecture Repository. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval
- D. Upon approval, the architecture team will conduct Compliance Assessments to ensure that the Target Architecture is properly implemented.
- E. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domain
- F. In Phases E and F, the capability should be broken down into a set of increments that are sequenced into Transition Architectures that will lead to the realization of the Target Architecture. The resulting Solution Building Blocks will then provide the basis for the capability increment solution
- G. The completed Architecture Definition Document and the implementation end Migration Plan will be submitted for approval
- H. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.
- I. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domain
- J. In Phases E and F, the capability should be broken down into a set of increments that define the Target Architecture
- K. The resulting Solution Building Blocks will provide the basis for the capability increment solution
- L. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval
- M. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.
- N. The remaining architecture definition work should be focused on mapping out the technology and infrastructure capability in the Technology domain
- O. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that will be implemented to realize the Target Architecture. The Solution Building Blocks will provide the basis for the completed Architecture Definition Document that will be submitted for approval
- P. Upon approval, the implementation team will conduct Compliance Assessments to ensure that the self-service capability is compliant with the overall Enterprise Architecture.

Answer: D

NEW QUESTION 218

- (Exam Topic 2)

Which of the following best describes the purpose of an architecture compliance review?

- A. To review the validity of a project's Architecture Vision
- B. To review a project for compliance to external laws and regulations
- C. To review a project against established architecture criteria and business objectives
- D. To ensure that stakeholder concerns are being addressed by a project

Answer: C

NEW QUESTION 220

- (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 corporation. The corporation has over 100,000 employees and is organized into 10 divisions with operation in over 60 countries and products sold in over 125 countries. It has major research sites at 8 locations worldwide. The operations of the corporation are subject to legal and regulatory requirements for each country where they operate. The production of its 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 trial for a new product.

The Enterprise Architecture group within the company has been engaged in an architecture development system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners.

The Enterprise Architecture group is a mature organization. They use the TOGAF ADM with extensions required to support the manufacturing practices and laboratory practices of their target markets. 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, regulatory and privacy issues that are relevant.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. She 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 have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture (s)

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

- A. You would use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool
- B. For each gap, you would classify whether the solution is either a new development, purchased solution, or based on an existing product
- C. You would group the similar solutions together to define the work package
- D. You would then regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.
- E. You would determine the set of Solution Building Blocks required by identifying which need to be developed and which need to be procure
- F. You would eliminate any duplicate building blocks, and then group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix
- G. You would then rank the work packages in terms of cost, and select the most cost-effective options for inclusion in a series of Transition Architecture
- H. Finally, you would schedule a sequential roll out of the work packages across the geographic regions.
- I. You would document the factors impacting the implementation and Migration Plan and group the gaps identified in the domain architecture gap analysis result
- J. For each gap, you would identify a proposed solution and classify it as new development, purchased solution, or based on an existing product
- K. You would group similar solutions together to form work packages, and identify dependencies between the work packages and identify dependencies between the work packages factoring in the clinical trial schedule
- L. Finally, you would regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- M. You would group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work package
- N. Using the matrix as a planning tool you would then regroup the work packages to account for dependence
- O. You would sequence the work packages to account for dependence
- P. You would sequence the work packages into the Capability Increments needed to achieve the Target Architecture
- Q. You would schedule the rollout one region at a time
- R. Finally, you would document the progression of the Enterprise Architecture using a state evolution table.

Answer: A

NEW QUESTION 221

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a company that specializes in luxury electric cars and their powertrain components, and also produces battery-charging equipment. It has its own distribution network, its own showrooms, and sells directly to customers via the internet. The company has four manufacturing facilities, two in the North America, one in Europe, and one in Asia.

A challenge that the company is facing is to scale up the number of vehicles coming off the production line to meet customer demand, while maintaining quality. At the moment there are supply chain storages for key

electronic components related to the autonomous drive system. In response to this, the research arm of the company has pioneered the development of a new self-driving platform. This new design uses common

off-the-shelf components that will allow for a significant increase in overall vehicle production. This new design is ready to go into production.

The company has a mature Enterprise Architecture practice that is supported by a cross-functional Architecture Board. The TOGAF standard is used for developing the automated manufacturing process and systems used to design, manufacture and test the new design. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new self-driving platform into production, adjustments to the automated assembly processes need to be made. A pilot architecture project at a single location has defined an updated approach for controlling the automated test systems used to perform final quality assurance. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for immediate implementation at each plant.

Architecture Contracts have been developed that detail the work needed to implement and deploy the new automated test system controller for each location. The Chief Engineer has expressed concern that a uniform process be employed at each location to ensure consistency and quality.

Refer to the Scenario

The Lead Enterprise Architect has asked you to recommend the best approach to address the Chief Engineer's concern.

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

- A. You create an Architecture Contract to manage and govern the implementation and migration process
- B. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- C. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.
- D. You use the Architecture Contracts to manage the architecture governance processes for the project across the location
- E. You deploy monitoring tools to assess the performance of each completed drive assembly at each location and develop change requirements if necessary. You recommend that if a deviation from the contract is detected, the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local need
- F. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.
- G. You create an Architecture Contract to manage and govern the implementation and migration process at each location
- H. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organization
- I. For contracts issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the 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.
- J. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management
- K. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract. You schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition
- L. You ensure that the 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: A

NEW QUESTION 223

- (Exam Topic 2)

Which pair of the following responses best completes the sentence? Architecture building blocks _____, whereas Solution Building blocks _____

- A. are assembled; are single function components
- B. are single function components; are groups of architecture building blocks
- C. are reusable; are not reusable

- D. define the architecture; provide the existing legacy system
- E. define functionality; define the implementation of functionality

Answer: E

NEW QUESTION 226

- (Exam Topic 2)

Which section of the TOGAF document describes the processes, skills and roles to establish and operate an architecture function within an enterprise?

- 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: E

NEW QUESTION 230

- (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 233

- (Exam Topic 2)

In which ADM phase is the Implementation and Migration Plan coordinated with other activities in the enterprise?

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

Answer: E

Explanation:

Reference <https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap14.html>

NEW QUESTION 236

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

Your role is that of Lead Enterprise Architect within the staff headquarters of a large hotel chain. The chain manages over 500 hotels across North America and Canada, with another 230 hotels internationally in the United Kingdom, Europe, Australia and New Zealand. Unlike other hotel chains, which are often a mix of company-owned and franchised units, each hotel in the chain is an independently owned and operated franchise. Many of the hotels use the same internal IT systems that they used before they joined the franchise. Until recently, the only requirement that has been placed on each hotel is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.

The CEO of the chain 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 business by providing its franchisees new support services including worldwide reservations, global, national and regional marketing as well as consolidated financial, logistics, and yield management. This strategy is part of the long-term commitment to enhance the brand image and drive superior revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

These changes will provide the chain 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 national and regional markets to improve yields.

The chain has a mature enterprise architecture practice based in its headquarters 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 chain, including detailed requirements and recommendations.

Based on the recommendations from the initial study, the chain has taken the decision to adopt a packaged suite of integrated applications that is tailored to the needs of the hospitality industry.

Refer to the scenario

You have been asked by the Chief Architect to propose the best approach for architecture development to realize the CEO's vision.

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

- A. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability
- B. Then the focus should be on transition planning and architecture deployment
- C. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
- D. You propose that the target architecture is defined first, followed by transition planning
- E. This is because the vision is well understood and the strategic architecture agree
- F. 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.
- G. You propose 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 ensure the target architecture is robust and secure.
- J. You propose that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change
- K. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

Answer: D

NEW QUESTION 239

- (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 244

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are working as a consultant to the Chief Architect at an intelligence and security organization responsible for securing government communications and information systems. These provide real-time, highly secure communication of voice, video, and message data to remote locations around the world. The agency has recently received information from intelligence sources that the current encryption protocols may no longer be secure. In response, a program is underway to upgrade the systems.

The agency has an established Enterprise Architecture (EA) capability based on the TOGAF standard. 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 of the upgraded systems. 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 stricter 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 conduct 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 Architect has noted that the core EA artifacts that have been in use are not able 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

[Note: You may need to refer to the Content Metamodel chapter, section 30.4 (located in Part IV) of the reference text in order to answer this question.]

You have been asked to make recommendations for tailoring the Architecture Content Metamodel to accommodate the requirements of the upgraded system.

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

- A. You recommend that a Communications Engineering view is created using the infrastructure consolidation extension from the Architecture Content Metamodel
- B. This view will allow architects to align the needed performance measurement communications across the system
- C. This will support the stringent performance measurements needed for the more detailed governance views required for the upgraded system, making the interfaces to the communication and network layer of the architecture highly visible at the application level.
- D. You recommend that the services extension be incorporated into the Architecture Content Metamodel. 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
- E. The services extension can also be used to map terminology between the business services and the application components.
- F. You recommend that the motivation and governance extension are incorporated into the Architecture Content Metamodel
- G. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance model
- H. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.
- I. You recommend all of the extensions be incorporated into the Architecture Content Metamodel
- J. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needed to support the performance and measurement objectives linked to these artifacts
- K. 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 service
- L. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.

Answer: B

NEW QUESTION 248

- (Exam Topic 2)

In the Preliminary Phase, which of the following drives the requirements and performance metrics when scoping the enterprise architecture work?

- A. Architecture governance
- B. Business imperatives
- C. Solution architecture
- D. Service level agreements
- E. Time horizon

Answer: B

NEW QUESTION 253

- (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 255

- (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 258

- (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 262

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are serving as an Enterprise Architect at a large aerospace company. It designs, manufactures and sells civil and military aviation products worldwide and manufactures in multiple countries both inside and outside of the European Union. The company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems.

Recently, several procurement processes, within the civil aviation business, have had problems related to the timing of purchases, which has led to excess inventory. The Vice President in charge of Supply Chain Management has made the decision to consolidate and reduce redundant procurement processes and systems. He has committed to the CEO that the business will move to a "Just-in-time" procurement system so as to keep inventory costs low.

The TOGAF standard is used for internal Enterprise Architecture activities. At present, there are no architectural assets in the Architecture Repository related to this initiative. All assets will need to be acquired, 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 the existing procurement processes or systems.

This project is using an iterative approach for executing the Architecture Development Method (ADM). The architecture development project has completed the Architecture Vision Phase and has started a number of iteration cycles to develop the Architecture. As a packaged application is being considered, the next iteration will include both the Business and Application Architectures.

Stakeholders concerns that should be addressed by these architectures include:

- * 1. What groups of people should be involved in procurement-related business processes?
- * 2. What applications will these groups use once the architecture development is complete?
- * 3. What non-procurement applications will need to be integrated with the new procurement applications?
- * 4. What are the dependences between the non-procurement and the new procurement applications?

Refer to the Scenario

[Note: You may need to refer to the Architectural Artifacts chapter, section 31.6 (located in Part IV) within the reference text in order to answer this question.]

You have been asked to identify the most appropriate catalogs, matrices, and diagrams to support the next iteration of Architecture development.

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

- A. You would describe the Baseline Business Architecture with a Baseline Business Process catalog, and an Object lifecycle catalog
- B. You would describe the Baseline Application Architecture with an Interface catalog and a Technology Portfolio catalog.
- C. You would describe the Baseline Business Architecture with an Organization/Actor catalog, and a Business Service/Function catalog, and a Data Entity/Business Function matrix
- D. You would describe the Baseline Application Architecture with an Application Portfolio catalog and an Application/Function matrix.
- E. You would describe the Target Business Architecture with a Business Interaction matrix, and a Business Service/Function catalog
- F. You would describe the Target Application Architecture with an Application Communication diagram, an Application/Organization matrix, an Application Interaction matrix and an Interface catalog.
- G. You would describe the Target Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog, and Data Lifecycle diagram
- H. You would describe the Target Application Architecture with Application Communication diagrams, an Application Interaction matrix, and an Application Portfolio catalog.

Answer: D

NEW QUESTION 266

- (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 270

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