Exam Questions OG0-092

TOGAF 9 Part 2

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NEW QUESTION 1
ARTI Dimensioning is a multinational that operates production facilities in 29 countries and sells its products in over 120 countries.
A consultancy firm has recommended a realignment that will enhance sharing of product information across business units. The implementation of this strategic realignment will require the development of integrated customer information systems and product information systems.
ARTI has a mature enterprise architecture practice and uses TOGAF 9 for the basis of the ARTI Architecture Framework (method and deliverables). The CIO is sponsoring an architecture development program that is going to start. The CIO is concerned about a potential disruptive result to the business of this activity and before proceeding with the architecture development he asked to evaluate the impacts on the company business.
Refer to the scenario above You are the Lead Architect and you have been asked to recommend an approach to address the concerns raised. Based on TOGAF 9 recommend which of the following is the best answer.
Choose one of the following answers.

A. Risk Aversion Assessment should be conducted during the Implementation Governance phase to determine the degree of risk aversion of the proposed business transformatio
B. After sharing the residual level of risk with the company chairman and the residual risk is not accepted, a set of parallel systems will be implemented to mitigate the risks.
C. Your recommendation is to use risk management techniques to assess the risks associated with the proposed business transformation and ensure the existence of business continuity plan
D. During the Implementation Governance phase you conduct a residual risk assessment to manage risks that cannot be mitigated.
E. During the Architecture Vision phase a risk assessment is conducted to mitigate initial risks and address those in the Architecture Contract signed in the Implementation Governance phase.
F. Your proposal is to utilize a risk management framework during the Implementation Governance phase to verify the risks associated with the proposed transformation of the busines
G. You then share with the concerned stakeholders the residual level on risk beforethe Architecture Contracts are released.

Answer: B

NEW QUESTION 2
Scenario: Armstrong Defense Industries
Please read this scenario prior to answering the question
Armstrong Defense Industries is the prime contractor for the Dreadnought Unmanned Aircraft System program.
Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. Armstrong Defense 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, Armstrong Defense 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?
5. What non-procurement applications will need to be integrated with any new procurement applications?
6. What data will need to be shared?
At present, there are no particularly useful architectural assets related to this initiative. 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.
Armstrong Defense is using TOGAF for its internal Enterprise Architecture activities. It uses an iterative approach for executing Architecture Development Method (ADM) projects.
Refer to the Armstrong Defense Industries 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 matrixIn 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 en Organization/Actor catalog• Describe the Target Application Architecture using Application Communication diagrams end an Application Interaction matrix• Describe the Target Data Architecture with a System/Data matrix

Answer: B

NEW QUESTION 3
An international Insurance company has grown with little consideration for rationalization and consolidation. There is no coordination between business unit and every one have managed its own applications. The CIO decided to establish an Enterprise Architecture program within the enterprise to enable the company to expand to other markets in the next two years. The company has not any Enterprise Architecture Capability in place and the he CIO has set up an Architecture Board and called its first meeting. Refer to the scenario above
As Lead Architect you will establish a TOGAF 9 Enterprise Architecture program. Identify the best way to do this among the answers below.

Choose one of the following answers

A. You tailor TOGAF 9 with the help of the Architecture Board to integrate it with the legacy procedures established by the PM
B. You also examine the relationship of TOGAF with other processes and frameworks for governance, systems development and operations managemen
C. You then define the footprint of the enterprise architecture.
D. As Lead Architect you create a Request for Architecture Work to allocate resources to work on the Architecture Visio
E. Based on the outcome of the Business Scenario technique you apply, you create the Common Systems Architecture to guide the choice of Solutions Building Block
F. These will be then used for integrating the systems across business units.
G. You clarify the agreement on key business drivers and the scope of the enterprise architectur
H. You then clarify the requirements for architecture wor
I. You define the architecture principles together with the help of the Architecture Board in order to lead the architecture wor
J. You consider how to tailor TOGAF 9 for this enterprise.
K. You conduct an Architecture Maturity Assessmen
L. You then use the TOGAF ADM to state the requirements for the integration of a new company information management system into the organizatio
M. You then list a set of business goals together with theArchitecture Board that will be a reference to the enterprise architecture program.

Answer: C

NEW QUESTION 4
Scenario: AGEX Inc.
Please read this scenario prior to answering the question
AGEX is a large, global commodities trading company which has been growing rapidly through a series of acquisitions.
Each new 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, AGEX has begun implementing a single Enterprise Resource Planning (ERP) system to consolidate information from several applications that exist across the lines of
business. The Corporate Board is concerned that the new ERP system must be able to manage and safeguard customer information in a 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 offered to clients and 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 ERP implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture.
After reviewing the available alternatives, and based on recommendations from the ERP vendor, AGEX has selected TOGAF 9 as the basis for its Enterprise Architecture program.
The CIO has endorsed this choice with the full support of top management. Refer to the AGEX Inc. Scenario
You are serving as the Chief Architect.
As part of the process for establishing the Enterprise Architecture department, you have decided to create a set of principles to guide the activities.
You have been asked to recommend the best approach for this work. Based on TOGAF 9, which of the following is the best answer?

A. You define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charte
B. You publish the principles on the corporate intranet to ensure widespread acceptance and compliance.You then schedule regular periodic Compliance Assessments with individual business units to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.
C. You gather information from credible industry sources in the commodities busines
D. Based on that, you assess current trends and apply that to defining a set of principles that embody best practices.You select architecture principles that do not conflict with each other and that should be stabl
E. You ensure that all the principles are realistic and avoid including principles that are obvious.
F. You examine the mission statements for AGEX and each of its businesses, togetherwith the corporate value statement
G. Based on that, you define a set of principles and review with the CIO.When developing the principles you ensure that they actively promote the alignment of IT with the business strategies and initiatives of AGE
H. You then seek the endorsement of the CIO and senior management.
I. You examine the mission statements for AGEX and each of its businesses, together with the corporate value statement
J. Based on that, you work with the Architecture Review Board to define the principles.When developing the principles you ensure that they actively promote the alignment of IT with the AGEX business strategie
K. You then run a series of reviews with all the relevant stakeholders, including senior management, ensuring their support.

Answer: D

NEW QUESTION 5
Scenario: AutoComp Corporation
AutoComp Corporation produces components for the Car industry. Driven by the global financial downturn they are looking to reduce IT costs. They believe there is a cost saving opportunity within IT but this is not quantified in terms of potential savings nor is there agreed target architecture.
Final decisions on the solutions are not yet fully agreed. They have completed their Vision Phase and first pass of the three architecture definition phases and now they want to finalize and plan their solutions. You are the Chief Architect from a consulting organization brought into review the work to date by AutoComp Corporation and to make recommendations to the CIO and the board on this.
Which of the following answers best describes how TOGAF recommends in this context?

A. I would determine the business value of each solution, prioritize accordingly each set of solutions, conduct detailed Risk Assessment and Mitigation, do Compliance reviews and then implement the solution
B. I would present my recommendations to the board for agreemen
C. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.
D. I would after confirming Enterprise Change Attributes and constraints, do a Consolidated Gap Analysis then dependencies, then group and allocate the transition
E. I would also assess Enterprise readiness and risks.Then I would also assess the business value of the solutions, do risk analysis with mitigation and then schedule the work products.
F. I would do a Consolidated Gap Analysis by considering then dependencies, then group and allocate the transition
G. I would then look to produce artifacts that describe the recommended projects, the risk, issues and dependencie

H. This would also include transition architects to move us from current architecture to the recommended target architecture

I. I would present my recommendations to the board for agreemen

J. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.

K. I would look at the corporate culture and attitude to change, understand the constraints such as cost and the required time horizon

L. I would then look at the architecture work to ensure it is complete and seek to address any gap

M. I would review the functional requirements and ensure there are complete interoperability requirement

N. I would then validate any dependencies and risk

O. Then formulate an implementation and migration strategy identifies major work packages and the transition architecture require

P. Finally, once agreement is reached with the board I will create project charters and re-factor any changes needed from the board discussion into the architecture.

Answer: D

NEW QUESTION 6
Scenario: Vittronics Ltd.
Please read this scenario prior to answering the question

Vittronics Ltd. is a leading medical device manufacturer in the highly competitive market for Migraine Headache Pain Management (MHPM) devices. These tiny wireless devices are implanted in the brain and can deliver a precise electric shock when the wearable Pain Control Unit (PCU) detects an increase in stress induced by the onset of a migraine headache.

This technology will be a breakthrough in the treatment of this condition, and several competitors are striving to be the first to introduce a product into the market. However, all of them must demonstrate the effectiveness and safety of their products in a set of clinical trials that will satisfy the regulatory requirements of the countries in the target markets.

The Enterprise Architecture group at Vittronics has been engaged in an architecture development project to create a Secure Private Immersive Collaborative Environment (SPICE) that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials. The Vittronics Enterprise Architecture group is a mature organization that has been utilizing

TOGAF for several years. They have recently upgraded to TOGAF 9. The Vittronics Architecture Development Method (VADM) is strictly based on the TOGAF 9 Architecture Development Method (ADM) with extensions required to support current good manufacturing practices and good laboratory practices in their target markets.

The SPICE project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Due to the highly sensitive nature of the information that is managed in SPICE, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain. A corresponding SPICE Security Architecture has been defined.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. He has stated that the changes to the SPICE architecture 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 Vittronics Ltd Scenario

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

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

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

A. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matri

B. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing produc

C. Group similar solutions together to form work package

D. Identify dependencies between work packages factoring in the clinical trial schedule

E. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures and documented in an Architecture Definition Increments Table.

F. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procure

G. Eliminate any duplicate building block

H. Group the remaining Solution Building Blocks together to create the work packages using a CRLO matri

I. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architecture

J. Schedule the roll out of the work packages to be sequential across the geographic regions.

K. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning too

L. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing produc

M. Group the similar solutions together to define the workpackage

N. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

O. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work package

P. Using the matrix as a planning tool, regroup the work packages to account for dependencie

Q. Sequence the work packages into the Capability Increments needed to achieve the Target Architectur

R. Schedule the rollout one region at a tim

S. Document the progression of the enterprise architecture using an Enterprise Architecture State Evolution table.

Answer: A

NEW QUESTION 7
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: C

NEW QUESTION 8
Scenario: Sollace Manufacturing
Please read this scenario prior to answering the question Sollace Manufacturing is a major supplier in the automotive industry, headquartered In Cleveland, Ohio with manufacturing plants in Chicago, Sao Paulo, Stuttgart, Yokohama, and Seoul. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.
Sollace Manufacturing is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in process waste could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. A reduced number of IT staff could support the remaining applications. In some cases, a third-party contractor could provide those staff. The Sollace Manufacturing Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9. At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation. The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their planning and production scheduling from a central system located in Cleveland. The Chief Engineer wants to know how these concerns can be addressed.
Refer to the Sollace Manufacturing Scenario You are serving as the Lead Enterprise Architect for the Common ERP Deployment architecture project. One of the earliest initiatives in the Enterprise Architecture program at Sollace Manufacturing was the definition of a set of IT principles and architecture principles that are well aligned with the overall enterprise principles. These now need to be updated to address the concerns raised.
You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution. [Note: You should assume that Sollace Manufacturing has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.] Based on TOGAF 9, which of the following is the best answer?

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

Answer: C

NEW QUESTION 9
Dante Manufacturing is a big supplier in the automotive industry, head quarter in London with main plants in New York, Milan, Toronto and Tokio. Each one of these plants has been operating its own Manufacturing Requirements Planning (MRP II) system, production scheduling and custom applications for production automation. Dante's objective is to minimize waste production improving production operations. During an analysis of the
process improvements was determined that a significant improvement on waste production could be achieved replacing the outdated MRPII system with a common Enterprise Resource Planning (ERP) located in London. Dante has well-developed governance and processes based on TOGAF 9. The Chief Engineer of Global Manufacturing operations is the business sponsor and issued a Request for Architectural Work. The architectural activity for the implementation of the new ERP platform is kicked off and the architectural vision is produced. Some concerns on the security, reliability, responsibility and time to manage change of driving the MRP II and production scheduling by a central system located in London are raised by the team of architects working on the project and by senior management of the various organizations. These last in particular, stressed the need to align the information management with the business.
Refer to the scenario above As Lead Architect you have been asked to update the IT architectural principles to address the concerns raised by the project stakeholders and the senior management. According to TOGAF 9 (assuming the enterprise is using the example set of principles in TOGAF 9 Section 23.6), which of the following is the best answer?
Choose one of the following answers

A. Common Use Applications, Data is Shared, Data is Accessible, Data is Secure, Interoperability, Control, Technology Independence.
B. Business Continuity, Service-Orientation, Data is Shared , Data is Accessible, Data is Secure, Responsive Change Management.
C. Requirements-Based Change, Ease-of-Use, Data is Normalized.
D. Information Management is Everybody's business, IT Responsibility, Data Trustee, Technology Independence, Responsive Change Management.

Answer: D

NEW QUESTION 10
SureFlight Air Carrier has received approval for the acquisition of a regional carrier.
To integrate the new acquisition, a TOGAF based enterprise architecture program has been initiated. The CIO sponsors the activity supported by the Chief Architect.
In Phase A within the initial iteration the CIO wants to ensure that the architecture activities are recognized among the various stakeholders of the enterprise.
Refer to the scenario above
You are a consultant supporting the Chief Architect that should explain how to identify and engage the stakeholders at this stage of the program.
Identify the best answer accordingly to the TOGAF 9 guidelines. Choose one of the following answers

A. Using the business scenarios technique you would identify supporting and not supporting stakeholders.Then you would list the set of viewpoints that are addressing the stakeholder concerns andshare these with them.
B. You first priority is to communicate with the regional carrier stakeholders developing a CommunicationsPlan to share main features and discuss opportunities with them.
C. You conduct a pilot proof of concept during Phase A to demonstrate the technical feasibility to the stakeholders explaining the approach available from your preferred suppliers.
D. You identify all the main stakeholders on both the acquired carrier and the rest of the enterpris
E. Using a stakeholder map, you classify and record their power in relation to this activit
F. You then focus on implementing the relevant viewpoints that can address the concerns of every main stakeholder identified in the stakeholders map.

Answer: D

NEW QUESTION 10
McKinley Rockets is an enterprise that employs 20,000 men and women in five countries: UK, Italy, France, Spain and the Netherlands and its mission is to guarantee access to space offering space transportation, launch and management of satellite systems at low cost.
A TOGAF 9 mature Enterprise Architecture program is already established within the enterprise. McKinley Rockets strategy is to leverage in the USA shortage of satellite launches availability - that NASA created because of the Shuttle program shutdown - by acquiring an important merican space agency. This will ultimately allow McKinley Rockets to offer its services to the US market. The new acquired company NovaSpace is very successful but with outdated satellite monitoring systems. The
CIO is sponsoring an activity to extend the McKinley Rockets' satellite monitoring applications to include the NovaSpace's satellites flock.
A task force of enterprise architects prepared an Architecture Vision and secured the approval. The
Architecture Board decided to approve the vision, provided that the Design Definition Document is presented
for review at phase D conclusion. Refer to the scenario above
The Chief Architect asked you as Lead Integration Architect to use TOGAF 9 to recommend the best approach to design the Full Architecture and present it to the Architecture Board.
Identify the best answer accordingly to the TOGAF 9 guidelines. Choose one of the following answers

A. You start with the Business Architecture and then address Technology, Application and Data domain
B. For every domain you select the relevant reference models, viewpoints, and tool
C. You develop a Target and Baseline Architecture Description
D. Then perform Gap Analysis, resolve impacts across the Architecture Landscape and update the roadma
E. Finally update the Architecture Definition Document.
F. You start with the Business Architecture and then address Data, Application and Technology domain
G. You then Confirm management framework interactions for the Implementation and Migration Plan, Prioritize the migration projects through the conduct of a cost/benefit assessment and risk validatio
H. Then perform GapAnalysis and update the Architecture Definition Document.
I. You start with the Business Architecture and then address Data, Application and Technology domain
J. For every domain you select the relevant reference models, viewpoints, and tool
K. You develop a Baseline and Target Architectur
L. Then perform Gap Analysis, assess the roadmap impacts and finally update the Architecture Definition Document.
M. You start with the Business Architecture and then address Data, Application and Technology domain
N. For every domain you develop a Baseline and Target Architectur
O. Then perform Gap Analysis and update the Architecture Definition Document.

Answer: C

NEW QUESTION 14
TotalComms is a telecommunications company formed from the merging of other 2 telecommunication companies. The business operating model has been unified, the TOGAF 9 Architecture Board approved the outline Implementation and Migration Plan the detailed migration planning must know be approved. Your help is needed to work on the migration planning with all the key stakeholders to achieve an agreement.
Refer to the scenario above
You are the Lead Architect asked to describe accordingly to TOGAF 9 the best way to address the following activities:
? The way the migration planning is conducted.
? What is going to be implemented.
? The stakeholders involved in the implementation.
? The definition of the deliverables to use
Choose one of the following answers

A. The Chief Architect will conduct the Migration planning and then share it with the other domain architects.The migration plan will be formed by a list of projects, their priority, their costs and a recommendation on how to procee
B. After the plan is shared with the Architectural Board members and any observation that may raise incorporated in the plan, any individual project will go in front of the board for the approval for resources for the next project incremen
C. A GANT chart will be included to be used as a roadmap.
D. The Migration planning will be conducted as a series of steps: confirming and then coordinating the corporate management frameworks involved; establishing clear business value for the deliverables; creating detailed resource estimates for the work to do; define priority of the work, sequence and then the Transition Architecture
E. After this, an Implementation and Migration Plan can be confirme
F. The Portfolio Management, Operations Management and Business Planning teams should be involved in the implementation of the major deliverable
G. Once these have been completed, regular meetings will be done to enable the architecture to be kept up-to-date.
H. Implementation and Migration Strategy will be used to define project plans focusing on scope, time and budge
I. The business value of each project is assessed and Project Managers will prepare submissions to the IT governance Board to ask for their funding and the Lead Architect will be active part of the boar

J. The collection of project roadmaps and plans will be used to detail the EA Implementation and Migration Plan.
K. This step will be conducted by the Enterprise Architecture team involving Business, Application, Data, Technology, and Security architect
L. They will implement the TransitionArchitectures and together will prioritize a list of activities and include the Architecture Building Blocks in an Implementation and Migration Plan and Roadma
M. After this, the comments on the deliverables shared with lines of business and the members of the Executive Board are integrated, this to enable the funding on the Enterprise Architecture work.

Answer: B

NEW QUESTION 16
Scenario: Eight Twelve
Eight Twelve has retail outlets throughout North America. An Enterprise Architecture practice already exists in Eight Twelve. Now the CEO and CIO decide that they want to use TOGAF9 to re-architect their Enterprise Architecture to cater to the changing strategies of Eight Twelve to better respond to the changes in the economic and technology environments.
Some of the key issues which need to be addressed in this re-architecting work are:
1. Since Eight Twelve's retail chain operate 24 hours a day and are expanding to South America and Europe, the retail chain business ecosystem should be able to withstand any unforeseen disruptions which might affect the chain's day to day operations. This is highly critical to ensure high levels of customer satisfaction and thus maintaining and enhancing Eight Twelve's revenue chain.
2. Dependency between the application components, which are the nerve centers to Eight Twelve's sophisticated range of services both external and internal, and the application platform and technology infrastructure should be minimal. This would facilitate scalability and ease of enhancement of the service offerings.
3. Eight Twelve uses the ARTS Data Model and the quality of data is of utmost importance for its operation.
4. Users of the Enterprise Information ecosystem should have an environment which is able to cater to their needs without any undue delays.
Which one of the following set of Architecture Principles do you feel is the most appropriate for these guidelines stated above for the TOGAF 9 architecting work which Eight Twelve is embarking on?

A. a) Maximize Benefit to the Enterprise b).Data Trusteec) Service Orientationd) Responsive Change Management
B. a) Business Continuity b).Data is an Assetc) Data is Sharedd) Requirements Based Change
C. a) Maximize Benefit to the Enterprise b).Data is an Assetc) Data is Sharedd) Requirements Based Change
D. a) Business Continuity b).Data Trusteec) Technology Independedd) Responsive Change Management

Answer: D

NEW QUESTION 18
Scenario: Rollins Manufacturing
Please read this scenario prior to answering the question
Rollins Manufacturing is a major supplier in the automotive industry, headquartered in Cleveland, Ohio with manufacturing plants in Chicago, Sao Paulo, Stuttgart, Yokohama, and Seoul. Each of these plants has been operating its own Manufacturing Requirements
Planning (MRPII) system, production scheduling, and custom developed applications that drive the automated production equipment at each plant.
Rollins is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in process waste could be achieved by replacing the current MRPII and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. A reduced number of IT staff could support the remaining applications. In some cases, a third-party contractor could provide those staff.
The Rollins Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9.At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation.
The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their MRPII and production scheduling from a central system located in Cleveland. The Chief Engineer wants to know how these concerns can be addressed.
Refer to the Rollins Manufacturing Scenario
You are serving as the Lead Enterprise Architect of the newly-formed Common ERP Deployment architecture project team.
As the Common ERP Deployment architecture project team assembles for its initial meeting, many of the participants have voiced concerns about the sweeping scope of the initiative. Others are confident that they know a solution that will work. During the meeting, a number of alternative recommendations for how to proceed are put forward by members of the team.
You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture.
Based on TOGAF 9, which of the following is the best answer?

A. The team should hold a series of interviews at each of the manufacturing plants using the business scenario techniqu
B. This will then enable them to identify and document the characteristics of the architecture from the business requirements.
C. The team should exercise due diligence and carefully research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier lis
D. Based on the findings from the research, the team should define a preliminary target Architecture Visio
E. The team should then use that model to build consensus among the key stakeholders.
F. The team should create Baseline and Target Architectures for each of the manufacturing plant
G. A gap analysis between the architectures will then validate the approach, and determine the Transition Architecture needed to achieve the target state.
H. The team should conduct a pilot project that will enable vendors on the short list to demonstrate potential solutions that will access the concerns of the stakeholder
I. Based on the findings of that pilot project, a complete set of requirements can be developed that will arrive the evolution of the architecture.

Answer: A

NEW QUESTION 20
Worldwide Mobile 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 finding about customer satisfaction. The customers appear to be switching to Air Light, a competitor, because of superior customer service. WorldwideMobile actually has better coverage in nearly all markets than Air Light, and good roaming agreement that keep rates low for business travellers. 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. WorldwideMobile 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 units 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 WorldwideMobile-2 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 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 best answer?

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

Answer: B

NEW QUESTION 25
Scenario:
Please read this scenario prior to answering the Question
Your role is that of Lead Enterprise Architect within a vacation property management firm that has been growing through acquisition. The firm 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 on each property is that they use a standard financial reporting system to report their financial results 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 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 firm has a mature enterprise architecture 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 study, the firm 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 justify the best approach for architecture development to realize the CEO's vision.

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

A. You recommend that the target architecture is defined first, followed by transition plannin
B. This is because the vision is well understood and the strategic architecture agree
C. This 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 recommend that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strateg
E. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagemen
F. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.
G. You recommend 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 chang
H. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.
I. You recommend that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capabilit
J. Then the focus should be on transition planning and architecture deploymen
K. This will identify retirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

Answer: D

NEW QUESTION 28
Scenario:
Please read this scenario prior to answering the Question
You are the Lead Architect for a firm that manufactures ball bearings used in industrial equipment applications. They have manufacturing operations in several cities in the United States, Germany, and the United Kingdom.
The firm has traditionally allowed each manufacturing plant to drive its own production planning systems. Each plant has its own custom Materials Requirements Planning, Master Production Scheduling, Bill of Materials, and Shop Floor Control systems.
"Just In Time" manufacturing techniques are used to minimize wastes caused by excessive inventory and work in process. The increasingly competitive business environment has compelled the firm to improve its business capability to be more responsive to the needs of industrial customers. To support this capability, the firm has decided to implement an Enterprise Resource Planning (ERP) solution that will enable it to better coordinate its manufacturing capacity to match the demands for its products across all plants. In addition, there are also new European regulations coming into force to which their manufacturing processes must conform in the next six months.
As part of the implementation process, the Enterprise Architecture (EA) department has begun to implement an architecture process based on TOGAF 9. The CIO is the sponsor of the activity. The Chief Architect has directed that the program should include formal modeling using the Architecture Content Framework and the TOGAF Content Metamodel. This will enable support for the architecture tooling that the firm uses for its EA program.
The Chief Architect has stated that in order to model the complex manufacturing process it will be necessary to model processes that are event-driven. Also, in order to consolidate applications across several data centers it will be necessary to model the location of IT assets. In particular, the end goal is to have the single ERP application running in a single data center.
Currently the project is in the Preliminary Phase, and the architects are tailoring the Architecture Development Method (ADM) and Architecture Content Framework to fit into the corporate environment.
Refer to the Scenario
You have been asked to recommend a response to the Chief Architect's request to tailor the TOGAF Content Metamodel.
Based on TOGAF 9, which of the following is the best answer?

A. You recommend that the architecture team incorporate the Process Modeling and Infrastructure Consolidation extensions into their tailored Content Metamode
B. As the environment is process-centric this will enable them to model the manufacturing processes and store information to support regulatory complianc
C. It also includes views useful for managing the consolidation of applications into a single data center.
D. You recommend that the architecture team incorporate the Process Modeling and Governance extensions into their tailored Content Metamode
E. This is suitable as this is a significant IT change that will impact its operational model
F. This will ensure that they include specific entities and attributes that will allow them to model the event-driven nature of the manufacturing processes more precisely.
G. You recommend that the architecture team incorporates the Governance and Motivation Extensions into their tailored Content Metamode
H. This would allow modeling of the target milestones they want to achieve with this consolidation of application to a single data cente
I. These extensions will also enable demonstration of regulatory compliance for the manufacturing process.
J. You recommend that the architecture team incorporates the Data and Services Extensions into their tailored Content Metamode
K. This would allow modeling of the location of IT assets and ensure regulatory compliance for the manufacturing proces
L. It will also allow for identification of redundant duplication of capability which will be needed for a successful consolidation to a single data center.

Answer: A

NEW QUESTION 30
Scenario: Summer Seeds BV
Please read this scenario prior to answering the question Summer Seeds BV is an international agricultural company exporting bulbs, flowers and seeds worldwide. It is headquartered in Rotterdam in the Netherlands, and has sales and distribution centers in over 60 countries worldwide. Several of these centers include administrative, manufacturing, and research facilities. To achieve full integration of their research capabilities with their development centers located in various climate zones, the company wants to develop strong self directed teams in each location. It also wants to define new business models that are profitable while reducing their impact on the environment. The management is deeply committed to ensuring that the company is a world leader in socially responsible seed development with a business strategy that focuses on profitability through environmentally friendly operating processes. Summer Seed's international operations are subject to various legal and regulatory requirements. In areas such as genetically modified seeds, governmental controls are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was developing pest-resistant seeds. The Governing Board is concerned, and as a result has approved the expenditure of resources to establish an Enterprise Architecture program. They have requested information about the status of projects that could impact regulatory compliance. They also want to enable the corporate legal staff and auditors to analyze proposed architectures to ensure that they are within the legal guidelines for a given location. In addition, the research organization should be able to see that the architecture is appropriate for its needs. TOGAF 9 has been mandated as the guiding framework for the development and evolution of the Enterprise Architecture practice.
Refer to the Summer Seeds BV Scenario You have been appointed as the Lead Consultant. You have been asked to recommend an approach that would enable the
development of an architecture that addresses the needs of all these parties. Based on TOGAF 9, which of the following is the best answer?

A. Depending on the nature of the architecture, a set of models should be created that can be used to ensure that the system will be compliant with the local regulation
B. Stakeholders should be able to view the models to see that their concerns have been properly addressed.
C. Each architecture activity should be developed using a consistent modeling approach that is uniform across all architecture project
D. Each architecture should be defined based on this fixed set of models so that all concerned parties can examine the models to ensure that their issues and concerns have been addressed,
E. A stakeholder map should be developed that allows the architects to define groups of stakeholders sharing common concern
F. A set of views should then be defined that addresses the concerns for each group-Architecture models can then be created for each view to address the stakeholders' concerns.
G. For those groups that have sufficient power and level of interest, a special report should be created that summarizes the key features of the architecture with respect to the particular locatio
H. Each of these reports should reflect the stakeholders' requirements.

Answer: C

NEW QUESTION 35
UTrack Transports is a strong UK logistics company. The head of the strategic marketing division engaged the Principal Architect issuing a Request for architectural work to design an enhancement of the current Enterprise Data Warehouse system. An enhancement is needed to support the change in the business model; UTrack wants to leverage on customer data collected during business as usual activities and anonymize them to offer marketing agencies a fresh and accessible source of analytics data, this will increase the company revenues.
TOGAF 9 is the architectural framework in use.
Refer to the scenario above The Principal Architect has decided to ask you as Business Intelligence Subject Matter Expert to design the Data Architecture. The

Chief Architect shared with you the Architecture Definition Document including the Business Architecture design. You now need to choose the artifacts you want to produce as part of the Data Architecture design. Identify the best answer accordingly to the TOGAF 9.
Choose one of the following answers

A. You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are store
B. You then classify what the data source are and the relationship with the data entities via a System/Data Matri
C. You finally identify common data requirements using a Data Lifecycle Diagram.
D. You first list the data used across the enterprise using a Data Entity/Data Component Matrix, including data entities and also the data components where data entities are store
E. You then classify what the data source are and the relationship with the data entities via a Role/System Catalo
F. You finally identify common data requirements using a Data Use Case Diagram.
G. You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are store
H. You then classify what the data source are and the relationship with the data entities via a System/Data Matrix.
I. You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are store
J. You then assign ownership of data entities to the organization via a System/Data Matrix.

Answer: A

NEW QUESTION 40
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