

OG0-093 Dumps

OG0-093 TOGAF 9 Combined Part 1 and Part 2

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NEW QUESTION 1

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

The ABC company 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.

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 company 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 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 technique
- 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 list
- D. Based on the findings from the research, the team should define a preliminary target Architecture Vision
- 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 address the concerns of the stakeholder
- I. Based on the findings of that pilot project, a complete set of requirements can be developed that will drive the evolution of the architecture.

Answer: C

NEW QUESTION 2

- (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 3

- (Exam Topic 2)

According to TOGAF, where should architecture governance artifacts be stored?

- A. In the Integrated Information Infrastructure Reference Model
- B. In the Standards Information Base
- C. In the Foundation Architecture
- D. In the Architecture Repository

Answer: D

NEW QUESTION 4

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 5

- (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 outsourcing services company. The company has over 20,000 outsourcing professionals and works on some of the world's largest outsourcing projects. Outsourcing services include business processes, infrastructure, and service management. The company also provides business consulting services.

With numerous service areas and a large number of diverse engagements in progress 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 company has an established an Enterprise Architecture program based on TOGAF 9, sponsored jointly by the Chief Executive Officer and Chief Information Officer. An Architecture Board has been formed comprised of IT staff executives and executives from the major service areas and consulting practice.

The Enterprise Architecture (EA) team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The EA 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 vice presidents across the company 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, which of the following is the best answer?

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

Answer: D

NEW QUESTION 6

- (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 7

- (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 8

- (Exam Topic 2)

Complete the sentence. The Architecture Board is typically responsible and accountable for achieving all of the following goals except

- A. ensuring consistency between sub-architectures
- B. approving the strategic business plans proposed by individual organization units within the enterprise
- C. enforcement of architecture compliance
- D. identifying and approving components for reuse
- E. providing the basis for all decision-making with regard to changes to the architecture

Answer: B

NEW QUESTION 9

- (Exam Topic 2)

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

- A. Preliminary Phase
- B. Phase A

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

Answer: B

NEW QUESTION 10

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

Your role is that of Lead Enterprise Architect working at the headquarters of a fast food chain. The chain manages over 7500 restaurants across 33 countries.

Each restaurant in the chain is an independently owned and operated franchise.

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

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

The chain has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework. The CIO is the sponsor of the activity.

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

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

Refer to the scenario.

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

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

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

Answer: A

NEW QUESTION 10

- (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 15

- (Exam Topic 2)

Which of the following best describes the purpose of an Architecture Definition Document?

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

Answer: A

Explanation:

Reference <https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap36.html>

NEW QUESTION 18

- (Exam Topic 2)

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

- A. Architecture governance

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

Answer: A

NEW QUESTION 23

- (Exam Topic 2)

Which of the following best describes capability based planning?

- A. A business planning technique that focuses on business outcomes
- B. A business planning technique that focuses on horizontal capabilities
- C. A business planning technique that focuses on vertical capabilities
- D. A human resource planning technique that focuses on capable architects

Answer: A

NEW QUESTION 24

- (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 25

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

You have been assigned the role of Lead Enterprise Architect for a manufacturing firm that specializes in musical instruments. The firm has been established for over 100 years, operating in North America for most of that time. In the last ten years, the firm has expanded into European markets and will soon establish a market in Latin America. A future expansion into the Asia Pacific region is also planned.

The firm is organized into several business units that each focus on manufacturing particular families of instruments such as brass, woodwind, and percussion. Each business unit has acquired other producers to expand its manufacturing capacity. This has resulted in a complex environment with a high diversity of business and manufacturing systems.

The Enterprise Architecture (EA) program within the firm has been functioning for several years. It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are joint sponsors of the EA program. The EA program is mature, with an active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF 9 Architecture Content Framework. The EA process framework is well coordinated with the PMO, Systems Development, and Operations functions.

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

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

Refer to the Scenario

You have been asked how to address the concerns of the CIO. Based on TOGAF 9, which of the following is the best answer?

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

Answer: C

Explanation:

This scenario is upon Request for Architecture Work, which kicks off the Phase A, the Architecture Vision. In this phase, risk should be considered, which is also the CIO's concern in this scenario. One of the approaches in TOGAF is the Business Transformation Readiness Assessment.

Incorrect:

Not B: Implementation Factor Assessment and Deduction Matrix is used for implementation & migration planning (not B).

NEW QUESTION 28

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 33

- (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 36

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

You have been appointed as a consultant to the Lead Enterprise Architect of an international agricultural company that exports bulbs, flowers and seeds worldwide. The company has its headquarters in the Netherlands, and has sales and distribution centers in over 30 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 team 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 international operations of the company are subject to legal and regulatory requirements for each country where they operate. The production of genetically modified seeds 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 developing pest-resistant seeds.

The Governing Board is concerned about the risks posed in this complex global environment, and as a result has approved the expenditure of resources to establish an Enterprise Architecture program. They have requested to be informed 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 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 Governing Board, legal staff, auditors and the research organization. Based on TOGAF 9, which of the following is the best answer?

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

Answer: A

NEW QUESTION 39

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for an Enterprise Architecture project team within a multinational oil and gas corporation. It is organized into two major business groupings:

-Upstream operations which include exploration for crude oil and natural gas and operating the infrastructure necessary to deliver oil and gas to the market.

-Downstream operations which include the manufacturing, distribution and marketing activities for oil products and chemicals

Safety is a priority for the company, with the aim to ensure it causes zero harm to people and the environment. The company has to satisfy the regulatory requirements of each of the countries it operates in.

The downstream business generates a third of the company's profits worldwide and includes more than 30,000 petrol stations and various oil refineries. In some countries it also includes oil refining, a retail station network, lubricants manufacture and marketing, industrial fuel and lubricants sales. The practice for the downstream business has been to operate locally managed by local "operating companies".

The Governing Board is concerned about the risk posed by operating in this complex global environment with a large part of the downstream business represented by local operating companies. 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, and has mandated the use of the TOGAF standard as the framework. He has requested to be informed about the status of downstream operations that could impact regulatory compliance. He also wants the corporate

legal staff and auditors to analyze all proposed new downstream operations to ensure that they are within the legal guidelines for each country. In addition, the local operating companies should be able to see that the architecture is appropriate for their needs.

The architecture project team has worked within the sponsor to complete a detailed Request for Architecture Work providing the high level project description. As the project commences the next phase, the necessary approvals from corporate and line management have been

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 local operating companies.

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

- A. 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
- B. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models.
- C. You recommend that an analysis of the stakeholders is undertaken, including development of a Stakeholder Map
- D. This will allow the architectures to define groups of stakeholders who have common concern
- E. The concerns and relevant viewpoints should be defined for each group of stakeholders, and recorded in the Architecture Vision document.
- F. You recommend that the ArchiMate modeling language is used to create a set of models that can be applied uniformly across all architecture project
- G. Each architecture should then be defined based on this fixed set of model
- H. All concerned parties can then examine the models to ensure that their needs have been addressed.
- I. You recommend that a Communications Plan be created to address the powerful and influential stakeholder
- J. This plan should include a report that summarizes the key features of the architecture with respect to each location and reflect the stakeholders' requirement
- K. You will check with each stakeholder that their concerns are being addressed.

Answer: B

NEW QUESTION 42

- (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 Architecture
- 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 Architecture
- 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 46

- (Exam Topic 2)

Which one of the following best describes the implications of TOGAF being a generic framework?

- A. The organization must utilize an architecture tool in order to tailor the templates for use
- B. It must be adapted to satisfy organization specific requirements
- C. It can be utilized by most enterprises without further customization
- D. It can only be used for enterprise level architecture projects
- E. It should only be employed under the supervision of highly trained consultants

Answer: B

NEW QUESTION 47

- (Exam Topic 2)

Complete the sentence. As the architecture evolves, the assets in the Solutions Continuum progress towards a (n) _____

- A. Common Systems Architecture
- B. Industry Specific Architecture
- C. Foundation Solution

- D. Organization Specific Solution
- E. Technology Neutral Implementation

Answer: D

NEW QUESTION 51

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 54

- (Exam Topic 2)

Complete the sentence. A server consolidation project that does not change the operating characteristics of the applications would require _____.

- A. a complete ADM cycle
- B. a complete re-architecting change
- C. a full revision of the enterprise architecture
- D. an incremental change
- E. a simplification change

Answer: E

NEW QUESTION 55

- (Exam Topic 2)

Which phase of the TOGAF ADM is the first phase directly concerned with the planning for the implementation of the target architecture(s)?

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

Answer: B

NEW QUESTION 59

- (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 62

- (Exam Topic 2)

Which of the following is a true statement about the TOGAF Technical Reference Model?

- A. The TOGAF Architecture Development Method mandates the use of the Technical Reference Model for large complex architecture projects
- B. The Technical Reference Model is an integral part of the TOGAF Architecture Development Method
- C. The Technical Reference Model should not be modified
- D. The Technical Reference Model includes a set of graphical models and a corresponding taxonomy
- E. The Technical Reference Model provides a direct mapping to the Zachman Framework

Answer: D

NEW QUESTION 65

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

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

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

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

The LLC has a mature enterprise architecture (EA) practice and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity. In planning this change, the Chief Architect engaged the services of a well-known consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO's vision. This recently completed with approval of a strategic architecture encompassing the entire firm, including detailed requirements and recommendations. Based on the recommendations from the initial engagement, the company has embraced an Architecture Vision to adopt an enterprise application that is tailored to the needs of the hospitality industry. Refer to the scenario. Your role is that of Chief Architect. You have been asked to recommend the best approach to take in this architecture engagement to realize the CEO's vision. Based on TOGAF 9, which of the following is the best answer?

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

Answer: C

NEW QUESTION 69

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 70

- (Exam Topic 2)

Which one of the following is NOT an objective for Phase C, Data Architecture?

- A. Defining an architecture that can be understood by the stakeholders
- B. Defining an architecture that is complete and consistent
- C. Defining an architecture that is stable
- D. Defining data entities that are normalized to minimize update anomalies
- E. Defining data entities relevant to the enterprise

Answer: D

NEW QUESTION 75

- (Exam Topic 2)

Which one of the following lists the main components within the TOGAF Architecture Repository?

- A. Organizational Metamodel, Architecture Capability, Architecture Landscape, Best Practices, Reference Library, Compliance Strategy.
- B. Architecture Metamodel, Organizational Capability Model, Application Landscape, SIB, Reference Library, Governance Model.
- C. Business Metamodel, Architecture Capability, Architecture Landscape, SIB, Reference Library, Governance Log.
- D. Architecture Metamodel, Architecture Capability, Architecture Landscape, SIB, Reference Library, Governance Log.

Answer: D

NEW QUESTION 79

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 83

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for an enterprise architecture project team within a leading multinational pharmaceutical and medical devices manufacturer. Its brands include numerous household names for medications and first aid supplies.

The company has a long history of innovating new treatments for many common illnesses and diseases. Prior to launching a new treatment, the company has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the countries in the target markets. All clinical trials are undertaken by its research laboratories, which employ over 10,000 people at separate facilities in the United Kingdom, United States, Sweden, France, Canada, India, China and Japan. In addition to internal research and

development activities the company is also involved in publicly funded collaborative research projects, with other industrial and academic partners.

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

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

The Enterprise Architecture group is a mature organization. They use the TOGAF 9 ADM with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that the changes to the enterprise architecture for the new system will need to be rolled out in stages on a regional basis that minimizes disruptions to ongoing clinical trials.

Refer to the Scenario

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

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

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

Answer: D

NEW QUESTION 88

- (Exam Topic 2)

Which one of the following is the most relevant model for use in Phase C, Application Architecture?

- A. The ARTS data model
- B. The Integrated Information Infrastructure Reference Model
- C. The Resource-Event-Agent model
- D. The STEP framework
- E. The TOGAF Technical Reference Model

Answer: B

NEW QUESTION 90

- (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 93

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 94

- (Exam Topic 2)

According to the TOGAF standard, what term describes an individual with an interest in a system?

- A. Sponsor
- B. Consumer
- C. Lead architect
- D. Stakeholder

Answer: D

Explanation:

Reference https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap03.html#tag_03_72

NEW QUESTION 96

- (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 100

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 102

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 103

- (Exam Topic 2)

Gap Analysis is a technique used in Phases B, C, D and E. Which one of the following statements best describes the gap analysis technique?

- A. It highlights areas of stakeholder concern
- B. It highlights the impacts of change
- C. It highlights services that are yet to be developed
- D. It highlights services that are available
- E. It highlights different viewpoints

Answer: C

NEW QUESTION 106

- (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 111

- (Exam Topic 2)

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

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

Answer: C

Explanation:

References:

NEW QUESTION 113

- (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 117

- (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 process
- B. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- C. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the 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 process
- F. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- 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 process
- I. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- 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 site
- L. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- M. You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management
- 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 Definition
- 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 121

- (Exam Topic 1)

Complete the sentence. According to TOGAF, an objective of Phase G, Implementation Governance, is to _____.

- A. assess the performance of the architecture and make recommendations for change
- B. ensure the baseline architecture continues to be fit-for-purpose
- C. ensure conformance with the defined architecture by the implementation projects
- D. establish an architecture change management process for the architecture finalized in the previous ADM phase
- E. operate the governance framework

Answer: C

NEW QUESTION 126

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 127

- (Exam Topic 1)

Complete the sentence. A gap analysis will enable the architect to do all of the following except .

- A. identify building blocks that have been inadvertently omitted
- B. identify building blocks that have been intentionally eliminated
- C. identify building blocks to be carried over
- D. identify new building blocks that are needed
- E. identify potential vendors to provide new building blocks

Answer: E

NEW QUESTION 130

- (Exam Topic 1)

Which of the TOGAF architecture development phases is the first phase of an architecture development cycle, defines the scope for an engagement and identifies the stakeholders?

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

Answer: B

NEW QUESTION 134

- (Exam Topic 1)

Complete the sentence. The TOGAF risk categorization after the implementation of mitigating actions is known as the level of risk.

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

Answer: D

NEW QUESTION 137

- (Exam Topic 1)

Which of the following describes an objective of Phase G: Implementation Governance?

- A. Finalize the Implementation and Migration Plan
- B. Establish the recourses for architecture governance
- C. Ensure conformance for the target architecture
- D. Operate the governance framework
- E. Develop the Target Technology Architecture

Answer: C

NEW QUESTION 140

- (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 144

- (Exam Topic 1)

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

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

Answer: E

NEW QUESTION 148

- (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 149

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 154

- (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 158

- (Exam Topic 1)

Complete the sentence. TOGAF 9 Part III provides a set of resources that can be used to adapt and modify the _____.

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

Answer: B

NEW QUESTION 162

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 166

- (Exam Topic 1)

Which of the following best describes the purpose of a business scenario?

- A. To define and plan an enterprise architecture transformation based on Capability-Based Planning
- B. To develop a set of general rules and guidelines for the architecture being developed
- C. To develop a set of security guidelines for the architecture being developed
- D. To help identify and understand the business requirements that an architecture must address
- E. To identify and mitigate the risks when implementing an architecture project

Answer: D

NEW QUESTION 170

- (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 171

- (Exam Topic 1)

According to TOGAF, which of the following is a characteristic of a Foundation Architecture?

- A. It contains only solution building blocks
- B. It contains business functions and processes specific to a particular industry sector
- C. It contains building blocks and their corresponding standards
- D. It includes a model of application components and application services software, including brokering applications
- E. It includes models for common high-level business functions, such as supply chain management

Answer: C

NEW QUESTION 176

- (Exam Topic 1)

Complete the sentence. The Solutions Continuum represents implementations of the architectures at corresponding levels of the _____ .

- A. Architecture Capability
- B. Architecture Continuum
- C. Architecture Landscape
- D. Architecture Metamodel
- E. Architecture Repository

Answer: B

NEW QUESTION 178

- (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 179

- (Exam Topic 1)

Which of the following best describes the Integrated Information Infrastructure Reference Model?

- A. It is used to determine the capability level of an enterprise

- B. It is a deliverable from Phase A
- C. It focuses on Application Software
- D. It provides a conceptual structure for architecture governance
- E. It supports all the Common Systems Architectures

Answer: C

NEW QUESTION 182

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 184

- (Exam Topic 1)

Which of the following best describes the Standards Information Base?

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

Answer: E

NEW QUESTION 189

- (Exam Topic 1)

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

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

Answer: E

NEW QUESTION 192

- (Exam Topic 1)

Which one of the following provides a foundation for making architecture and planning decisions, framing policies, procedures, and standards, and supporting resolution of contradictory situations?

- A. Architecture principles
- B. Buy lists
- C. Procurement policies
- D. Requirements
- E. Stakeholder concerns

Answer: A

NEW QUESTION 193

- (Exam Topic 1)

Which of the following does the TOGAF standard describe as a package of functionality defined to meet business needs across an organization?

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

Answer: C

NEW QUESTION 196

- (Exam Topic 1)

Which of the following best describes the need for the ADM process to be governed?

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

Answer: E

NEW QUESTION 198

- (Exam Topic 1)

Which section of the TOGAF template for defining principles should highlight the requirements for carrying out the principle?

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

Answer: A

NEW QUESTION 203

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 207

- (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 211

- (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 212

- (Exam Topic 1)

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

- A. It is used to develop requirements for Transition Architectures that deliver business value
- B. It is used to dispose of, address and prioritize architecture requirements
- C. It is used to establish requirements for Phase A
- D. It is used to manage architecture requirements throughout the ADM cycle
- E. It is used to review business requirements

Answer: D

NEW QUESTION 217

- (Exam Topic 1)

What technique does TOGAF recommend that focuses on achieving business outcomes rather than just technical deliverables?

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

Answer: C

NEW QUESTION 218

- (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 220

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 221

- (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 223

- (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 227

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 229

- (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 230

- (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 232

- (Exam Topic 1)

Which of the following best describes an approach for adapting the ADM in the situation where business principles dictate that a packaged solution be used?

- 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: A

NEW QUESTION 233

- (Exam Topic 1)

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

- A. To ensure that architecture information is communicated to the right stakeholders at the right time
- B. To evangelize the architecture to the end user community
- C. To govern the architecture through to implementation
- D. To keep the Architecture Review Board informed of changes to the architecture
- E. To show progression of change from the Baseline Architecture to the Target Architecture

Answer: E

NEW QUESTION 236

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 241

- (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 245

- (Exam Topic 1)

According to TOGAF, which of the following types of architecture has major characteristics that include open system standards and general building blocks?

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

Answer: B

NEW QUESTION 248

- (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 253

- (Exam Topic 1)

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

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

Answer: B

Explanation:

Reference

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

NEW QUESTION 256

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 258

- (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 261

- (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 262

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 266

- (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 270

- (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 275

- (Exam Topic 1)

Complete the sentence. The practice by which the enterprise architecture is managed and controlled at an enterprise level is known as _____ .

- A. Architecture governance
- B. Corporate governance
- C. IT governance
- D. Portfolio management
- E. Technology governance

Answer: A

NEW QUESTION 279

- (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 high-level outline of the architecture?

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

Answer: E

NEW QUESTION 281

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 283

- (Exam Topic 1)

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

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

Answer: E

NEW QUESTION 285

- (Exam Topic 1)

Which of the following best describes the purpose of the Business Scenarios technique?

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

Answer: C

NEW QUESTION 288

- (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 293

- (Exam Topic 1)

Which of the following best describes ADM Requirements Management?

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

Answer: B

Explanation:

Reference

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

NEW QUESTION 298

- (Exam Topic 1)

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

- A. Identifying relationships between management frameworks
- B. Identifying stakeholders and their concerns
- C. Identifying the business transformation risks for an architecture project
- D. Identifying criteria for procurement activities
- E. Identifying work packages for inclusion in the Architecture Roadmap

Answer: D

NEW QUESTION 303

- (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 305

- (Exam Topic 1)

Which of the following is an interest important to a stakeholder in a system?

- A. A concern
- B. A principle
- C. An architecture viewpoint
- D. A requirement
- E. An architecture view

Answer: A

Explanation:

Concerns are the key interests that are crucially important to the stakeholders in the system, and determine the acceptability of the system. Concerns may pertain to any aspect of the system's functioning, development, or operation, including considerations such as performance, reliability, security, distribution, and evolvability.

Reference

<http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap31.html>

NEW QUESTION 308

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 312

- (Exam Topic 1)

Complete the sentence. The TOGAF Architecture Governance Framework includes .

- A. a list of responsibilities for running an Architecture Board
- B. a model for governance including process, content and context
- C. guidance for establishing an Architecture Capability using the ADM
- D. the Architecture Compliance review process and checklists

Answer: B

NEW QUESTION 317

- (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 319

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 322

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 327

- (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 331

- (Exam Topic 1)

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

- A. Ensuring consistency between sub-architectures
- B. Ensuring flexibility of the enterprise architecture to meet business needs
- C. Improving the maturity of the organization's architecture discipline
- D. Monitoring of architecture contracts
- E. Preparing architecture review reports

Answer: E

NEW QUESTION 335

- (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 337

- (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 340

- (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 344

- (Exam Topic 1)

In which Phase of the ADM does the business scenario technique figure most prominently?

- A. Preliminary
- B. Architecture Vision
- C. Business Architecture
- D. Information Systems Architectures
- E. Technology Architecture

Answer: B

NEW QUESTION 349

- (Exam Topic 1)

Which of the following describes how the Enterprise Continuum is used when developing an Enterprise Architecture?

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

Answer: C

NEW QUESTION 354

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 356

- (Exam Topic 1)

Which of the following are considered as generic Building Blocks in the Solutions Continuum?

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

Answer: B

NEW QUESTION 359

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 360

- (Exam Topic 1)

Which of the following best describes the state of architecture artifacts as a project progresses through ADM Phases A to D?

- A. The artifacts are transformed into solution architectures
- B. The artifacts become increasingly product focused
- C. The artifacts become increasingly generic and re-usable
- D. The artifacts evolve from generic architectures to organization-specific architectures
- E. The artifacts evolve from common systems architectures to foundation architectures

Answer: D

NEW QUESTION 365

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 369

- (Exam Topic 1)

In which Phase of the TOGAF ADM are the Architecture Roadmap and the Implementation and Migration Plan integrated with other change activity in the enterprise?

- A. PhaseA
- B. PhaseD
- C. PhaseE
- D. PhaseF
- E. PhaseG

Answer: D

NEW QUESTION 370

- (Exam Topic 1)

Which one of the following statements best describes why the ADM should be adapted?

- A. To align it closer to the business
- B. To make the use more realistic
- C. To move through the cycle faster
- D. To suit the specific needs of the enterprise

Answer: D

NEW QUESTION 374

- (Exam Topic 1)

Which one of the following best describes the purpose of ADM Phase E?

- A. To define the initial implementation plans
- B. To define the scope, identifying stakeholders and obtaining approvals
- C. To develop the Technology Architecture
- D. To manage requirements throughout the ADM
- E. To perform architectural oversight for the implementation

Answer: A

NEW QUESTION 378

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 379

- (Exam Topic 1)

Complete the sentence. During the implementation of an architecture, if the original Architecture Definition and requirements are not suitable, a _____ may be submitted to initiate further architecture work.

- A. Capability Assessment
- B. Change Request
- C. Requirements Impact Analysis
- D. Statement of Architecture Work

Answer: B

NEW QUESTION 384

- (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 387

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 391

- (Exam Topic 1)

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

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

Answer: E

NEW QUESTION 395

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 400

- (Exam Topic 1)

According to TOGAF, which of the following best describes the classification of architectural change in the case where multiple server systems are being consolidated to a single system?

- A. A bottom-up change to enhance operational capability
- B. An incremental change handled via change management techniques

- C. A re-architecting change that puts the whole architecture through an ADM cycle
- D. A revision change of the enterprise architecture
- E. A simplification change handled via change management techniques

Answer: E

NEW QUESTION 403

- (Exam Topic 1)

Which one of the following is considered a relevant architecture resource in ADM Phase D?

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

Answer: C

Explanation:

Reference

<http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap12.html>

NEW QUESTION 407

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 410

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

The ABC company 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, the company 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. The company 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 Scenario

You are serving as the Chief Architect.

You have been asked to recommend the approach to take in the Preliminary Phase to ensure that the Corporate Board's concern is addressed.

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

- A. You evaluate the implications of the Board's concern in terms of regulatory and security policy requirement
- B. You then update the company security policy to reflect the concern, ensuring that this policy is communicated across the organization. You allocate a security architecture team to ensure that security considerations are included in ongoing architecture planning
- C. You then assess the security implications and agreements within the company businesses and their suppliers.
- D. You start by clarifying the intent that the Board has for raising this concern
- E. 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
- F. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture.
- G. You evaluate the implications of the Board's concern in terms of regulatory requirements and their impact on business goals and objective
- H. 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 Board's concern
- I. You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed.
- J. You evaluate the implications of the Board's concern by examining the potential impacts on business goals and objective
- K. Based on your understanding, you then update the current company security policy to include an emphasis on the Board's concern. In addition, you allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

Answer: D

NEW QUESTION 412

- (Exam Topic 2)

In Phase D of the ADM cycle, if you are following the order of the steps defined and the current step is to perform gap analysis, what is the next step?

- A. Develop Baseline Architecture

- B. Define candidate roadmap components
- C. Create Architecture Definition Document
- D. Resolve impacts across the Architecture Landscape
- E. Conduct formal Stakeholder review

Answer: B

Explanation:

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

NEW QUESTION 417

- (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 420

- (Exam Topic 2)

Which of the following best describes the Reference Library within the Architecture Repository?

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

Answer: A

NEW QUESTION 421

- (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 424

- (Exam Topic 2)

An association of companies has defined a data model for sharing inventory and pricing information. Which of the following best describes where this model would fit in the Architecture Continuum?

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

Answer: C

NEW QUESTION 426

- (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 428

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

Your role is that of the Lead Enterprise Architect at a multinational automotive corporation. The company is headquartered in Germany, and manufactures cars, trucks and buses. It has manufacturing plants across North America, South America, Europe and Asia. 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 has an ongoing initiative to improve the efficiency of all of its production operations, and in particular to reduce its carbon footprint. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in energy usage could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in one central 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.

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 standard.

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

The architecture project team has now been formed, and 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 remote centralized system. The CIO wants to know how these concerns can be addressed. During the initial project team meeting a number of alternative recommendation for how to proceed have been put forward by members of the team.

Refer to the Scenario

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

- A. 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
- B. Based on the findings from the research, the team should define a preliminary Architecture Vision
- C. The team should then use that model to build consensus among the key stakeholders.
- D. The team should identify the individuals and groups within the organization who will contribute to the project in order to understand who has concerns about the initiative
- E. The team should then hold a series of interviews at each of the manufacturing plants using the business scenario technique
- F. This will then enable them to identify and document the key high-level stakeholder requirements for the architecture.
- G. The team should utilize its approved supplier list, and conduct a pilot project that will enable those suppliers to demonstrate potential solutions that will address the concerns of the stakeholder
- H. Based on the findings of that pilot project, a complete set of requirements will be developed that will drive the evolution of the architecture.
- I. The team should perform a shallow architecture development iteration, developing Baseline and Target Architecture for each of the manufacturing plant
- J. This should include development of a set of views corresponding to selected viewpoints that address key concerns of the stakeholder
- K. 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.

Answer: B

NEW QUESTION 432

- (Exam Topic 2)

Complete the sentence. In a gap analysis, a building block that appears in the Target Architecture but does not appear in the Baseline Architecture indicates

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

Answer: E

NEW QUESTION 437

- (Exam Topic 2)

Complete the sentence. The Integrated Information Infrastructure Reference Model (IIIRM) is an example of a (n) _____ Architecture reference model

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

Answer: A

NEW QUESTION 442

- (Exam Topic 2)

What class of architectural information within the Architecture Repository defines processes that support governance of the Architecture Repository?

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

Answer: A

NEW QUESTION 447

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

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

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

The chain has a mature enterprise architecture practice based in its headquarters and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity.

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

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

Refer to the scenario

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

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

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

Answer: D

NEW QUESTION 451

- (Exam Topic 2)

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

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

Answer: E

NEW QUESTION 456

- (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 458

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a company that manufactures electromechanical devices. The company is organized as independent operational divisions.

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

A strategic architecture has been approved that includes consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating in several of the divisions' production facilities. The

goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

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

The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains.

Using the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new

ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase A. Based on all of these factors they have produced a risk assessment.

The implementation process is estimated to take four years. Because of the risks posed by the complexity of the current environment, a phased approach is needed to implement the target architectures. The Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete.

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

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

Answer: A

NEW QUESTION 462

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 467

- (Exam Topic 2)

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

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

Answer: E

NEW QUESTION 469

- (Exam Topic 2)

The Requirements Management Phase is responsible for which one of the following activities?

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

Answer: D

NEW QUESTION 473

- (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 475

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

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

The TOGAF standard is used for internal Enterprise Architecture activities. At present, there are no architectural assets in the Architecture Repository related to this initiative. All assets will need to be acquired, customized, or created from scratch. The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving the existing procurement processes or systems.

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

Stakeholders concerns that should be addressed by these architectures include:

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

Refer to the Scenario

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

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

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

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

Answer: D

NEW QUESTION 477

- (Exam Topic 2)

Complete the sentence. To promote effective architectural activity within the enterprise, TOGAF 9 recommends the establishment of a(n) _____

- A. Enterprise Architecture Capability
- B. IT Governing Board
- C. Program Management Office
- D. Quality Assurance department
- E. Service Management department

Answer: A

NEW QUESTION 481

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