



The-Open-Group

Exam Questions OG0-093

OG0-093 TOGAF 9 Combined Part 1 and Part 2

NEW QUESTION 1

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question.

The ABC company is a mobile telecommunications company formed through a series of mergers and acquisitions. They are yet to fully integrate the customer service systems for the most recent acquisitions, and as result, customer service has been a major concern for the Chief Technology Officer. Results for the last two quarters have shown that Average Revenue Per User (ARPU) and the customer retention (Churn) rate have fallen below the industry average.

The Corporate Marketing group has published some new findings about customer satisfaction. The customers appear to be switching to AirLight, a competitor, because of superior customer service. The company actually has better coverage in nearly all markets than AirLight, and good roaming agreements that keep rates low for business travelers. But, customer satisfaction has remained low. The Business Strategy group and the Enterprise Architecture group have conducted a high-level project to develop the enterprise-wide strategic plan.

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

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

Refer to the Scenario

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

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

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

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

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

Answer: D

NEW QUESTION 2

- (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 3

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 4

- (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 5

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

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

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

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

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

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

Refer to the Scenario

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

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

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

Answer: A

NEW QUESTION 6

- (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 capabilities.
- 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 agrees.
- 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 7

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 8

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

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

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

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

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

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

Refer to the Scenario

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

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

Answer: B

NEW QUESTION 9

- (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 10

- (Exam Topic 2)

What does the TOGAF standard provide to guide architectural activity within the enterprise in terms of structures, roles, responsibilities, and processes?

- A. Architecture Development Method
- B. Architecture Capability Framework

- C. Architecture Content Framework
- D. Enterprise Continuum

Answer: B

NEW QUESTION 10

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

The CEO of the chain has stated his concerns about the inefficiencies of the current systems and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new services to help them compete with other retail outlets and online retailers. This strategy is part of the long-term commitment to enhance the brand image and increase revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

These changes will provide the chain with improved products, and more efficient operations. The stores will also act as delivery and return locations for a large online retailer which will further increase the number of potential customers. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising and new products to specific regions.

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

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

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

Refer to the scenario

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

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

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

Answer: A

NEW QUESTION 14

- (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 15

- (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 19

- (Exam Topic 2)

Complete the sentence. The TOGAF Technical Reference Model _____

- A. is an example and should be tailored to the needs of an organization
- B. must be used "as is" for developing comprehensive architecture models
- C. contains several industry specific frameworks
- D. is intended to contain the Enterprise Continuum
- E. contains only solution building blocks

Answer: A

NEW QUESTION 23

- (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 26

- (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 31

- (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 34

- (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 capability
- 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 38

- (Exam Topic 2)

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

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

Answer: D

Explanation:

References:

NEW QUESTION 42

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 43

- (Exam Topic 2)

Which phase of the ADM focuses on the governance and management of the Architecture Contracts that cover the overall implementation and deployment process?

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

Answer: D

NEW QUESTION 47

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question.

The ABC Ltd. is a leading medical device manufacturer in the highly competitive market for Migraine Headache Pain Management (MHPM) devices. These tiny wireless devices are implanted in the brain and can deliver a precise electric shock when the wearable Pain Control Unit (PCU) detects an increase in stress induced by the onset of a migraine headache. This technology will be a breakthrough in the treatment of this condition, and several competitors are striving to be the first to introduce a product into the market. However, all of them must demonstrate the effectiveness and safety of their products in a set of clinical trials that will satisfy the regulatory requirements of the countries in the target markets.

The Enterprise Architecture group at 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 independent clinical trials. The Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. The company Architecture Development Method is strictly based on TOGAF 9 with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. The project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain. A corresponding Security Architecture has been defined.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. He has stated that the changes to the enterprise architecture for the new system will need to be rolled out on a geographic basis that will minimize disruptions to ongoing clinical trials. The work will need to be done in stages and rolled out in geographical regions.

Refer to the Scenario

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

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

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

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

- Q. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture
- R. Schedule the rollout one region at a time
- S. Document the progression of the enterprise architecture using an Enterprise Architecture State Evolution table.

Answer: C

NEW QUESTION 52

- (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 55

- (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 59

- (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 64

- (Exam Topic 2)

Which of the following is NOT an objective for Phase B, Business Architecture?

- A. Defining the Strategic Business Plan
- B. Describing the Baseline Business Architecture
- C. Developing the Target Business Architecture
- D. Selecting relevant viewpoints for key stakeholders "Pass Any Exam"
- E. Any Time."

Answer: A

NEW QUESTION 68

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 70

- (Exam Topic 2)

The statement, "Getting information to the right people at the right time in a secure, reliable manner in order to support the operations that are core to the extended enterprise" describes the concept of

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

Answer: A

NEW QUESTION 73

- (Exam Topic 1)

Which one of the following best describes the Architecture Vision document?

- A. An agreement between development partners and the sponsor on architecture deliverables
- B. A description of how the new capability will address stakeholder concerns
- C. A description of the scope and approach for completion of the architecture project
- D. A set of quantitative statements outlining requirements on the implementation
- E. A set of rules and guidelines to support fulfilling the mission of the organization

Answer: B

NEW QUESTION 76

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 77

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 81

- (Exam Topic 1)

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

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

Answer: E

NEW QUESTION 84

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 89

- (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 94

- (Exam Topic 1)

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

- A. Preliminary Phase and Phase A

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

Answer: C

NEW QUESTION 96

- (Exam Topic 1)

Which part of the TOGAF document describes an overview of typical architecture deliverables?

- A. ADM Guidelines and Techniques
- B. Architecture Capability Framework
- C. Architecture Content Framework
- D. Enterprise Continuum & Tools
- E. TOGAF Reference Models

Answer: C

NEW QUESTION 101

- (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 102

- (Exam Topic 1)

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

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

Answer: E

NEW QUESTION 106

- (Exam Topic 1)

Which of the following best describes the TOGAF classification in Phase H for a re-architecting change?

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

Answer: B

NEW QUESTION 110

- (Exam Topic 1)

Which ADM phase is responsible for assessing the performance of the architecture and making recommendations for change?

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

Answer: E

NEW QUESTION 114

- (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 117

- (Exam Topic 1)

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

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

Answer: E

NEW QUESTION 118

- (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 119

- (Exam Topic 1)

What part of the TOGAF standard discusses the processes, skills and roles to operate an architecture function within an enterprise?

- A. Architecture Development Method
- B. Architecture Capability Framework
- C. Enterprise Continuum & Tools
- D. Architecture Content Framework
- E. TOGAF Reference Models

Answer: B

Explanation:

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

NEW QUESTION 122

- (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 125

- (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 127

- (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 128

- (Exam Topic 1)

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

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

Answer: B

Explanation:

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

NEW QUESTION 129

- (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 131

- (Exam Topic 1)

Which phase of the ADM ensures that implementation projects conform to the defined architecture?

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

Answer: D

NEW QUESTION 134

- (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 138

- (Exam Topic 1)

Which one of the following is an objective of Phase A, Architecture Vision?

- A. Defining architecture principles
- B. Defining relationships between management frameworks
- C. Defining the enterprise
- D. Evaluating the enterprise architecture maturity
- E. Identifying stakeholders and their concerns

Answer: E

NEW QUESTION 142

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 145

- (Exam Topic 1)

Which of the following is an objective of Phase G, Implementation Governance?

- A. Ensure that the enterprise's Architecture Capability meets current requirements
- B. Establish the value realization process
- C. Ensure that implementation projects conform with the Target Architecture
- D. Prioritize the projects through risk validation
- E. Assess the performance of the architecture and make recommendation for change

Answer: C

Explanation:

Reference

<http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap13.html>

NEW QUESTION 149

- (Exam Topic 1)

Complete the sentence. According to TOGAF, a view is used to describe how the _____ of a stakeholder are being met.

- A. concerns
- B. constraints
- C. interests
- D. perspective
- E. requirements

Answer: A

NEW QUESTION 153

- (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 155

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 158

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 162

- (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 163

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 166

- (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 169

- (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 171

- (Exam Topic 1)

Which of the following best describes the meaning of "Initial Level of Risk" in Risk Management?

- A. The categorization after implementation of mitigating actions
- B. The categorization after initial risk assessment
- C. The categorization after mitigation and residual risk assessment
- D. The categorization before determining and implementing mitigating actions
- E. The categorization before risk identification

Answer: D

NEW QUESTION 172

- (Exam Topic 1)

Which of the following best describes the purpose of the Architecture Requirements Specification?

- A. It provides a list of work packages and a schedule for implementation of the target architecture.
- B. It defines the scope and approach to complete an architecture project
- C. It provides a set of statements that outline what a project must do to comply with the architecture
- D. It is sent from the sponsor and triggers the start of an architecture development cycle
- E. It contains an assessment of the current architecture requirements

Answer: C

Explanation:

Reference

http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap36.html#tag_36_02_06

NEW QUESTION 177

- (Exam Topic 1)

Complete the sentence. The Requirements Management Phase _____.

- A. addresses and resolves requirements between ADM phases
- B. is a central process that prioritizes requirements for all ADM phases
- C. is used to dispose of resolved requirements for all ADM phases
- D. generates new requirements and passes them to all ADM phases
- E. stores requirements and manages their flow into relevant ADM phases

Answer: E

NEW QUESTION 178

- (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 181

- (Exam Topic 1)

Which of the following best describes the purpose of the Business Transformation Readiness Assessment technique?

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

Answer: A

NEW QUESTION 183

- (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 185

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 190

- (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 195

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 198

- (Exam Topic 1)

Which one of the following statements about viewpoints is correct?

- A. A viewpoint is always specific to an architecture
- B. A viewpoint is used to create views in Phases E and F

- C. A viewpoint is used as a template to create a view
- D. A viewpoint is what a stakeholder sees

Answer: C

NEW QUESTION 203

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 208

- (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 210

- (Exam Topic 1)

According to TOGAF, when creating views for a particular architecture, what is the recommended first step?

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

Answer: D

NEW QUESTION 212

- (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 213

- (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 217

- (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 220

- (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 222

- (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 223

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

You are serving as the Lead Enterprise Architect at a major supplier in the automotive industry. The company is headquartered in Cleveland, Ohio with manufacturing plants across the United States, Brazil, Germany, Japan and South Korea. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

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

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

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

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

Refer to the Scenario

[Note: You should assume that the company has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.]

One of the earliest initiatives in the Enterprise Architecture program was the definition of a set of architecture principles. These now need to be updated to address the concerns raised.

You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution.

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

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

Answer: C

NEW QUESTION 228

- (Exam Topic 2)

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

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

Answer: E

Explanation:

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

NEW QUESTION 230

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 233

- (Exam Topic 2)

Complete the sentence. According to TOGAF, the simplest way of thinking about the Enterprise Continuum is as a _____

- A. Configuration Database
- B. library of architecture artifacts
- C. Requirements Management System
- D. Standards Information Base
- E. view of the Architecture Repository

Answer: E

NEW QUESTION 237

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

The agency has an established Enterprise Architecture (EA) capability based on the TOGAF standard. The Executive Director of the agency is the sponsor of the EA capability.

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

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

The Chief Architect has noted that the core EA artifacts that have been in use are not able to describe these new capabilities. The artifacts do not have explicit provisions for defining the in-depth measurement

requirements regarding specific services required for the system. She has learned that certain services within the current system have service measurement implementations that match some of the new requirements, but they are only used in a few areas.

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

Refer to the Scenario

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

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

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

- A. You recommend that a Communications Engineering view is created using the infrastructure consolidation extension from the Architecture Content Metamodel
- B. This view will allow architects to align the needed performance measurement communications across the system
- C. This will support the stringent performance measurements needed for the more detailed governance views required for the upgraded system, making the interfaces to the communication and network layer of the architecture highly visible at the application level.
- D. You recommend that the services extension be incorporated into the Architecture Content Metamodel. By using this extension, the service model is no longer constrained by what is expected in typical business service definitions, allowing more flexibility for adding customized models to support the more stringent measurement requirement
- E. The services extension can also be used to map terminology between the business services and the application components.
- F. You recommend that the motivation and governance extension are incorporated into the Architecture Content Metamodel
- G. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance model
- H. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.
- I. You recommend all of the extensions be incorporated into the Architecture Content Metamodel
- J. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needed to support the performance and measurement objectives linked to these artifact
- K. Once the new repository content has been implemented, on-demand queries can be used to generate a customized governance stakeholder view that isolates the artifacts and data needed to assess measurement for any particular service
- L. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.

Answer: B

NEW QUESTION 240

- (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 244

- (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 248

- (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 252

- (Exam Topic 2)

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

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

Answer: E

NEW QUESTION 254

- (Exam Topic 2)

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

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

Answer: D

Explanation:

Reference <https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap06.html>

NEW QUESTION 258

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the question

Your role is that of the Lead Architect working for a government agency responsible for immigration, customs, and border control. The agency was formed by consolidating several smaller government agencies. The agency has established an Enterprise Architecture practice based on TOGAF 9. The CIO is the executive sponsor and has appointed an EA steering team to oversee the practice.

There has been a considerable increase in security requirements and immigration service requests in recent years, which have expanded the scope and size of the operations of the agency. As a result, the existing Information Technology architecture no longer meets the required service levels. A significant Enterprise Architecture (EA) initiative is in progress with the opal to improve customer responsiveness and satisfaction, and improve the overall operational efficiency of the agency.

The current EA staff members were internal appointments based on a request from the EA steering team to supply a number of suitable individuals for the EA effort. Collectively, they possess a broad range of IT and business analysis skills. However, the CIO has expressed concern about the diverse range of experience within the team. There is concern that the EA staff may be lacking in some of the critical skills that are required to properly conduct EA activities. It had been assumed that any EA-related skill gaps would be overcome by on-the-job mentoring from the senior members of the EA staff. Each architect was expected to attend a TOGAF training course and participate in other skill development activities.

A recent review of the EA program revealed that many EA staff members, despite attending multi-day training courses, were not proficient in analyzing or creating the models and artifacts required for their assigned architecture projects. Stakeholders have observed errors and inconsistencies in artifacts and deliverables being submitted for review.

Refer to the Scenario

The CIO has asked you to recommend a professional development plan for the EA staff in order to address the findings raised in the recent review.

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

- A. You recommend that a comprehensive evaluation of key team leader skills be made using the TOGAF Architecture Skills Framework
- B. Based on the evaluations, you will recommend the necessary staff change
- C. This will ensure that the team leaders have the necessary skills and experience for the architecture tasks within the agency
- D. The role and skill categories defined in the TOGAF Architecture Skills Framework should then be shared with the department leaders so that in the future, they can make more informed choices when providing internal candidates for the EA team.
- E. You recommend that an architecture maturity assessment should be conducted
- F. This will identify the practices on which the agency should focus to see the greatest improvement and ensure that the basic enterprise architecture process is documented
- G. As part of the assessment, all of the team leaders should be interviewed and their qualifications assessed
- H. In order to rectify areas of low proficiency, they are expected to attend additional EA training course
- I. When the team leaders have achieved the desired levels of proficiency, they should apply a similar process for their staff members.
- J. You recommend that you work with the EA steering team to adapt the TOGAF Architecture Skills Framework for use within the architecture practice at the agency
- K. The categories of architecture roles, the required skills for each role and the desired level of proficiency for each role and skill will be defined by this framework
- L. Each team member, or prospective team member, can then be evaluated for suitability against these roles and skill
- M. Staffing and training adjustments can then be made as necessary to close gaps that are discovered.
- N. You recommend that to address the issues identified in the review, the experienced team leaders should mentor the junior team member
- O. At the same time additional training should be provided
- P. Since it is now known that some models are improperly defined and may have caused cascading errors in other parts of the architecture, you recommend an iteration of the Migration Planning phase occur, so as to develop a coordinated transition to a new baseline using the last known good architecture
- Q. Once the artifacts are consistent and correct, these can be applied to this new baseline.

Answer: C

NEW QUESTION 263

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