

## Exam Questions OGO-092

TOGAF 9 Part 2

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### NEW QUESTION 1

Scenario:

Please read this scenario prior to answering the Question You are serving as the Chief Architect for a large, global commodities trading company which has been growing rapidly through a series of acquisitions. Each business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information. The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone. As a result, the company has made the decision to introduce a single enterprise-wide application to consolidate information from several applications that exist across the lines of business. The application will be used by all business units and accessed by suppliers through well defined interfaces.

Refer to the Scenario As part of the process for establishing the Enterprise Architecture department, you are developing a set of architecture principles to guide the activities. You need to specify the best approach for this work. Based on TOGAF 9, which of the following is the best answer?

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

**Answer: D**

### NEW QUESTION 2

Chiamin Metals is a leading world-wide manufacturer for continuous casting and bottom pouring powders. In addition to mould powders, the company also produces cored wire for secondary metallurgy. Chiamin Metals offers a variety of products and uses a paper-based catalog to sponsor them. A new CIO has joined the enterprise and has set up a team of Enterprise Architects following the TOGAF 9 practice. The main challenge is now to offer to Chiamin Metals customers a centralized and reliable entry point for their request via the implementation of a global online portal. This will allow the management of new marketing activities and will enable the new Chiamin Metals' ecommerce service.

Refer to the scenario above

You are the Chief Architect and the CIO asked you to present an Architecture Vision to address the above business problem. Identify the best answer accordingly to the TOGAF 9.

Choose one of the following answers

- A. You identify key stakeholders, their concerns, and define the key business requirements to be addressed in the architecture engagement and generate a Stakeholder Map
- B. You Evaluate business capabilities and execute a Business Transformation Readiness Assessment
- C. You apply the Business Scenarios technique to create a high-level view of the Baseline and Target Architectures also based on the stakeholder concerns, business capability requirements, scope, constraints, and principles.
- D. As requested by the CIO you focus on the Architecture Vision documentation and apply the Business Scenarios technique to create a high-level view of the Baseline and Target Architectures also based on the stakeholder concerns, business capability requirements, scope, constraints, and principles.
- E. You create a high-level view of the Target Architectures and then present them to the CIO.
- F. As requested by the CIO you focus on the Architecture Vision and create a detailed view of the Baseline Architecture
- G. This is done for Business, Data, Application and Technology domains and then presented to the CIO using the Architecture Definition Document.

**Answer: A**

### NEW QUESTION 3

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: C**

#### NEW QUESTION 4

Scenario: Rollins Manufacturing

Please read this scenario prior to answering the question

Rollins Manufacturing is a major supplier in the automotive industry, headquartered in Cleveland, Ohio with manufacturing plants in Chicago, Sao Paulo, Stuttgart, Yokohama, and Seoul. Each of these plants has been operating its own Manufacturing Requirements Planning (MRPII) system, production scheduling, and custom developed applications that drive the automated production equipment at each plant.

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

The Rollins Enterprise Architecture department has been operating for several years and

has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9. At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation.

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

Refer to the Rollins Manufacturing Scenario:

You are serving as the Lead Enterprise Architect for the Common ERP Deployment architecture project.

One of the earliest initiatives in the Enterprise Architecture program at Rollins was the definition of a set of IT principles and architecture principles that are well aligned with the overall enterprise principles. These now need to be updated to address the concerns raised.

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

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

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

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

**Answer: C**

#### NEW QUESTION 5

Scenario: St. Croix Consulting

Please read this scenario prior to answering the question

St. Croix Consulting 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 St. Croix'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 Enterprise Architecture framework is based on TOGAF 9.

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of the Enterprise Architecture program.

Refer to the St Croix Consulting Scenario:

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

As the EA team prepares 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.

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. 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. Prior to preparing the Implementation plan, 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: C**

### NEW QUESTION 6

Scenario: AGEX Inc.

Please read this scenario prior to answering the question

AGEX is a large, global commodities trading company which has been growing rapidly through a series of acquisitions.

Each new business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information. The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone. As a result, AGEX has begun implementing a single Enterprise Resource Planning (ERP) system to consolidate information from several applications that exist across the lines of

business. The Corporate Board is concerned that the new ERP system must be able to manage and safeguard customer information in a manner that meets or exceeds the legal requirements of the countries in which the company operates. This will be an increasingly important capability as the company expands its online services offered to clients and trading partners.

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the ERP implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture.

After reviewing the available alternatives, and based on recommendations from the ERP vendor, AGEX has selected TOGAF 9 as the basis for its Enterprise Architecture program.

The CIO has endorsed this choice with the full support of top management. Refer to the AGEX Inc. Scenario

You are serving as the Chief Architect.

As part of the process for establishing the Enterprise Architecture department, you have decided to create a set of principles to guide the activities.

You have been asked to recommend the best approach for this work. Based on TOGAF 9, which of the following is the best answer?

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

**Answer: D**

### NEW QUESTION 7

Scenario: AutoComp Corporation

AutoComp Corporation produces components for the Car industry. Driven by the global financial downturn they are looking to reduce IT costs. They believe there is a cost saving opportunity within IT but this is not quantified in terms of potential savings nor is there agreed target architecture.

Final decisions on the solutions are not yet fully agreed. They have completed their Vision Phase and first pass of the three architecture definition phases and now they want to finalize and plan their solutions. You are the Chief Architect from a consulting organization brought into review the work to date by AutoComp Corporation and to make recommendations to the CIO and the board on this.

Which of the following answers best describes how TOGAF recommends in this context?

- A. I would determine the business value of each solution, prioritize accordingly each set of solutions, conduct detailed Risk Assessment and Mitigation, do Compliance reviews and then implement the solution
- B. I would present my recommendations to the board for agreemen
- C. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.
- D. I would after confirming Enterprise Change Attributes and constraints, do a Consolidated Gap Analysis then dependencies, then group and allocate the transition
- E. I would also assess Enterprise readiness and risks.Then I would also assess the business value of the solutions, do risk analysis with mitigation and then schedule the work products.
- F. I would do a Consolidated Gap Analysis by considering then dependencies, then group and allocate the transition
- G. I would then look to produce artifacts that describe the recommended projects, the risk, issues and dependencie
- H. This would also include transition architects to move us from current architecture to the recommended target architecture
- I. I would present my recommendations to the board for agreemen
- J. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.
- K. I would look at the corporate culture and attitude to change, understand the constraints such as cost and the required time horizon
- L. I would then look at the architecture work to ensure it is complete and seek to address any gap
- M. I would review the functional requirements and ensure there are complete interoperability requirement
- N. I would then validate any dependencies and risk
- O. Then formulate an implementation and migration strategy identifies major work packages and the transition architecture require
- P. Finally, once agreement is reached with the board I will create project charters and re-factor any changes needed from the board discussion into the architecture.

**Answer: D**

### NEW QUESTION 8

Scenario: MegaMart

Case Study Title (Case Study):

MegaMart is a Retail Chain which has expanded throughout India and the Far East. The CEO and CIO decide that there is a crying need to put an Enterprise Architecture in

place to realize MegaMart's strategy to expand its revenue and diversify. The CIO has evaluated and decided to go in for TOGAF9 and adapt it to his enterprise requirements.

The Preliminary and Vision Phase have been completed.

As such very few architectural artifacts exist and the target architecture as of now is not very clear. As the Lead Architect how would you guide your team of architects for the Business Architecture definition?

- A. In the first iteration start with the definition of the Target Business Architecture using a Top down Approach. Then keep on iterating in Phase B till the Target Business Architecture is refined before going to Phase C and Phase
- B. After Phase C and Phase D are over, iterate again to Phase B and define the baseline Business Architecture, analyze the gaps finalize the Architecture Definitions documents and proceed to Phase C and Phase D.
- C. In the first iteration start with the definition of the Baseline Business Architecture using a Top Down approach
- D. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholder
- E. Then proceed to Phase C and Phase
- F. In the next iteration finalize the Target Business Architecture and proceed to Phase C and Phase D.
- G. In the first iteration start with the definition of the Baseline Business Architecture using a Bottom Up approach
- H. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders'. Proceed to Phase C and Phase
- I. In the next iteration finalize the Target Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition document
- J. after analyzing the impacts and reviewing with the stakeholder
- K. Then proceed with the iteration.
- L. In the first iteration start with the definition of the Target Business Architecture using a Top Down approach
- M. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders proceed to Phase C and Phase
- N. In the next iteration finalize the Baseline Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition document
- O. After analyzing the impacts and reviewing with the stakeholder
- P. Then proceed with the iteration.

**Answer: C**

### NEW QUESTION 9

Scenario: Sollace Manufacturing

Please read this scenario prior to answering the question Sollace Manufacturing is a major supplier in the automotive industry, headquartered in Cleveland, Ohio with manufacturing plants in Chicago, Sao Paulo, Stuttgart, Yokohama, and Seoul. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

Sollace Manufacturing is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in process waste could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. A reduced number of IT staff could support the remaining applications. In some cases, a third-party contractor could provide those staff. The Sollace Manufacturing Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9. At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation. The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their planning and production scheduling from a central system located in Cleveland. The Chief Engineer wants to know how these concerns can be addressed.

Refer to the Sollace Manufacturing Scenario You are serving as the Lead Enterprise Architect for the Common ERP Deployment architecture project. One of the earliest initiatives in the Enterprise Architecture program at Sollace Manufacturing was the definition of a set of IT principles and architecture principles that are well aligned with the overall enterprise principles. These now need to be updated to address the concerns raised.

You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution. [Note: You should assume that Sollace Manufacturing has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.] Based on TOGAF 9, which of the following is the best answer?

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

**Answer: C**

### NEW QUESTION 10

TP Banking is a strong financial institute with a well-known acquisition history with an internal IT department managing over 100 projects related to infrastructure and services.

The CIO has decided to create an Enterprise Architecture based on TOGAF 9 as reaction to the difficult market conditions. An Architecture Vision and a set of domain architectures were approved. The CIO is asking you (the Lead Architect) to define an Implementation and Migration Plan that realizes the vision already agreed with the stakeholders involved.

Refer to the scenario above

You are leading a group of domain architects and you are working with the corporate PMO, the business strategy team and service operations. You are meeting the stakeholders to clarify how you want to proceed with the Implementation and Migration Plan.

Choose one of the following answers

- A. You propose to start collecting the existing deliverables describing the different domains in order to enable the Enterprise Architecture team to integrate them with the support of the operation management
- B. Every domain architect will then evaluate the impact on the projects already planned for the domain
- C. The single revised plans will be integrated together and consolidated into a strategic implementation and migration strategy defining an IT roadmap.
- D. You communicate the need for urgent
- E. The projects already planned will be cancelled and the implementation of the new architecture vision will be set as first priority
- F. A set of new projects will be defined to implement the new strategy
- G. You will use the requirements from Phases B through D and define new projects for each one of the requirements
- H. The use of defined interoperability architecture guidelines will then enable the project teams to work together and define a set of new point-to-point interfaces.
- I. You describe the concept of Transition Architectures and clarify that the business value can be achieved by all the projects delivering their increments in a

coordinated approach

J. Capability gaps and project dependencies are analyzed for each domain this will then enable the projects to be organized in work package

K. You will then agree on the roadmap for the implementation and migration strategy meeting with all the key stakeholders.

L. You communicate the CIO's will to transform the corporation and then that he's seeking help from the domain architects to do that

M. The requirements are managed in order to enable every Architect to participate to the planning that will result in a detailed list of work activities with impact on the IT portfolio of project

N. A five year Target Architecture will then be defined and a report will keep track of dependencies and factors assessment.

**Answer: C**

#### NEW QUESTION 10

RIG Networks, a global network supplier is implementing a massive replacement of its supply chain to reduce production cost of their new LTE (Long Term Evolution) gateways. As part of this renovation process the CIO decided to replace their ERP (Enterprise Resource Planning) system using a greenfield approach (where the legacy ERP system will be decommissioned). The CIO engaged a team of TOGAF 9 certified consultants to design the solution, he then identified the suppliers and asked you as Chief Architect to supervise the definition of the Architecture Design and Development Contract.

Refer to the scenario above

You now need to write the Architecture Design and Development Contract, identify how you would do this following TOGAF 9.

Choose one of the following answers

A. You would define the Architecture Design and Development Contract with : introduction and background, the nature of the agreement, scope of the architecture, architecture and strategic principles and requirements, conformance requirements, Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

B. You would define the Architecture Design and Development Contract with : introduction and background, the nature of the agreement, scope of the architecture, architecture and strategic principles and requirements, conformance requirements, Baseline Architecture definition, Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

C. You would define the Architecture Design and Development Contract with : Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

D. You would define the Architecture Design and Development Contract with : scope, goals, objectives and constraints, Architecture Principles, Baseline Architecture, Architecture Models, Gap Analysis, Impact Assessment.

**Answer: A**

#### NEW QUESTION 12

Scenario: Vittronics Ltd.

Please read this scenario prior to answering the question

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

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

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

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

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

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity.

Refer to the Vittronics Ltd Scenario:

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

As required by TOGAF, the SPICE project team recently completed a Business Transformation Readiness Assessment in Phase A (Architecture Vision). In that assessment, it was determined that there are risks associated with the adoption of the Immersive Collaborative Environment. Despite a clear expression of the vision and the business need for utilizing SPICE to accelerate the clinical trials, the researchers have been resisting the change because of concerns about safeguarding individually identifiable information about the subjects who were participating in the trials.

You have been asked to recommend how this situation be managed in the implementation planning phases.

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

A. You decide that in Phase E, the team creates an overall solutions strategy that can guide the Target Architecture implementation and structure the Transition Architecture

B. You check that there is consensus before proceeding.

C. You decide to return to Phase A, where the team should brainstorm a technical solution that mitigates the residual risks presented by the privacy issue

D. Then, during Phase D, you will direct the team to develop an Architecture Building Block to manage the security risk

E. After that, the team should select Solution Building Blocks that mitigate all of the identified risks and revise the Requirements Impact Statement to reflect the changes to the high-level solutions strategy and migration plan.

F. You decide that in Phase E, the team review the Business Transformation Readiness Assessment and identify, classify, and mitigate the risks associated with the identified readiness factor

G. If the risks can be satisfactorily mitigated, then you would continue to define a high-level solutions strategy that includes the Transition Architectures needed to make the change culturally and technically feasible.

H. You decide that in Phase E, the team determines an approach to implementing an overall strategic direction that will address and mitigate the risks identified.

**Answer: B**

#### NEW QUESTION 13

Scenario:

Please read this scenario prior to answering the Question

Your role is that of Lead Enterprise Architect within a vacation property management firm that has been growing through acquisition. The firm manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently,

the only requirement that has been placed on each property is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.

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

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

The firm has a mature enterprise architecture practice and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity.

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

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

Refer to the scenario

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

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

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

**Answer: D**

#### NEW QUESTION 17

Scenario: AGEX Inc.

Please read this scenario prior to answering the question

AGEX is a large, global commodities trading company which has been growing rapidly through a series of acquisitions.

Each new business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information. The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.

As a result, AGEX has begun implementing a single Enterprise Resource Planning (ERP) system to consolidate information from several applications that exist across the lines of business. The Corporate Board is concerned that the new ERP system must be able to manage and safeguard customer information in a manner that meets or exceeds the legal requirements of the countries in which the company operates. This will be an increasingly important capability as the company expands its online services offered to clients and trading partners.

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the ERP implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture.

After reviewing the available alternatives, and based on recommendations from the ERP vendor, AGEX has selected TOGAF 9 as the basis for its Enterprise Architecture program.

The CIO has endorsed this choice with the full support of top management. Refer to the AGEX Inc. Scenario

You are serving as the Chief Architect.

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 AGEX 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 AGEX businesses and their suppliers.
- D. You evaluate the implications of the Board's concern in terms of regulatory requirements and their impact on business goals and objective
- E. 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. You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed.
- F. You start by clarifying the intent that the Board has for raising this concern
- G. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objectives. You propose that a security architect or security architecture team be allocated to develop comprehensive security architecture.
- H. You evaluate the implications of the Board's concern by examining the potential impacts on business goals and objective
- I. Based on your understanding, you then update the current AGEX 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: A**

#### NEW QUESTION 22

Scenario: Summer Seeds BV

Please read this scenario prior to answering the question Summer Seeds BV is an international agricultural company exporting bulbs, flowers and seeds worldwide. It is headquartered in Rotterdam in the Netherlands, and has sales and distribution centers in over 60 countries worldwide. Several of these centers include administrative, manufacturing, and research facilities. To achieve full integration of their research capabilities with their development centers located in various climate zones, the company wants to develop strong self directed teams in each location. It also wants to define new business models that are profitable while reducing their impact on the environment. The management is deeply committed to ensuring that the company is a world leader in socially responsible seed

development with a business strategy that focuses on profitability through environmentally friendly operating processes. Summer Seed's international operations are subject to various legal and regulatory requirements. In areas such as genetically modified seeds, governmental controls are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was developing pest-resistant seeds. The Governing Board is concerned, and as a result has approved the expenditure of resources to establish an Enterprise Architecture program. They have requested information about the status of projects that could impact regulatory compliance. They also want to enable the corporate legal staff and auditors to analyze proposed architectures to ensure that they are within the legal guidelines for a given location. In addition, the research organization should be able to see that the architecture is appropriate for its needs. TOGAF 9 has been mandated as the guiding framework for the development and evolution of the Enterprise Architecture practice.

Refer to the Summer Seeds BV Scenario You have been appointed as the Lead Consultant. You have been asked to recommend an approach that would enable the

development of an architecture that addresses the needs of all these parties. Based on TOGAF 9, which of the following is the best answer?

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

**Answer: C**

### NEW QUESTION 23

UTrack Transports is a strong UK logistics company. The head of the strategic marketing division engaged the Principal Architect issuing a Request for architectural work to design an enhancement of the current Enterprise Data Warehouse system. An enhancement is needed to support the change in the business model; UTrack wants to leverage on customer data collected during business as usual activities and anonymize them to offer marketing agencies a fresh and accessible source of analytics data, this will increase the company revenues.

TOGAF 9 is the architectural framework in use.

Refer to the scenario above The Principal Architect has decided to ask you as Business Intelligence Subject Matter Expert to design the Data Architecture. The Chief Architect shared with you the Architecture Definition Document including the Business Architecture design. You now need to choose the artifacts you want to produce as part of the Data Architecture design. Identify the best answer accordingly to the TOGAF 9.

Choose one of the following answers

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

**Answer: A**

### NEW QUESTION 26

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