

## OG0-093 Dumps

### OG0-093 TOGAF 9 Combined Part 1 and Part 2

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**NEW QUESTION 1**

- (Exam Topic 1)

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

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

**Answer: C**

**NEW QUESTION 2**

- (Exam Topic 1)

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

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

**Answer: C**

**Explanation:**

Reference

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

**NEW QUESTION 3**

- (Exam Topic 1)

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

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

**Answer: A**

**NEW QUESTION 4**

- (Exam Topic 1)

Which one of the following best describes the purpose of the Communications Plan?

- A. To act as a deliverable container for artifacts created during a project
- B. To ensure that information is communicated to the right stakeholders at the right time
- C. To ensure that the results of a Compliance Assessment are distributed to the Architecture Board
- D. To inform the Architecture Board of changes to the architecture
- E. To show progression of change from the Baseline Architecture to the Target Architecture

**Answer: B**

**NEW QUESTION 5**

- (Exam Topic 1)

Which ADM phase includes establishing the Architecture Capability and definition of Architecture Principles?

- A. Phase B: Business Architecture
- B. Preliminary Phase
- C. Phase A: Architecture Vision
- D. Phase F: Migration Planning
- E. Phase C: Data Architecture

**Answer: B**

**Explanation:**

Reference <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap02.html>

**NEW QUESTION 6**

- (Exam Topic 1)

Which of the following is a re-usable artifact that is used to create architecture models addressing stakeholder concerns?

- A. Catalog
- B. Matrix
- C. Diagram
- D. View
- E. Viewpoint

**Answer:** E

**NEW QUESTION 7**

- (Exam Topic 1)

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

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

**Answer:** A

**NEW QUESTION 8**

- (Exam Topic 1)

Which one of the following statements about viewpoints is correct?

- A. A viewpoint is always specific to an architecture
- B. A viewpoint is used to create views in Phases E and F
- C. A viewpoint is used as a template to create a view
- D. A viewpoint is what a stakeholder sees

**Answer:** C

**NEW QUESTION 9**

- (Exam Topic 1)

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

- A. To allocate the resources needed to implement the architecture project
- B. To define the framework that is going to be used to develop the enterprise architecture
- C. To define an IT Strategy that maps out the technology infrastructure
- D. To prepare a Solution Architecture for the enterprise
- E. To secure formal approval to proceed

**Answer:** E

**NEW QUESTION 10**

- (Exam Topic 1)

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

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

**Answer:** B

**NEW QUESTION 10**

- (Exam Topic 1)

Which of the following best describes the purpose of the Statement of Architecture Work?

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

**Answer:** B

**NEW QUESTION 11**

- (Exam Topic 1)

Which of the following types of architecture defines technology standards for building blocks and provides direction for products and services?

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

**Answer:** B

**NEW QUESTION 15**

- (Exam Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 17

- (Exam Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 22

- (Exam Topic 1)

Which of the following is described by the TOGAF document as “a detailed plan of the system at component level to guide its implementation”?

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

**Answer:** A

#### NEW QUESTION 24

- (Exam Topic 1)

Which of the following statements best describes the purpose of enterprise architecture?

- A. To allow an enterprise to exploit the latest trends in technology
- B. To enable the CIO to take effective control of the business units across an enterprise
- C. To ensure compliance in an enterprise to corporate auditing standards
- D. To optimize an enterprise into an environment that is responsive to business needs
- E. To provide a set of standards that all actors must adhere to within an enterprise

**Answer:** D

#### NEW QUESTION 28

- (Exam Topic 1)

According to TOGAF, how is the Enterprise Continuum used in organizing and developing an architecture?

- A. To aid communication and understanding between architects
- B. To coordinate with the other management frameworks in use
- C. To describe how an architecture addresses stakeholder concerns
- D. To evaluate how best to develop and implement an architecture
- E. To help identify and understand business requirements

**Answer:** A

#### NEW QUESTION 30

- (Exam Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 33

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 37**

- (Exam Topic 1)

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

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

**Answer:** D

**NEW QUESTION 40**

- (Exam Topic 1)

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

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

**Answer:** D

**NEW QUESTION 43**

- (Exam Topic 1)

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

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

**Answer:** C

**Explanation:**

Reference

[http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap36.html#tag\\_36\\_02\\_06](http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap36.html#tag_36_02_06)

**NEW QUESTION 47**

- (Exam Topic 1)

An ADM cycle can be used to establish an Architecture Capability within an organization. Which architecture produced in such a cycle would describe the architecture processes and organization structure?

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

**Answer:** A

**Explanation:**

Reference <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap18.html>

**NEW QUESTION 52**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 53**

- (Exam Topic 1)

Which of the following best describes a purpose of the Gap Analysis technique?

- A. To catch errors in a project architecture early

- B. To guide decision making throughout the enterprise
- C. To help identify and understand business requirements
- D. To highlight shortfalls between the baseline and target architectures
- E. To mitigate risk when implementing an architecture project

**Answer:** D

#### NEW QUESTION 56

- (Exam Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 61

- (Exam Topic 1)

Which ADM phase provides architectural oversight of the implementation?

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

**Answer:** D

#### NEW QUESTION 64

- (Exam Topic 1)

Which part of the TOGAF document describes taxonomies for categorizing the outputs of architecture activity?

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

**Answer:** D

#### NEW QUESTION 65

- (Exam Topic 1)

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

- A. To define the Baseline Architecture for this cycle of the ADM
- B. To define the application systems for the Target Architecture
- C. To define the framework and methodologies to be used
- D. To define the relevant stakeholders and their concerns
- E. To define and prioritize work packages

**Answer:** C

#### NEW QUESTION 67

- (Exam Topic 1)

Which Architecture domain is recommended to be the first architecture work undertaken in the ADM cycle?

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

**Answer:** B

#### NEW QUESTION 72

- (Exam Topic 1)

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

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



**Answer:** B

**NEW QUESTION 75**

- (Exam Topic 1)

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

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

**Answer:** B

**NEW QUESTION 77**

- (Exam Topic 1)

Which of the following best describes ADM Requirements Management?

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

**Answer:** B

**Explanation:**

Reference

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

**NEW QUESTION 81**

- (Exam Topic 1)

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

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

**Answer:** A

**NEW QUESTION 86**

- (Exam Topic 1)

Which of the following does the TOGAF standard describe as an Architecture Pattern?

- A. An implementation specific solution building block
- B. A work product describing an aspect of an architecture
- C. A detailed description of the interfaces between building blocks
- D. A package of functionality defined to meet the business needs of the organization.
- E. A way to identify combinations of building blocks that have been proven to deliver solutions

**Answer:** E

**NEW QUESTION 91**

- (Exam Topic 1)

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

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

**Answer:** A

**NEW QUESTION 95**

- (Exam Topic 1)

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

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

**Answer:** E

**Explanation:**

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

**NEW QUESTION 96**

- (Exam Topic 1)

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

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

**Answer:** E

**NEW QUESTION 100**

- (Exam Topic 1)

TOGAF uses a version numbering convention to illustrate the evolution of the Baseline and Target Architecture Definitions. Which version number in this convention indicates a high-level outline of the architecture?

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

**Answer:** E

**NEW QUESTION 104**

- (Exam Topic 1)

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

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

**Answer:** B

**NEW QUESTION 109**

- (Exam Topic 1)

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

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

**Answer:** A

**NEW QUESTION 112**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 116**

- (Exam Topic 1)

Complete the sentence. A set of architecture principles that cover every situation perceived throughout the enterprise meet the recommended criteria of \_\_\_\_\_. .

- A. completeness
- B. robustness
- C. stability
- D. consistency
- E. understandability

**Answer:** A

**NEW QUESTION 121**



- (Exam Topic 1)

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

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

**Answer:** E

**NEW QUESTION 126**

- (Exam Topic 1)

Which of the following best describes the TOGAF Architecture Governance Framework?

- A. An approach to ensure the effectiveness of an organization's architectures
- B. An architecture of building blocks and corresponding standards, together with associated graphics
- C. An example set of Architecture Principles
- D. A reference model that includes information provider applications and brokering applications
- E. A model intended to assist with the release management of the TOGAF specification itself

**Answer:** A

**NEW QUESTION 130**

- (Exam Topic 1)

Which section of the TOGAF template for Architecture Principles should clearly state the impact to the business and consequences of adopting the principle?

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

**Answer:** A

**NEW QUESTION 131**

- (Exam Topic 1)

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

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

**Answer:** B

**Explanation:**

Reference

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

**NEW QUESTION 136**

- (Exam Topic 1)

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

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

**Answer:** D

**NEW QUESTION 141**

- (Exam Topic 1)

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

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

**Answer:** B

**NEW QUESTION 144**

- (Exam Topic 1)

In which Phase of the TOGAF ADM is the focus the creation of an Implementation and Migration Plan in co-operation with the portfolio and project managers?

- A. Phase F

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 146**

- (Exam Topic 1)

Which section of the TOGAF document contains a structured metamodel for architectural artifacts?

- A. Part II: Architecture Development Method
- B. Part III: ADM Guidelines and Techniques
- C. Part IV: Architecture Content Framework
- D. Part VI: TOGAF Reference Models
- E. Part VII: Architecture Capability Framework

**Answer:** C

**NEW QUESTION 150**

- (Exam Topic 1)

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

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

**Answer:** D

**NEW QUESTION 152**

- (Exam Topic 1)

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 157**

- (Exam Topic 1)

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

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

**Answer:** A

**NEW QUESTION 159**

- (Exam Topic 1)

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 161**

- (Exam Topic 1)

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

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

**Answer:** D

**NEW QUESTION 165**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 168**

- (Exam Topic 1)

Complete the sentence. The TOGAF standard covers the development of four architecture domains. Application, Data, \_\_\_\_\_.

- A. Business and Technology
- B. Information and Knowledge
- C. Baseline and Transition
- D. Vision and Requirements
- E. Capability and Segment

**Answer:** A

**Explanation:**

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

**NEW QUESTION 171**

- (Exam Topic 1)

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

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

**Answer:** A

**NEW QUESTION 174**

- (Exam Topic 1)

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

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 175**

- (Exam Topic 1)

Which model within TOGAF is closely related to the concept of Boundaryless Information Flow?

- A. The ARTS data model
- B. The Architecture Governance Framework
- C. The Enterprise Continuum
- D. The Integrated Information Infrastructure Model
- E. The TOGAF Technical Reference Model

**Answer:**

D

**NEW QUESTION 178**

- (Exam Topic 1)

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

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

**Answer: C**

**NEW QUESTION 180**

- (Exam Topic 1)

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

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

**Answer: E**

**NEW QUESTION 185**

- (Exam Topic 1)

Which phase of the ADM establishes a set of Principles?

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

**Answer: A**

**NEW QUESTION 187**

- (Exam Topic 1)

Which of the following describes the TOGAF Technical Reference Model?

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

**Answer: B**

**NEW QUESTION 192**

- (Exam Topic 1)

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

- A. It is used to determine the capability level of an enterprise
- B. It is a deliverable from Phase A
- C. It focuses on Application Software
- D. It provides a conceptual structure for architecture governance
- E. It supports all the Common Systems Architectures

**Answer: C**

**NEW QUESTION 195**

- (Exam Topic 1)

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

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

**Answer: D**

**NEW QUESTION 198**

- (Exam Topic 1)

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

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

**Answer:** E

#### NEW QUESTION 201

- (Exam Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 204

- (Exam Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 206

- (Exam Topic 1)

Which ADM Phase includes obtaining approval for the Statement of Architecture Work?

- A. Preliminary Phase
- B. Phase A: Architecture Vision
- C. Phase D: Technology Architecture
- D. Phase F: Migration Planning
- E. Phase G: Implementation Governance

**Answer:** B

#### NEW QUESTION 210

- (Exam Topic 1)

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

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

**Answer:** E

#### NEW QUESTION 214

- (Exam Topic 1)

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

- A. Develop a vision of the proposed enterprise architecture
- B. Document the baseline architecture
- C. Obtain approval for the Statement of Architecture Work
- D. Operate the governance framework
- E. Select and implement tools

**Answer:** E

#### NEW QUESTION 219

- (Exam Topic 1)

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

- A. Phase F
- B. Phase E

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 221**

- (Exam Topic 1)

In which ADM phase is the Implementation and Migration Plan coordinated with other frameworks?

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

**Answer:** C

**NEW QUESTION 225**

- (Exam Topic 1)

Complete the sentence. The major information areas managed by a governance repository should include \_\_\_\_\_.

- A. Catalogs, Matrices and Diagrams
- B. Capability, Segment and Transition Architectures
- C. Audit Information, Process Status and Reference Data
- D. Common Systems Solutions, Organization-Specific Solutions and Industry Solutions
- E. Artifacts, Best Practices and Standards

**Answer:** C

**Explanation:**

Reference [https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap04.html#tag\\_04\\_04](https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap04.html#tag_04_04)

**NEW QUESTION 230**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 231**

- (Exam Topic 1)

Which of the following describes the Architecture Vision document?

- A. A description of individual change increments showing progression from the baseline to target architecture
- B. A detailed schedule for implementation of the target architecture
- C. A high level description of the baseline and target architectures
- D. A joint agreement between the development team and sponsor on the deliverables and quality of an architecture
- E. A set of rules and guidelines to support fulfilling the mission of the organization

**Answer:** C

**NEW QUESTION 232**

- (Exam Topic 1)

Complete the sentence. In the Preliminary Phase, all of the following are part of preparing the organization to undertake successful enterprise architecture, except \_\_\_\_\_.

- A. defining architecture principles
- B. defining relationships between management frameworks
- C. defining the enterprise
- D. evaluating the enterprise architecture maturity
- E. identifying stakeholders and their concerns

**Answer:** E

**NEW QUESTION 234**

- (Exam Topic 1)



According to TOGAF, which document should incorporate the actions arising from the Business Transformation Readiness Assessment technique?

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

**Answer:** D

#### NEW QUESTION 235

- (Exam Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 239

- (Exam Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 242

- (Exam Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 243

- (Exam Topic 1)

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

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

**Answer:** B

#### NEW QUESTION 245

- (Exam Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 247

- (Exam Topic 1)

Which of the following best describes TOGAF?

- A. An abstract framework for the development of standards and processes for a business architecture
- B. A collection of components organized to accomplish a specific set of functions
- C. A process model, best practices and assets to aid production, use and maintenance of enterprise architectures

- D. A reference model containing taxonomy defining terminology for an enterprise architecture, together with an associated graphic
- E. A system development lifecycle method for software engineering

**Answer: C**

#### NEW QUESTION 251

- (Exam Topic 2)

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

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

**Answer: A**

#### NEW QUESTION 254

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

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

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

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

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

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

Refer to the Scenario

You are the Lead Architect for this activity.

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

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

**Answer: D**

#### Explanation:

Incorrect:

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

\* Dispensations

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

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

**NEW QUESTION 258**

- (Exam Topic 2)

In TOGAF, what is the difference between an artifact and a deliverable?

- A. An artifact contains one or more deliverables
- B. Artifacts and deliverables are synonymous; there is no difference between them
- C. Deliverables are prepared by the Project Manager, whereas artifacts are defined by the Architect
- D. Deliverables are reusable, whereas artifacts are unique to a given architecture project
- E. Deliverables are specified as contractual outputs from a project, whereas artifacts are not

**Answer: E**

**NEW QUESTION 259**

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for the enterprise architecture team at a multinational company. The company has grown rapidly by acquisition and has inherited numerous supply chain processes and related IT systems. Several supply chain processes have had problems related to the timing of purchases, which has led to excess inventory. The Vice President in charge of Supply Chain Management has made the decision to consolidate and reduce redundant processes and systems. The company will move to a "Just-in-time" supply chain management system so as to keep inventory costs low.

The TOGAF standard is used for internal Enterprise Architecture activities. This project is using an iterative approach for executing the Architecture Development Method (ADM).

At present, there are no particularly useful architectural assets in the Architecture Repository related to this initiative. All assets will need to be acquired, customized, or created. The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving the existing supply chain management processes or systems.

The architecture development project has completed Phase A and has started a number of iteration cycles to develop the Architecture. As a packaged application is being considered, the next iteration will include both the Business, Application and Data Architectures. Key stakeholder concerns that should be addressed by these architectures include:

- \* 1. What groups of people should be involved in supply chain management-related business processes?
- \* 2. What non-supply chain management applications will need to be integrated with the new supply chain management applications?
- \* 3. What data will need to be shared? Refer to the Scenario

[Note: You may need to refer to Chapter 35 of the reference text in order to answer this question.] You have been asked to identify the most appropriate catalogs, matrices, and diagrams to support the next iteration of Architecture development.

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

- A. In the next iteration of Architecture development, you would describe the Baseline Business Architecture with a Value Chain diagram and a Baseline Business Process catalog
- B. You would describe the Baseline Data Architecture with a Data diagram
- C. You would describe the Baseline Application Architecture with an Environment and Location diagram.
- D. In the next iteration of Architecture development, you would describe the Target Business Architecture with an Organization/Actor catalog, a Business Service/Function catalog and Data Lifecycle diagram
- E. You would describe the Target Application Architecture with an Application Interaction matrix and Application Communications diagrams.
- F. You would describe the Baseline Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog and a Data Entity/Business Function matrix
- G. You would describe the Baseline Data Architecture using a Data Entity/Data Component catalog
- H. You would describe the Baseline Application Architecture with an Application/Function matrix.
- I. You would describe the Target Business Architecture with a Business Service/Function catalog, and a Business Interaction matrix
- J. You would describe the Target Data Architecture with a Data Entity/Business Function matrix and an Application/Data matrix
- K. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.

**Answer: B**

**NEW QUESTION 262**

- (Exam Topic 2)

Which model within TOGAF is intended to assist with the release management of the TOGAF specification?

- A. The Capability Maturity Model
- B. The Document Categorization Model
- C. The Integrated Infrastructure Information Model
- D. The Organizational Model for Enterprise Architecture
- E. The Technical Reference Model

**Answer: B**

**NEW QUESTION 265**

- (Exam Topic 2)

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

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

**Answer: D**

**Explanation:**

Reference [https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap03.html#tag\\_03\\_72](https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap03.html#tag_03_72)

**NEW QUESTION 269**

- (Exam Topic 2)

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

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

**Answer:** C

**NEW QUESTION 271**

- (Exam Topic 2)

Complete the sentence. The Architecture Landscape is divided into levels, Strategic Architectures, \_\_\_\_\_

- A. Segment Architectures, and Capability Architectures
- B. Solution Architectures, and Corporate Architectures
- C. Gap Architectures, and Target Architectures
- D. Transitional Architectures, and Incremental Architectures
- E. Baseline Architectures, and To Be Architectures

**Answer:** A

**NEW QUESTION 272**

- (Exam Topic 2)

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

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

**Answer:** B

**NEW QUESTION 276**

- (Exam Topic 2)

Which phase of the ADM is an on-going activity that is visited throughout a TOGAF architecture project?

- A. Architecture Change Management
- B. Implementation governance
- C. Migration planning
- D. Preliminary Phase
- E. Requirements Management

**Answer:** E

**NEW QUESTION 281**

- (Exam Topic 2)

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

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

**Answer:** E

**NEW QUESTION 282**

- (Exam Topic 2)

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

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

**Answer:** D

**NEW QUESTION 286**

- (Exam Topic 2)

According to TOGAF, who usually initiates a Request for Architecture Work?

- A. The architecture organization
- B. The CIO/CTO



- C. The corporate governance board
- D. The senior management
- E. The sponsoring organization

**Answer:** E

#### NEW QUESTION 287

- (Exam Topic 2)

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

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

**Answer:** D

#### NEW QUESTION 292

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

ABC LLC is a vacation property management firm that is growing through acquisition. It manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently, the only requirement that has been placed in each property is that they use a standard financial reporting system to report their financials 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 LLC property business by standardizing its operations across the network to provide consolidated financial, human resources, logistics, sales and marketing, and yield management. He has also stated that he expects results by the end of the current fiscal year.

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

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

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

Based on the recommendations from the initial engagement, the company has embraced an Architecture Vision to adopt an enterprise application that is tailored to the needs of the hospitality industry.

Refer to the scenario

Your role is that of Chief Architect. You have been asked to recommend the best approach to take in this architecture engagement to realize the CEO's vision.

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

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

**Answer:** C

#### NEW QUESTION 296

- (Exam Topic 2)

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

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

**Answer:** D

#### NEW QUESTION 300

- (Exam Topic 2)

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

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

**Answer:** D

**NEW QUESTION 303**

- (Exam Topic 2)

Complete the sentence. The TOGAF Technical Reference Model \_\_\_\_\_

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

**Answer:** A

**NEW QUESTION 305**

- (Exam Topic 2)

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

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

**Answer:** B

**NEW QUESTION 308**

- (Exam Topic 2)

Which one of the following is the most generic artifact in the Architecture Continuum?

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

**Answer:** B

**NEW QUESTION 311**

- (Exam Topic 2)

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

- A. Common Systems Architecture
- B. Industry Specific Architecture
- C. Foundation Solution
- D. Organization Specific Solution
- E. Technology Neutral Implementation

**Answer:** D

**NEW QUESTION 312**

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

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

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

The company does not want to risk its outstanding

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

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

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

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

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

Refer to the Scenario

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

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

- A. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architectur
- B. Once all of the concerns have been resolved, the EA team should finalize the Architecture Implementation Roadmap and the Migration Plan.
- C. The EA team should gather information about potential solutions from the appropriate source
- D. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.



- E. The EA team should create a consolidated gap analysis to understand the transformations that are required to achieve the proposed Target Architecture
- F. The EA team should gather information about potential solutions from the appropriate source
- G. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architecture
- H. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture.
- I. Prior to preparing the Implementation plan, there are several techniques that should be applied to assess the risks and value of the proposed transformation
- J. In particular, the EA team should pay attention to the Business Transformation Readiness Assessment and the Business Value Assessment.

**Answer: D**

#### NEW QUESTION 315

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for an insurance company, which has been formed through the merger of three previously independent companies. The company now consists of three divisions with the same names and division headquarters as their predecessors.

The lack of integration between the three divisions has increasingly caused problems in the handling of customer and financial information. The inability to share information has resulted in lost opportunities to leverage the synergies that should have been possible as a result of the merger. At present, each division maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, and claims information, each division has different ways of defining 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 common web portal, contact center software suite, and document management system. Also the company has selected a single enterprise-wide customer relationship management (CRM) application to consolidate information from several applications that exist across the divisions. The application will be used by each of the divisions and accessed by third party partners 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 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 migration teams in each division. 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 as the core framework for use for the Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

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 recommend the best approach for this work. Based on TOGAF, which of the following is the best answer?

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

**Answer: A**

#### NEW QUESTION 318

- (Exam Topic 2)

According to TOGAF, the recommended dimensions used to define the scope of an architecture include all the following, except:

- A. Architecture Domains
- B. Enterprise Focus
- C. Level of Detail
- D. Subject Matter
- E. Time Period

**Answer: D**

#### NEW QUESTION 320

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

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

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

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

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

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

Refer to the Scenario

You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of the Governing Board, legal staff, auditors and the research organization. Based on TOGAF 9, which of the following is the best answer?

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

**Answer: A**

#### NEW QUESTION 325

- (Exam Topic 2)

What part of the Architecture Repository holds specifications to which architectures must conform?

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

**Answer: A**

#### NEW QUESTION 329

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are working as a consultant to the Chief Architect at a government agency responsible for securing all

government communications and information systems. The agency has recently received funding for a program that will upgrade the reliability and performance of its secure communication systems which provide real-time, highly secure communication of voice, video, and message data to remote locations around the world.

The agency has an established enterprise architecture (EA) capability based on TOGAF 9. The Executive Director of the agency is the sponsor of the EA capability.

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

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

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

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

Refer to the Scenario

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

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

- A. Since some artifacts will now require specific measurements and additional data will be needed to support the performance objectives linked to these measurements, you recommend that the motivation and governance extensions of the TOGAF 9 Content Metamodel are used
- B. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance model
- C. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.
- D. You recommend all of the TOGAF 9 Content Metamodel extensions be incorporated into the Architecture Content Metamodel
- E. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needed to support the performance and measurement objectives linked to these artifacts
- F. Once the new repository content has been implemented, on-demand queries can be used to generate a customized governance stakeholder view that isolates the artifacts and data needed to assess measurement for any particular service
- G. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.
- H. Since this case requires extensions of the modeling and data details of the service, this is best done by using the services extension of the TOGAF 9 Content Metamodel
- I. By using this extension, the service model is no longer constrained by what is expected in typical business service definitions, allowing more flexibility for adding customized models to support the more stringent measurement requirement
- J. The services extension can also be used to map terminology between the business services and the application components.
- K. To support the type of stringent performance measurements needed for the more detailed governance views required for the upgraded system, the interfaces to

the communication and network layer of the architecture must be highly visible at the application level.

L. To accommodate the proper development of this, a Communications Engineering view should be created from the infrastructure extension models of the TOGAF Content Metamodel.

M. This view will allow architects to align the required performance measurement communications across the system.

**Answer: C**

### NEW QUESTION 331

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

Your role is consultant to the Lead Architect within a multinational semiconductor and software design company. Its largest business is in processors, although it also designs system-on-a-chip infrastructure and manufactures memory chips. A characteristic feature of its processors is their low electric power consumption, which makes them particularly suitable for use in portable devices. As well as licensing its technology, the company has several manufacturing divisions. 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.

The company has defined a strategic architecture to improve its ability to meet customer 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 the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

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

The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. 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. They have also completed the Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables. 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

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

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

**Answer: C**

### NEW QUESTION 332

- (Exam Topic 2)

Complete the sentence. In TOGAF, architecture viewpoints represent \_\_\_\_\_

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

**Answer: D**

### NEW QUESTION 336

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for the enterprise architecture team at the prime contractor for the Dreadnought Unmanned Aircraft System program.

Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. The decision has been made to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.

TOGAF 9 is used for internal Enterprise Architecture activities, with an iterative approach for executing Architecture Development Method (ADM) projects.

At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch.

The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she



is not concerned about preserving existing processes or systems.

The architect-re development project has put in place its Architecture Capability for this project and has started a number of iteration cycles to develop the Architecture. Some tasks to address concerns related to the Business Architecture have been completed. The next immediate task is to address the Information Systems Architectures.

The Information Systems Architectures must address stakeholder concerns such as:

- \* 1. Which procurement-related business processes are supported by zero, one, or many existing applications?
- \* 2. What non-procurement applications will need to be integrated with any new procurement applications?
- \* 3. What data will need to be shared?

Refer to the Scenario

[Note: You may need to refer to TOGAF 9 Chapter 35 in order to answer this question.]

You have been asked to identify the most appropriate catalogs, matrices, and diagrams for this situation. Based on TOGAF 9, which of the following is the best answer?

- A. In the early iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture using a Data Entity/Data Component catalog
- B. In the later iterations of the Architecture Definition, you would describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix.
- C. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix
- D. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.
- E. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a Data Entity/Business Function matrix and a System/Data matrix
- F. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.
- G. In the early iterations of Architecture development, you would describe the Baseline Application Architecture with a Technology Portfolio catalog, and describe the Baseline Data Architecture with a Data diagram
- H. In the later iterations of Architecture development, you would describe the Target Application Architecture with a System/Technology matrix, and describe the Target Data Architecture with a Data Dissemination diagram.

**Answer: C**

**Explanation:**

In this the company prefers to implement commercial off the shelf package application with little customization and not concerned about preserving existing processes or systems.

**NEW QUESTION 340**

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

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

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

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

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

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

Refer to the Scenario

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

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

**Answer: C**

**Explanation:**

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

Incorrect:

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

**NEW QUESTION 345**

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

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

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

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of an Enterprise Architecture prog-am 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 Architectur
- B. The EA team should assess the readiness of the organization to undergo chang
- 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 Architectur
- 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 willalso identify improvement actions to be worked into the Implementation and Migration Pla
- H. A Business Value Assessment should be used to determine the business value and associated risks for the transformation.
- I. You recommend that the EA team should gather information about potential solutions from the appropriate source
- J. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architecture
- K. A value realization process should then be established to ensure that the concerns raised are addressed.

**Answer:** B

**NEW QUESTION 349**

- (Exam Topic 2)

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

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 352**

- (Exam Topic 2)

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

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

**Answer:** A

**NEW QUESTION 355**

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

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

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

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

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: B**

**Explanation:**

Incorrect:

Not C: Implied that solution needs be developed to address the concern, instead of address the concern in the ERP solution itself.

#### NEW QUESTION 359

- (Exam Topic 2)

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

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

**Answer: B**

#### NEW QUESTION 360

- (Exam Topic 2)

Complete the sentence.

A good set of architecture principles that cover every situation perceived throughout the enterprise meet the recommended criteria of \_\_\_\_\_

- A. understandability
- B. consistency
- C. stability
- D. completeness
- E. robustness

**Answer: D**

**Explanation:**

References:

#### NEW QUESTION 363

- (Exam Topic 2)

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

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

**Answer: C**

#### NEW QUESTION 368

- (Exam Topic 2)

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



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

**Answer:** E

#### NEW QUESTION 370

- (Exam Topic 2)

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

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

**Answer:** E

#### NEW QUESTION 373

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You have been assigned the role of Chief Enterprise Architect within a leading outsourcing services company. The company has over 20,000 outsourcing professionals and works on some of the world's largest outsourcing projects. Outsourcing services include business processes, infrastructure, and service management. The company also provides business consulting services.

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

The company has an established an Enterprise Architecture program based on TOGAF 9, sponsored jointly by the Chief Executive Officer and Chief Information Officer. An Architecture Board has been formed comprised of IT staff executives and executives from the major service areas and consulting practice.

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

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

Refer to the Scenario

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

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

**Answer:** D

#### NEW QUESTION 376

- (Exam Topic 2)

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

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

**Answer:** B

#### NEW QUESTION 378

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

You have been assigned the role of Lead Enterprise Architect for a firm that is a major OEM parts supplier to the auto industry. Europe has been the primary market for its products, with just 20% of its output being exported to North America. The firm is planning to expand its exports to North America and also to establish sales in South America and the Asia Pacific region. This will enable them to better ride out recessions in key markets such as Europe. It will also enable the firm to exploit the auto industry move to global platforms.

The firm is organized into business units with each addressing different auto industry sectors. 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 templated based on the TOGAF Architecture Content Framework. The EA program is well coordinated with the Project Management Office. Systems Development and Operations functions. The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the 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 change 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 the TOGAF standard, 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 reorganization
- 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 fi
- C. These factors can then be used to assess the initial risks associated with the proposed project.
- D. In Phase A, the team should conduct a Business Scenario to describe the business problem, identify the stakeholders' concerns and the resulting requirement
- E. Once the requirements have been identified, they can be assessed in terms of their risk
- F. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigate
- G. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.
- H. In Phase A, the team should evaluate the organization's readiness to undergo change
- I. This will identify the factors that will influence the reorganization
- J. This 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 fi
- K. These factors can then be used to assess the initial risks associated with the proposed project.
- L. In Phase A, the team should analyze their risk by completing an implementation Factor Assessment and Deduction Matrix to identify the risks associated with the implementation and deployment
- M. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account
- N. These factors can then be used to assess the initial risks associated with the proposed project.

**Answer: A**

#### NEW QUESTION 380

- (Exam Topic 2)

When determining the requirements for enterprise architecture work in the Preliminary Phase, which of the following is not a business imperative that should be considered?

- A. Business requirements
- B. Cultural aspirations
- C. Forecast financial requirements
- D. Strategic Intent
- E. Technical elegance

**Answer: E**

#### NEW QUESTION 384

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question.

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

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

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

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

Refer to the Scenario

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

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

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

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

- A. In the remaining architecture definition phases, the project team should map out the capability in the Technology domain
- B. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that define the Target Architecture
- C. Where possible, the Solution Building Blocks should be drawn from the Architecture Repository. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval
- D. Upon approval, the architecture team will conduct Compliance Assessments to ensure that the Target Architecture is properly implemented.

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

**Answer: D**

### NEW QUESTION 386

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

The ABC company is a major supplier in the automotive industry, headquartered in Cleveland, Ohio with manufacturing plants in Chicago, Sao Paulo, Stuttgart, Yokohama, and Seoul. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

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

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

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

Refer to the Scenario

You are serving as the Lead Enterprise Architect of the newly-formed Common ERP Deployment architecture project team.

As the Common ERP Deployment architecture project team assembles for its initial meeting, many of the participants have voiced concerns about the sweeping scope of the initiative. Others are confident that they know a solution that will work. During the meeting, a number of alternative recommendations for how to proceed are put forward by members of the team.

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

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

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

**Answer: C**

### NEW QUESTION 388

- (Exam Topic 2)

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

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

**Answer: C**

### NEW QUESTION 390

- (Exam Topic 2)

Which of the following best describes the Standards Information Base?

- A. A repository area that defines the parameters, structures, and processes to support governance.



- B. A repository area that describes the organization specific architecture framework and methodologies.
- C. A repository area that provides guidelines, templates, and pattern used to create new architectures.
- D. A repository area that lists a set of specifications to which architectures must conform
- E. A repository area that provides a record of the governance activity across the enterprise.

**Answer:** D

**Explanation:**

Reference <https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap41.html>

**NEW QUESTION 393**

- (Exam Topic 2)

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

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

**Answer:** B

**Explanation:**

Reference

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

**NEW QUESTION 397**

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a company that develops wind turbines for use in wind farms. The company has three manufacturing facilities, one in North America, one in Asia, and one in Europe. Each of these facilities supplies the power industry in its region.

The company recognizes that the long-term technical potential of wind energy can address the current global dependency on carbon fuels. In order to do so this will require wind turbines to be installed over large areas of higher wild resources. In particular, offshore wind farms can contribute substantially more energy than land stationed trubines.

The research arm of the company has pioneered the development of an offshore wind turbine design, with an improved turbine blade and power system that will produce up to 20% more energy. This will allow the production of significantly more saleable energy. This new design is ready to go into production.

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

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:** D

**NEW QUESTION 400**

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