



The-Open-Group

Exam Questions OGO-093

OGO-093 TOGAF 9 Combined Part 1 and Part 2

NEW QUESTION 1

- (Exam Topic 1)

Which section of the TOGAF template for Architecture Principles should describe situations where one principle would be given precedence over another?

- A. Implications
- B. Name
- C. Rationale
- D. Statement
- E. Trade-offs

Answer: C

NEW QUESTION 2

- (Exam Topic 1)

Which one of the following best describes an Architecture Compliance Review?

- A. A review of an architecture project against established criteria and business objectives
- B. A review of the readiness and ability of an organization to accept change
- C. A review of the organization's ability to share information and services
- D. A review of the baseline and target architectures to identify gaps
- E. A review of the plans for enterprise transformation

Answer: A

NEW QUESTION 3

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 4

- (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 5

- (Exam Topic 1)

Complete the sentence. TOGAF describes the role of an Architecture Contract as _____.

- A. an agreement between development partners and sponsors on the architecture deliverables
- B. a plan to ensure that architecture information is communicated to the right stakeholders at the right time
- C. a set of general rules and guidelines to support development of the enterprise architecture
- D. a timeline showing progression from the Baseline Architecture to the Target Architecture

Answer: A

NEW QUESTION 6

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 7

- (Exam Topic 1)

In Phases B, C, and D which is the first step in each phase?

- A. Conduct formal stakeholder review

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

Answer: E

NEW QUESTION 8

- (Exam Topic 1)

Which one of the following statements about the Requirements Management phase is true?

- A. All requirements fed into the phase are prioritized, and those of low priority are deferred until the next iteration of the ADM cycle
- B. The phase generates the requirements for a given ADM cycle using the Business Scenario technique
- C. The phase manages the flow of requirements, storing them, and feeding them in and out of the relevant ADM phases
- D. The phase operates like a waiting room, and all requirements fed in to the phase must be resolved by the end of the current ADM cycle
- E. The phase resolves the requirements that are fed into it from the other ADM phases

Answer: C

NEW QUESTION 9

- (Exam Topic 1)

Which component within the Architecture Repository holds best practice or template materials that can be used to construct architectures?

- A. Architecture Capability
- B. Architecture Landscape
- C. Architecture Metamodel
- D. Governance Log
- E. Reference Library

Answer: E

NEW QUESTION 10

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 10

- (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 15

- (Exam Topic 1)

Which of the following does TOGAF describe as "a formal description of a system, or a detailed plan of the system at component level to guide its implementation"?

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

Answer: A

NEW QUESTION 20

- (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 24

- (Exam Topic 1)

In which of the following ADM Phases 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 28

- (Exam Topic 1)

According to TOGAF, which of the following activities is described as part of the approach in the Preliminary Phase of the ADM?

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

Answer: B

NEW QUESTION 31

- (Exam Topic 1)

Complete the sentence. TOGAF defines five criteria for a good set of principles: Complete, Consistent, Stable, Understandable and _____.

- A. Agile,
- B. Dynamic
- C. Comprehensive
- D. Robust
- E. Strategic

Answer: D

NEW QUESTION 33

- (Exam Topic 1)

Which of the following statements about TOGAF Building Blocks and their use in the ADM cycle is correct?

- A. Building Blocks become more implementation-specific in Phase E
- B. Building Blocks in phases D, E and F are evolved to a common pattern of steps
- C. Building Blocks should be identified in abstract form as part of the Preliminary Phase
- D. Building Blocks should be first selected in Phase D

Answer: A

NEW QUESTION 34

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 36

- (Exam Topic 1)

Complete the sentence. According to the TOGAF standard, an _____ is a representation of a system from the perspective of a related set of _____.

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

Answer: E

Explanation:

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

NEW QUESTION 38

- (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 43

- (Exam Topic 1)

Which of the following best describes an approach for adapting the ADM in the situation where the business case for doing architecture is not well recognized?

- A. Completion of the Business Architecture should follow the Information Systems Architecture
- B. Create an Architecture Vision and then a detailed Business Architecture
- C. Produce a "cut-down" version of the ADM suitable to the resources available
- D. Tailor the ADM in conjunction with another architecture framework that has deliverables specific to the vertical sector
- E. Tailor the ADM to reflect the relationships with, and dependencies on other management processes within the organization

Answer: B

NEW QUESTION 46

- (Exam Topic 1)

The TOGAF ADM uses version numbering to illustrate the evolution of Baseline and Target Architecture Definitions. Which version number is used to indicate a high-level outline of the architecture?

- A. Version 0.1
- B. Version 0.7
- C. Version 1.0
- D. Version 0.9
- E. Version 0.5

Answer: A

Explanation:

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

NEW QUESTION 48

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 53

- (Exam Topic 1)

Which one of the following does TOGAF state is an objective for Phase A: Architecture Vision?

- A. To create an implementation and migration strategy
- B. To establish an architecture change management process
- C. To priorities work packages and projects
- D. To validate the business principles, goals, drivers and key performance indicators

Answer: D

NEW QUESTION 57

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 58

- (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 59

- (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 62

- (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 66

- (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 70

- (Exam Topic 1)

Why does the TOGAF standard recommend that the Business Architecture be developed first?

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

Answer: C

Explanation:

Reference

<http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap06.html>

NEW QUESTION 73

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 78

- (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 81

- (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 82

- (Exam Topic 1)

When using a cycle of the ADM to establish an Architecture Capability as described in TOGAF Part VII, which architecture would describe the infrastructure requirements?

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

Answer: D

NEW QUESTION 84

- (Exam Topic 1)

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

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

Answer: A

Explanation:

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

NEW QUESTION 86

- (Exam Topic 1)

Which of the following TOGAF components was created to enable architects to design architectures addressing Boundaryless Information Flow?

- A. The Architecture Repository
- B. The Enterprise Continuum
- C. The Integrated Information Infrastructure Model
- D. The TOGAF Technical Reference Model

Answer: C

NEW QUESTION 90

- (Exam Topic 1)

Which of the following describes the Phase H classification for an Incremental change?

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

Answer: A

NEW QUESTION 92

- (Exam Topic 1)

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

- A. Architecture Content Framework
- B. Technical Reference Model
- C. Integrated Information Infrastructure Reference Model
- D. Architecture Development Method
- E. Architecture Capability Framework

Answer: E

NEW QUESTION 97

- (Exam Topic 1)

Which ADM phase establishes the connection between the architecture organization and the implementation organization through the Architecture Contract?

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

Answer: C

NEW QUESTION 102

- (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 107

- (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 109

- (Exam Topic 1)

Which of the following best describes the TOGAF Technical Reference Model?

- A. It is a detailed data model that can be tailored to specific industries
- B. It is an example of a Common Systems Architecture
- C. It is a fundamental architecture upon which more specific architectures can be based
- D. It is a model of application components and application services software, including brokering applications

Answer: C

NEW QUESTION 112

- (Exam Topic 1)

Which phase of the ADM establishes a set of Principles?

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

Answer: A

NEW QUESTION 114

- (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 116

- (Exam Topic 1)

Complete the sentence. The Requirements Management process is used to _____ .

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

Answer: C

NEW QUESTION 118

- (Exam Topic 1)

Which of the following best describes the concept of Boundaryless Information Flow?

- A. Enabling the vision of an integrated information infrastructure
- B. Getting information to the right people at the right time in a secure, reliable and timely manner
- C. Enabling effective global communications between countries
- D. Enabling the flow of information to all stakeholders
- E. Providing a visual representation of information provider, consumer and brokering applications

Answer: B

NEW QUESTION 122

- (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 125

- (Exam Topic 1)

According to TOGAF, which of the following best describes the purpose of a Compliance Assessment?

- A. To ensure that architecture information is communicated to the right stakeholders at the right time
- B. To govern the architecture throughout its implementation process
- C. To provide a high-level view of the end architecture product
- D. To show progression of change from the Baseline Architecture to the Target Architecture

Answer: B

NEW QUESTION 129

- (Exam Topic 1)

What document is sent from the sponsoring organization to the architecture organization to trigger the start of an ADM cycle?

- A. Architecture Contract
- B. Architecture Definition Document
- C. Architecture Vision
- D. Request for Architecture Work
- E. Statement of Architecture Work

Answer: D

NEW QUESTION 133

- (Exam Topic 1)

According to TOGAF, which of the following best describes how the Enterprise Continuum is used in organizing and developing an architecture?

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

Answer: E

NEW QUESTION 135

- (Exam Topic 1)

Complete the sentence. The Architecture Development Method produces content to be stored in the Repository, which is classified according to the _____.

- A. ADM Guidelines and Techniques
- B. Architecture Capability Framework
- C. Architecture Capability Model
- D. Enterprise Continuum
- E. Standards Information Base

Answer: D

NEW QUESTION 140

- (Exam Topic 1)

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

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

Answer: E

NEW QUESTION 141

- (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 146

- (Exam Topic 1)

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

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

Answer: D

Explanation:

Reference

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

NEW QUESTION 150

- (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 154

- (Exam Topic 1)

Which of the following best describes how TOGAF defines an enterprise?

- A. Any collection of organizations that has a common set of goals
- B. Any corporation with more than 10,000 employees
- C. Any organization involved in commerce
- D. Any organization whose stock is traded
- E. Any set of organizations based at the same geographic location

Answer: A

NEW QUESTION 155

- (Exam Topic 1)

In which part of the ADM cycle do building block gaps become associated with work packages that will address the gaps?

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

Answer: C

NEW QUESTION 158

- (Exam Topic 1)

Which ADM phase starts with the receipt of a Request for Architecture Work from the sponsoring organization?

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

Answer: A

NEW QUESTION 162

- (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 164

- (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 166

- (Exam Topic 1)

Which of the following statements best describes how Architecture Principles are used within the ADM?

- A. They are used to define the framework and detailed methodologies
- B. They are used to define stakeholders and their concerns
- C. They are used to determine the readiness factors impacting the organization
- D. They are used to guide decision making within the enterprise
- E. They are used to resolve and dispose of requirements

Answer: D

NEW QUESTION 168

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

The ABC company specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. The company has manufacturing facilities located in Palm Springs, California, Omaha, Nebraska, and Winnipeg, Manitoba. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturer's design specifications.

Until recently, most turbine blades were fabricated manually using molded fiber-reinforced plastics. However, recent improvements in composite materials, coupled with enhanced automated methods for precision application of materials during the molding process, have led to significant reduction in weight, increase in strength, and greatly improved blade longevity. The company has pioneered the development of a proprietary automated process for continuous extrusion of the turbine blades. Patents have been filed to protect the process, but certain trade secrets must be closely guarded.

The company has a mature Enterprise Architecture organization that is supported by a cross-functional Architecture Review Board. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

The company has used TOGAF and its Architecture Development Method (ADM) to develop its automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies. They have adapted their Enterprise Architecture to closely follow the TOGAF 9 framework. All of the company's enterprise architects have been trained and certified on TOGAF 9. Recently, an architecture project was completed that defined a standard approach for controlling the Automated Test System that is used at each plant to perform final quality assurance tests on each completed blade assembly. The Manufacturing Architecture Board approved the plan for immediate implementation at each plant.

An Architecture Contract was developed that detailed the work needed to implement and deploy the new Automated Test System controller. The Chief Engineer, sponsor of the activity, has expressed concern that a uniform process be employed at each site to ensure consistency.

Refer to the Scenario

You are the Lead Architect for this activity.

You have been asked to recommend the best approach to adopt to address the Chief Engineer's concern. Based on TOGAF 9, which of the following is the best answer?

- A. You create an Architecture Contract to manage and govern the implementation and migration proces
- B. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
- C. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization.You recommend that if a deviation from the contract is detected, the Manufacturing Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local need
- D. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.
- E. You create an Architecture Contract to manage and govern the implementation and migration proces
- F. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
- G. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization.You recommend that if a deviation from the Architecture Contract is detected, the Manufacturing Architecture Board grant a dispensation ID allow the implementation organization the ability to customize the process to meet their local needs.
- H. You create an Architecture Contract to manage and govern the implementation and migration proces
- I. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
- J. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization.You ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- K. You create an Architecture Contract to govern the implementation and migration process at each sit
- L. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
- M. You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk managemen
- N. You then schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definitio
- O. Based on the results, you ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

Answer: D

Explanation:

Incorrect:

Not C: correct, but missing contract see 49.2.2.. Note:

* Dispensations

A dispensation is used as the mechanism to request a change to the existing architectures, contracts, principles, etc. outside of normal operating parameters; e.g., exclude provision of service to a subsidiary, request for unusual service levels for specific business reasons, deploy non-standard technology or products to support specific business initiatives.

Dispensations are granted for a given time period and set of identified services and operational criteria that must be enforced during the lifespan of the dispensation. Dispensations are not granted indefinitely, but are used as a mechanism to ensure that service levels and operational levels, etc. are met while providing a level flexibility in their implementation and timing. The timebound nature of dispensations ensures that they are a trigger to the Architecture Compliance activity.

NEW QUESTION 172

- (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 174

- (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 179

- (Exam Topic 2)

Which one of the following categories from the Document Categorization model consists of the normative parts of TOGAF which are considered central to its usage?

- A. TOGAF Core
- B. TOGAF Mandated
- C. TOGAF Recommended
- D. TOGAF Referenced
- E. TOGAF Supporting

Answer: B

NEW QUESTION 184

- (Exam Topic 2)

According to TOGAF, which one of the following best describes an enterprise architecture?

- A. An architecture of a commercial organization
- B. An architecture that consists of more than one subsidiary company
- C. An architecture that crosses multiple systems, and multiple functional groups within the enterprise
- D. The highest level of architecture that can be achieved in a given organization

Answer: C

NEW QUESTION 188

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 192

- (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 197

- (Exam Topic 2)

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

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

- D. Industry, Foundation, Common Systems, Organization-Specific
- E. Organization-Specific, Industry, Common Systems, Foundation

Answer: E

NEW QUESTION 200

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a company that manufactures a variety of small electromechanical devices. As part of a corporate-wide Lean Manufacturing initiative, the company has defined a strategic architecture to improve its ability to meet consumer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in several of the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

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

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

The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Based on the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase A. Based on all of these factors they have produced a risk assessment.

Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.

Refer to the Scenario

The Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete. You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

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

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

Answer: A

Explanation:

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

NEW QUESTION 202

- (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.

Refer to the Scenario

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

You need to specify the best approach for this work.

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

- A. You gather information from credible industry sources in the commodities busines
- B. Based on that, you assess current trends and apply that to defining a set of principles that embody best practice
- C. You select architecture principles that do not conflict with each other and that should be stabl
- D. You ensure that all the principles are realistic and avoid including principles that are obvious.
- E. You examine the mission statements for the company and each of its businesses, together with the corporate value statement
- F. Based on that, you define a set of principles and review with the CI
- G. When developing the principles, you ensure that they actively promote the alignment of IT with the business strategies and initiatives of the compan
- H. You then seek the endorsement of the CIO and senior management.

- I. You define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charte
- J. You publish the principles on the corporate intranet to ensure widespread acceptance and complianc
- K. 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.
- L. You examine the mission statements for the company and each of its businesses, together with the corporate value statement
- M. Based on that, you work with the Architecture Board to define the principle
- N. When developing the principles, you ensure that they actively promote the alignment of IT with the corporate business strategie
- O. You then hold a series of review meetings with all the relevant stakeholders, including senior management, ensuring their support.

Answer: D

NEW QUESTION 203

- (Exam Topic 2)

Which of the following statements best describes risk management in the ADM?

- A. Risk analysis is best conducted in the Architecture Vision phase so that the risk is eliminated in subsequent phases
- B. Risk analysis should be carried out first in the Migration Planning phase
- C. Risk analysis is outside the scope of enterprise architecture projects
- D. Risk is pervasive in all enterprise architecture activity and should be managed in all phases of the ADM
- E. The only risks that are within the scope of enterprise architecture are technological risks

Answer: D

NEW QUESTION 208

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 212

- (Exam Topic 2)

In Phase G, what document establishes the connection between the architecture organization and the implementation organization?

- A. Architecture Contract
- B. Architecture Landscape
- C. Architecture Roadmap
- D. Requirements Impact Statement
- E. Transition Architecture

Answer: A

NEW QUESTION 217

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

The ABC company started as an accounting and financial services company. It has expanded over the years and is now a leading North American IT and Business Services provider.

With numerous practice areas and a multitude of diverse engagements underway at any given time, overall engagement management has become challenging.

The company does not want to risk its outstanding

reputation or its international certifications and CMM ratings. Senior partners must become team players, working to support the broader needs of the company and its shareholders.

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

An Architecture Review Board has been formed comprised of IT staff executives and executives from the major practice areas.

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of the Enterprise Architecture program. The Enterprise Architecture framework is based on TOGAF 9.

As the EA team prepare to formulate an Implementation plan, they have been asked by the CIO to assess the risks associated with the proposed architecture. He has received concerns from senior management that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

Refer to the Scenario

You have been assigned to the role of Chief Enterprise Architect.

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

- A. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architectur
- B. Once all of the concerns have been resolved, the EA team should finalize the Architecture Implementation Roadmap and the Migration Plan.
- C. The EA team should gather information about potential solutions from the appropriate source
- D. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.
- E. The EA team should create a consolidated gap analysis to understand the transformations that are required to achieve the proposed Target Architectur
- F. The EA team should gather information about potential solutions from the appropriate source
- G. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architecture
- H. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture.

I. Prior to preparing the Implementation plan, there are several techniques that should be applied to assess the risks and value of the proposed transformation.
J. In particular, the EA team should pay attention to the Business Transformation Readiness Assessment and the Business Value Assessment.

Answer: D

NEW QUESTION 220

- (Exam Topic 2)

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

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

Answer: E

NEW QUESTION 221

- (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 224

- (Exam Topic 2)

Complete the sentence. All of the following are parts of the conceptual structure of the TOGAF Architecture Governance Framework, except _____

- A. Content
- B. Context
- C. Process Flow Control
- D. Repository
- E. Vision

Answer: E

NEW QUESTION 226

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are working as a consultant to the Chief Architect at a government agency responsible for securing all government communications and information systems. The agency has recently received funding for a program that will upgrade the reliability and performance of its secure communication systems which provide real-time, highly secure communication of voice, video, and message data to remote locations around the world. The agency has an established enterprise architecture (EA) capability based on TOGAF 9. The Executive Director of the agency is the sponsor of the EA capability.

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

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

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

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

Refer to the Scenario

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

- A. Since some artifacts will now require specific measurements and additional data will be needed to support the performance objectives linked to these measurements, you recommend that the motivation and governance extensions of the TOGAF 9 Content Metamodel are use
- B. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance model
- C. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.
- D. You recommend all of the TOGAF 9 Content Metamodel extensions be incorporated into the Architecture Content Metamodel
- E. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needs to support the performance and measurement objectives linked to these artifact
- F. Once the new repository content has been implemented, on-demand queries can be used to generate a customized governance stakeholder view that isolates the artifacts and data needed to assess measurement for any particular 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

Metamode

- I. By using this extension, the service model is no longer constrained by what is expected in typical business service definitions, allowing more flexibility for adding customized models to support the more stringent measurement requirement
- J. The services extension can also be used to map terminology between the business services and the application components.
- K. To support the type of stringent performance measurements needed for the more detailed governance views required for the upgraded system, the interfaces to the communication and network layer of the architecture must be highly visible at the application 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 Metamode
- M. This view will allow architects to align the required performance measurement communications across the system.

Answer: C

NEW QUESTION 227

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for a chain of convenience stores. The stores operate 24 hours a day and 7 days a week and use cloud-based point-of-sale (POS) technology to manage their sales and inventory.

Cloud-based POS systems store all user data, including sales and inventory in a remote server.

The cloud-based systems collect real-time data to support ordering and product selection decisions including the tailoring of product assortment based on sales history, customer demographics as well as the next day's weather forecast. In many cases, several stores are located in neighboring areas. This strategy makes distribution to each store cheaper, as well as making multiple deliveries per day possible. The stores also act as self-service delivery locations for a large online retailer which further increases the number of potential customers entering the stores.

An Enterprise Architecture practice exists within the company, with the CEO and CIO as joint sponsors. They have decided to adopt TOGAF standard within the practice and the first project is to restructure the Enterprise Architecture so that it can better support the existing environment and accommodate future changes of strategy within the company.

The CIO has stated that the following issues need to be addressed in the restructuring:

They need to address problems with data quality and inconsistent data in order to support better decision making and analysis.

The architecture should focus on the needs of the business, not technology

To remain competitive, new products and promotions must undergo market trials and if these are successful, deployed across the retail chain. Information systems must be able to manage changes and updates without undue delays.

Refer to the Scenario

[Note: You should assume that the company has adopted the example set of principles that are listed and defined in TOGAF, Section 23.6. You may need to refer to Chapter 23 of the reference text in order to answer this question.]

You have been asked to identify the most relevant architecture principles for the current situation.

Based on TOGAF, which of the following is the best answer? [Note: The ordering of the principles listed in each answer is not significant.]

- A. Interoperability, Data is Accessible, Data is Shared, Requirements Based Change, Control Technical Diversity
- B. Requirements Based Change, Business Continuity, Common Vocabulary and Data Definitions, Data Trustee, Responsive Change Management
- C. IT Responsibility, Data Security, Ease of Use, Service Orientation, Common Use Applications
- D. Interoperability, Maximize Benefit to the Enterprise, Data Trustee, Data is an Asset, Responsive Change Management

Answer: B

NEW QUESTION 230

- (Exam Topic 2)

Complete the sentence. In TOGAF, architecture viewpoints represent _____

- A. observations of the CIO/CTO
- B. opinions of the sponsors
- C. observations of the architect staff
- D. concerns of stakeholders
- E. stakeholder requirements

Answer: D

NEW QUESTION 235

- (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 agree
- 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 236

- (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 239

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

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

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

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

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

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

Refer to the Scenario

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

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

Answer: B

NEW QUESTION 241

- (Exam Topic 2)

Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the _____

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

Answer: D

NEW QUESTION 246

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

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

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

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

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

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

Refer to the Scenario

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

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

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

Answer: A

NEW QUESTION 250

- (Exam Topic 2)

Which one of the following describes classification methods for architecture and solution artifacts within the Architecture Repository?

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

Answer: C

NEW QUESTION 255

- (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 260

- (Exam Topic 2)

Which one of the following is a key objective of Phase A of the TOGAF ADM?

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

Answer: E

NEW QUESTION 265

- (Exam Topic 2)

Which one of the following is NOT an element of an architecture framework?

- A. A common vocabulary

- B. A list of recommended standards
- C. A method for designing an information system in terms of building blocks
- D. A set of structures which can be used to develop a broad range of architectures
- E. A system development lifecycle method for software engineering

Answer: E

NEW QUESTION 267

- (Exam Topic 2)

According to TOGAF, which of the following are the architecture domains that are commonly accepted subsets of an overall enterprise architecture?

- A. Application, Business, Data, Technology
- B. Capability, Segment, Strategic
- C. Context, Definition, Governance, Transformation
- D. Definition, Realization, Transition, Vision

Answer: A

NEW QUESTION 268

- (Exam Topic 2)

Which of the following best describes the TOGAF Architecture Development Method?

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

Answer: B

Explanation:

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

NEW QUESTION 272

- (Exam Topic 2)

Complete the sentence. TOGAF 9 Part III provides techniques, such as developing principles and gap analysis, to support tasks within the _____

- A. Architecture Capability Framework
- B. Architecture Continuum
- C. Architecture Development Method
- D. Architecture Landscape
- E. Architecture Repository

Answer: C

NEW QUESTION 274

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 279

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 280

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

You are serving as the Lead Enterprise Architect at a major supplier in the automotive industry. The company

is headquartered in Cleveland, Ohio with manufacturing plants across the United States, Brazil, Germany, Japan and South Korea. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

The company is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent

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

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

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

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

Refer to the Scenario

During the initial meeting of the Common ERP Deployment architecture project team, 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 develop Baseline and Target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholder
- B. A consolidated gap analysis between the architectures will then be used to validate the approach, and determine the capability increments needed to achieve the target state.
- 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 list
- D. Based on the findings from the research, the team should define a preliminary Architecture Vision
- E. The team should then use that model to build consensus among the key stakeholders.
- F. The team should use stakeholder analysis to understand who has concerns about the initiative
- G. The team should then hold a series of interviews at each of the manufacturing plants using the business scenario technique
- H. This will then enable them to identify and document the key high-level stakeholder requirements for the architecture.
- I. The team should conduct a pilot project that will enable vendors on the short list to demonstrate potential solutions that will address the concerns of the stakeholder
- J. Based on the findings of that pilot project, a complete set of requirements will be developed that will drive the evolution of the architecture.

Answer: A

NEW QUESTION 281

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 284

- (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 289

- (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 291

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 296

- (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 300

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

The ABC company 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.

The company 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 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: A

NEW QUESTION 302

- (Exam Topic 2)

Complete the sentence. Two of the four architecture domains that are subsets of an overall Enterprise Architecture are Business and Technology, the other two are Application and _____

- A. Vision
- B. Transition
- C. Segment
- D. Capability
- E. Data

Answer: E

NEW QUESTION 304

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