

# The-Open-Group

## Exam Questions OG0-092

TOGAF 9 Part 2



### NEW QUESTION 1

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 2

Scenario:

Please read this scenario prior to answering the Question

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

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

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

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

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

Refer to the Scenario

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

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

**Answer: C**

### NEW QUESTION 3

Scenario: Zephyr Enterprises

Please read this scenario prior to answering the question

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

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

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

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

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

Refer to the Zephyr Enterprises Scenario:

You have been assigned by the Lead Architect for the Automated Test System controller project to conduct Compliance Assessments at each manufacturing plant. During the course of the assessment at the Omaha plant, you discover that the Distributed Data Acquisition System they have purchased uses a proprietary Remote Procedure Call (RPC) that utilizes kernel mode threads instead of the user mode threads that are specified in the Architecture Definition Document. In all other respects, the system meets the requirements stated in the Architecture Definition Document and seems to perform correctly. You have been asked to describe the compliance of this system for the final report. Based on TOGAF 9, which of the following is the best answer?

- A. You observe that all of the features in the Architecture Definition Document have been implemented in accordance with the specification, except for the RPC mechanism
- B. Your recommendation is that the system be described as conformant.
- C. You observe that the system has many features in common with the Architecture Definition Document, and those features have been implemented in accordance with the specification
- D. However, you note that the RPC mechanism has been implemented using features that are not covered by the specification
- E. Your recommendation is that the system be described as consistent.
- F. You observe that the implementation of the RPC mechanism has no features in common with the Architecture Definition Document, therefore the question of its conformance should not be considered
- G. Your recommendation is that the system be described as consistent.
- H. You observe that the system meets most of the requirements stated in the Architecture Definition Document and appears to work correctly
- I. However, you note that the RPC mechanism has not been implemented according to the specification
- J. Your recommendation is that the system be described as non-conformant.

**Answer: D**

#### NEW QUESTION 4

FreshFruit Int. is an online American grocer. The Executive Board decided to implement a new strategy to expand the business to other markets. The CIO is sponsoring an enterprise activity to support the expanded operations. A new solution is rolled-out to replace the legacy online sales platform. A compliance review was performed to assess the solution implementation. The result of the review highlighted a complaint from the development team stating that the new system is difficult to integrate with the existing warehouse automation systems. The Chief Architect is concerned that the complaint is not related to a real problem of the solution but is based on personal preferences of the development teams. Another interview with the project team is scheduled. Refer to the scenario above You are the Lead Architect and an architect from your team leads the review team. You have to answer how, based on TOGAF 9, you should enable the review team to conduct the reviews successfully. Choose one of the following answers

- A. Meeting with the project architect you clarify the purpose of the review
- B. You ask to perform an objective and fair review using the checklists to frame the review and clarify that you want them to identify the issues behind the implementation team complaints.
- C. You organize a meeting with the review team and state the importance to identify any non-compliance that may have come from the implemented solution.
- D. You organize a meeting with the review team and stress the importance of a high degree of compliance without any exceptions
- E. The review should cover every aspect of the implementation and should criticize the implementation techniques.
- F. You verify that criteria for the program and the business objectives are mapped in the checklists that the project team prepared for the interview
- G. You confirm the checklist content to the project architect and stress the need to be objective and fair during the review process.

**Answer: D**

#### NEW QUESTION 5

Scenario:

Please read this scenario prior to answering the Question

You have been appointed as a consultant to the Lead Enterprise Architect of an international agricultural company that exports bulbs, flowers and seeds worldwide. The company has its headquarters in the Netherlands, and has sales and distribution centers in over 30 countries worldwide. Several of these centers include administrative, manufacturing, and research facilities.

To achieve full integration of their research capabilities with their development centers located in various climate zones, the company wants to develop strong self-directed teams in each location. It also wants to define new business models that are profitable while reducing their impact on the environment. The management team is deeply committed to ensuring that the company is a world leader in socially responsible seed development with a business strategy that focuses on profitability through environmentally friendly operating processes.

The international operations of the company are subject to legal and regulatory requirements for each country where they operate. The production of genetically modified seeds has governmental controls that are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was developing pest-resistant seeds.

The Governing Board is concerned about the risks posed in this complex global environment, and as a result has approved the expenditure of resources to establish an Enterprise Architecture program. They have requested to be informed about the status of projects that could impact regulatory compliance. They also want to enable the corporate legal staff and auditors to analyze proposed architectures to ensure that they are within the legal guidelines for a given location. In addition, the research organization should be able to see that the architecture is appropriate for its needs.

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

Refer to the Scenario

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

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

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

**Answer: D**

### 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:

Please read this scenario prior to answering the question

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

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

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

TOGAF 9 and its Architecture Development Method (ADM) are used to develop the automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies.

Recently, a pilot architecture project was completed at a single location that defined a standard approach for controlling the Automated Test System that is used at each plant to perform final quality assurance tests on each completed blade assembly. The Architecture

Board approved the plan for immediate implementation at each plant.

Architecture Contracts have been developed that detail the work needed to implement and deploy the new Automated Test System controller for each location.

The Chief Engineer, sponsor of the activity, has expressed concern that a uniform process be employed at each location to ensure consistency.

Refer to the Scenario

You have been asked to recommend the best approach to address the Chief Engineer's concern.

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

- A. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk managemen
- B. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract. You schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definitio
- C. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- D. You create an Architecture Contract to manage and govern the implementation and migration process at each locatio
- E. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organizatio
- F. For contracts issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- G. You create an Architecture Contract to manage and govern the implementation and migration proces
- H. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac

- I. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.
- J. You use the issued Architecture Contracts to manage the architecture governance processes for the project across the location
- K. You deploy monitoring tools to assess the performance of the completed blade assembly at each location and develop change requirements if necessary. You recommend that if a deviation from the contract is detected, the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local need
- L. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

**Answer: A**

### NEW QUESTION 8

Scenario: Zephyr Enterprises

Please read this scenario prior to answering the question

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

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

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

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

An Architecture Contract was developed that detailed the work needed to implement and

deploy the new Automated Test System controller. The Chief Engineer, sponsor of the activity, has expressed concern that a uniform process be employed at each site to ensure consistency.

Refer to the Zephyr Enterprises Scenario You are the Lead Architect for this activity.

You have been asked to recommend the best approach to adopt to address the Chief Engineer's concern.

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

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

**Answer: C**

### NEW QUESTION 9

Scenario:

Please read this scenario prior to answering the Question

You are serving as the Chief Architect for a large, global commodities trading company which has been growing rapidly through a series of acquisitions.

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

As a result, the company has made the decision to introduce a single enterprise-wide application to consolidate information from several applications that exist across the lines of business. The application will be used by all business units and accessed by suppliers through well defined interfaces.

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

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

TOGAF 9 has been selected for use for the Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

Refer to the Scenario

In the Preliminary Phase you need to define suitable policies and ensure that the company has the appropriate capability to address the concerns of the Corporate

Board.

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

- A. You start by clarifying the intent that the Board has for raising these concern
- B. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objective
- C. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture and that this be considered an additional domain architecture.
- D. You evaluate the implications of the Board's concerns by examining the security and regulatory impacts on business goals, business drivers and objective
- E. Based on your understanding, you then update the current security policy to include an emphasis on the concern
- F. You define architecture principles to form constraints on the architecture work to be undertaken in the projec
- G. You then allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.
- H. You identify and document the security and regulatory requirements for the application and the data being collecte
- I. You ensure that written policies are put in place to address the requirements, and that they are communicated across the organization, together with appropriate training for key employee
- J. You identify constraints on the architecture and communicate those to the architecture tea
- K. You establish an agreement with the security architects defining their role within the ongoing architecture project.
- L. You evaluate the implications of the concerns raised by the Corporate Board in terms of regulatory requirements and their impact on business goals and objective
- M. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the concern
- N. You allocate a security architect to oversee the implementation of the new application that is being developed.

**Answer: C**

### NEW QUESTION 10

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 10

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 13

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 urgency
- 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 packages
- 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 17

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

During the initial meeting of the Common ERP Deployment architecture project team, a number of alternative recommendations for how to proceed are put forward by members of the team.

You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture.

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

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

**Answer: C**

**NEW QUESTION 20**

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

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

**Answer: D**

**NEW QUESTION 24**

Patterns & Co. is introducing a Commercial Off-the-Shelf (COTS) Market Analytics solution in order to improve its new delivery service. Patterns & Co. has a mature enterprise architecture capability and the CIO is the sponsor of the enterprise architecture team. The business vision and requirements for the new system are defined. It includes a detailed business process analysis. The supplier has proposed a solution but the Architecture Board identified some of the project requirements not consistent with the adopted infrastructure standards. The CIO considered the risks and approved the implementation. The CIO has asked the EA team to execute the Phase G ensuring that the system performance KPIs are respected, the project remains within budget and security guidelines are met. Refer to the scenario above As Lead Enterprise Architect you have to recommend a plan to implement the CIO decision. Choose the best answer according to TOGAF 9.  
 Choose one of the following answers

- A. You ask the supplier to modify the web server hardware and software components so they can meet the current infrastructure standard
- B. You advise to execute a proof of concept to anticipate any coding issue
- C. Then, after the agreement with the development leads for supporting the development, you will provide the project plan to the project manager and develop an Architecture Contract
- D. A set of frequent operational reviews to monitor the solution's performance is then scheduled after the implementation is completed.
- E. You recommend the co-existence of a second web server standard and modify the company Standards Information Base adding this new technology. You ask the project architects to create an Architecture Contract with the development team
- F. You identify the need of a performance testing and a compliance review You agree with the business on SLA and delivery date
- G. You identify re-usable procedures and objects.
- H. You eliminate the non-standard web server from the solution as recommended by the Architecture Board
- I. You create a revised plan and Architecture Contract for the development stressing the re-use of standard technologies
- J. You share the budget implication of this solution with a finance committee and inform the CIO of the long term cost benefits of this choice
- K. You define periodical project management meetings to monitor compliance.
- L. You execute a risk analysis and set deliverables and timing requirements with the development team
- M. You implement a detailed impact analysis of the chosen solution
- N. You create an Architecture Contract and ask for the CIO's approval before implementing it
- O. You test the solution just prior to implementation and deliver the project artifacts and store them after the completion of the implementation.

**Answer: B**

**NEW QUESTION 25**

**Scenario:**  
 Please read this scenario prior to answering the Question  
 You have been assigned the role of Lead Enterprise Architect for a manufacturing firm that specializes in musical instruments. The firm has been established for over 100 years, operating in North America for most of that time. In the last ten years, the firm has expanded into European markets and will soon establish a market in Latin America. A future expansion into the Asia Pacific region is also planned. The firm is organized into several business units that each focus on manufacturing particular families of instruments such as brass, woodwind, and percussion. Each business unit has acquired other producers to expand its manufacturing capacity. This has resulted in a complex environment with a high diversity of business and manufacturing systems. The Enterprise Architecture (EA) program within the firm has been functioning for several years. It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are joint sponsors of the EA program. The EA program is mature, with an active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF 9 Architecture Content Framework. The EA process framework is well coordinated with the PMO, Systems Development, and Operations functions. The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the four target geographic markets. One of the goals of this reorganization is to improve the ability of Marketing to collect more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence. A Request for Architecture Work to address the goals of the reorganization has been approved. As the architecture team commences its work, the CIO has expressed concerns about whether the firm will be able to adapt to the proposed architecture and how to manage the associated risks. Refer to the Scenario  
 You have been asked how to address the concerns of the CIO. Based on TOGAF 9, which of the following is the best answer?

- A. In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful introduction of the architecture into the organization
- B. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix

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

**Answer: C**

#### NEW QUESTION 29

McKinley Rockets is an enterprise that employs 20,000 men and women in five countries: UK, Italy, France, Spain and the Netherlands and its mission is to guarantee access to space offering space transportation, launch and management of satellite systems at low cost. A TOGAF 9 mature Enterprise Architecture program is already established within the enterprise. McKinley Rockets strategy is to leverage in the USA shortage of satellite launches availability - that NASA created because of the Shuttle program shutdown - by acquiring an important American space agency. This will ultimately allow McKinley Rockets to offer its services to the US market. The new acquired company NovaSpace is very successful but with outdated satellite monitoring systems. The

CIO is sponsoring an activity to extend the McKinley Rockets' satellite monitoring applications to include the NovaSpace's satellites flock.

A task force of enterprise architects prepared an Architecture Vision and secured the approval. The Architecture Board decided to approve the vision, provided that the Design Definition Document is presented for review at phase D conclusion. Refer to the scenario above

The Chief Architect asked you as Lead Integration Architect to use TOGAF 9 to recommend the best approach to design the Full Architecture and present it to the Architecture Board.

Identify the best answer accordingly to the TOGAF 9 guidelines. Choose one of the following answers

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

**Answer: C**

#### NEW QUESTION 33

Scenario:

Please read this scenario prior to answering the question

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

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

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

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

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

Refer to the Scenario

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

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

- A. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increment
- B. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation
- C. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the project
- D. You would then document the lessons learned and generate the final plan.

- E. You would assess how the plan impacts the other frameworks in use in the organization
- F. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management framework
- G. You would then assign a business value to each project, taking into account available resources and priorities for the project
- H. Finally, you would generate the Implementation and Migration Plan.
- I. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contract
- J. The Compliance Assessment should verify that the implementation team is using the proper development methodology
- K. It should include deployment of monitoring tools and ensure that performance targets are being met
- L. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.
- M. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycle
- N. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise
- O. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan
- P. You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.

**Answer: B**

### NEW QUESTION 36

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: B**

### NEW QUESTION 38

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 42

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 47

Scenario:

Please read this scenario prior to answering the Question

You are the Lead Architect for a firm that manufactures ball bearings used in industrial equipment applications. They have manufacturing operations in several cities in the United States, Germany, and the United Kingdom.

The firm has traditionally allowed each manufacturing plant to drive its own production planning systems. Each plant has its own custom Materials Requirements Planning, Master Production Scheduling, Bill of Materials, and Shop Floor Control systems.

"Just In Time" manufacturing techniques are used to minimize wastes caused by excessive inventory and work in process. The increasingly competitive business environment has compelled the firm to improve its business capability to be more responsive to the needs of industrial customers. To support this capability, the firm has decided to implement an Enterprise Resource Planning (ERP) solution that will enable it to better coordinate its manufacturing capacity to match the demands for its products across all plants. In addition, there are also new European regulations coming into force to which their manufacturing processes must conform in the next six months.

As part of the implementation process, the Enterprise Architecture (EA) department has begun to implement an architecture process based on TOGAF 9. The CIO is the sponsor of the activity. The Chief Architect has directed that the program should include formal modeling using the Architecture Content Framework and the TOGAF Content Metamodel. This will enable support for the architecture tooling that the firm uses for its EA program.

The Chief Architect has stated that in order to model the complex manufacturing process it will be necessary to model processes that are event-driven. Also, in order to consolidate applications across several data centers it will be necessary to model the location of IT assets. In particular, the end goal is to have the single ERP application running in a single data center.

Currently the project is in the Preliminary Phase, and the architects are tailoring the Architecture Development Method (ADM) and Architecture Content Framework to fit into the corporate environment.

Refer to the Scenario

You have been asked to recommend a response to the Chief Architect's request to tailor the TOGAF Content Metamodel.

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

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

**Answer: A**

#### NEW QUESTION 50

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 52**

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 location
- H. Each of these reports should reflect the stakeholders' requirements.

**Answer: C**

#### **NEW QUESTION 54**

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