Exam Questions OG0-093

OG0-093 TOGAF 9 Combined Part 1 and Part 2

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NEW QUESTION 1
- (Exam Topic 1)
In Phases B, C, and D which is the final step in each phase?

A. Conduct formal stakeholder review
B. Create Architecture Definition Document
C. Define Roadmap components
D. Perform gap analysis
E. Select reference models, viewpoints and tools

Answer: B

NEW QUESTION 2
- (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 3
- (Exam Topic 1)
Which part of TOGAF describes a step-by-step approach to developing an enterprise architecture?

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

Answer: D

NEW QUESTION 4
- (Exam Topic 1)
Complete the sentence, The Architecture Landscape is divided into three levels, Capability Architectures, Segment Architectures, and _____.

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

Answer: C

NEW QUESTION 5
- (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 6
- (Exam Topic 1)
Which of the following best describes the purpose of the Gap Analysis technique?

A. To determine service levels for the architecture
B. To establish quality metrics for the architecture
C. To identify commercial building blocks to be purchased
D. To identify missing functions
E. To validate nonfunctional requirements

Answer: D

NEW QUESTION 7
- (Exam Topic 1)
Which of the following does TOGAF describe as "the structure of components, their inter-relationships, and the principles guiding their design and evolution over

time"?

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

Answer: E

NEW QUESTION 8
- (Exam Topic 1)
Complete the sentence. The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from.

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

Answer: B

NEW QUESTION 9
- (Exam Topic 1)
Which of the following describes an objective of Phase F: Migration Planning Phase?

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

Answer: D

NEW QUESTION 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 10
- (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 12
- (Exam Topic 1)
Which one of the following best describes the purpose of ADM Phase E?

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

Answer: A

NEW QUESTION 16
- (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 19
- (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 20
- (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 23
- (Exam Topic 1)
TOGAF Part VII, Architecture Capability Framework recommends use of an ADM cycle for establishing an architecture practice. In this scenario, which architecture would describe the organizational structure for the architecture practice?

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

Answer: B

NEW QUESTION 26
- (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 29
- (Exam Topic 1)
Which of the following are considered as generic Building Blocks in the Solutions Continuum?

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

Answer: B

NEW QUESTION 32
- (Exam Topic 1)
In which ADM phase is the goal to ensure that the architecture achieves its original target business value?

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

Answer: D

NEW QUESTION 35
- (Exam Topic 1)
In which Phase of the ADM does the business scenario technique figure most prominently?

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

Answer: B

NEW QUESTION 38
- (Exam Topic 1)
In which part of the ADM cycle are building blocks evolved using a common platform of steps?

A. Preliminary Phase rid Phase A
B. Phases B, C and D
C. Phases E and F
D. Phases Grid H

Answer: B

NEW QUESTION 39
- (Exam Topic 1)
In Phases B, C, and D which is the first step in each phase?

A. Conduct formal stakeholder review
B. Create Architecture Definition Document
C. Define Roadmap components
D. Perform gap analysis
E. Select reference models, viewpoints and tools

Answer: E

NEW QUESTION 44
- (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 48
- (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 49
- (Exam Topic 1)
Which component within the Architecture Repository holds best practice or template materials that can be used to construct architectures?

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

Answer: E

NEW QUESTION 54
- (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 56
- (Exam Topic 1)
TOGAF uses a version numbering convention to illustrate the evolution of the Baseline and Target
Architecture Definitions. Which version number in this convention indicates a formally reviewed, detailed architecture?

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

Answer: D

NEW QUESTION 57
- (Exam Topic 1)
According to TOGAF, which of the following terms is defined as the key interests that are crucially important to stakeholders?

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

Answer: A

NEW QUESTION 61
- (Exam Topic 1)
Complete the sentence. According to TOGAF, all the following are responsibilities of an Architecture Board, except _____ .

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

Answer: A

NEW QUESTION 66
- (Exam Topic 1)
What level of the Architecture Landscape provides a long-term summary view of the entire enterprise?

A. Capability Architecture
B. Operational Architecture
C. Segment Architecture
D. Strategic Architecture
E. Tactical Architecture

Answer: D

NEW QUESTION 68
- (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 73
- (Exam Topic 1)
In which of the following ADM Phases do building blocks become implementation-specific?

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

Answer: E

NEW QUESTION 75
- (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 79
- (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 81
- (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 84
- (Exam Topic 1)
Which part of TOGAF describes taxonomies for categorizing the outputs of architecture activity in terms of reuse?

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

Answer: D

NEW QUESTION 86
- (Exam Topic 1)
Complete the sentence. According to TOGAF, a view is used to describe how the _____ of a stakeholder are being met.

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

Answer: A

NEW QUESTION 90
- (Exam Topic 1)
Which one of the following does TOGAF state is an objective for Phase A: Architecture Vision?

A. To create an implementation and migration strategy
B. To establish an architecture change management process
C. To priorities work packages and projects
D. To validate the business principles, goals, drivers and key performance indicators

Answer: D

NEW QUESTION 94
- (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 99
- (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 102
- (Exam Topic 1)
Which one of the following best describes the next step in an Architecture Compliance Review once the scope of the review has been determined?

A. Interview the project principals to obtain background information
B. Prepare the Architecture Compliance Review report
C. Schedule the Architecture Review meeting
D. Send the assessment report to the Architecture Review coordinator
E. Tailor the checklists to address business requirements

Answer: E

NEW QUESTION 106
- (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 107
- (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 109
- (Exam Topic 1)
Within the Architecture Repository, what does the class of information knows as the Architecture Capability include?

A. The organization specific architecture framework, including a method for architecture development and a metamodel for architecture content
B. A record of the governance activity across the enterprise
C. Parameters, structures, and processes to support governance of the repository
D. Specifications to which architecture must conform
E. Patterns, templates, and guidelines used to create new architectures.

Answer: C

Explanation:
 Reference
http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap41.html

NEW QUESTION 112
- (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 116
- (Exam Topic 1)
What part of the Architecture Repository shows the building blocks that are currently in use within the organization?

A. Architecture Landscape
B. Architecture Metamodel
C. Governance Log
D. Reference Library
E. Standards Information Base

Answer: A

NEW QUESTION 121
- (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 124
- (Exam Topic 1)
Which of the following does the TOGAF document define as the representation of a related set of concerns?

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

Answer: D

NEW QUESTION 128
- (Exam Topic 1)
Which of the following is a responsibility of an Architecture Board?

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

Answer: C

NEW QUESTION 130
- (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 134
- (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 136
- (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 140
- (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 143
- (Exam Topic 1)
Which of the following does TOGAF provide as a set of reference materials for establishing an architecture function within an organization?

A. Architecture Content Framework
B. Technical Reference Model
C. Integrated Information Infrastructure Reference Model
D. Architecture Development Method
E. Architecture Capability Framework

Answer: E

NEW QUESTION 145
- (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 148
- (Exam Topic 1)
Complete the sentence. According to TOGAF, a _____ is a representation of a system from the perspective of a related set of _____.

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

Answer: A

NEW QUESTION 152
- (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 154
- (Exam Topic 1)
Which of the following statements best describes the Requirements Management process?

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

Answer: D

NEW QUESTION 159
- (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 160
- (Exam Topic 1)
Which section of the TOGAF template for defining principles should highlight the requirements for carrying out the principle?

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

Answer: A

NEW QUESTION 165
- (Exam Topic 1)
Which of the following describes a key objective of the Technology Architecture Phase?

A. To define the solution architecture needed to support the Application Architecture
B. To define technology components into a set of technology platforms
C. To define the Transition Architectures needed to achieve the Target Architecture
D. To develop a migration plan to deliver incremental capabilities
E. To select a set of technology products that will form the basis of a solution architecture

Answer: B

NEW QUESTION 170
- (Exam Topic 1)
Which of the following does TOGAF recommend for use in developing the Architecture Vision?

A. Architecture principles
B. Business scenarios
C. Business Transformation Readiness Assessment
D. Capability-based planning
E. Gap analysis

Answer: B

NEW QUESTION 174
- (Exam Topic 1)

In which phase of the TOGAF ADM are Gap Analysis results from earlier phases consolidated?

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

Answer: B

NEW QUESTION 175
- (Exam Topic 1)
What level of risk is the risk categorization prior to determining and implementing mitigating actions?

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

Answer: E

NEW QUESTION 180
- (Exam Topic 1)
Which of the following best describes the concept of Boundaryless Information Flow?

A. Enabling the vision of an integrated information infrastructure
B. Getting information to the right people at the right time in a secure, reliable and timely manner
C. Enabling effective global communications between countries
D. Enabling the flow of information to all stakeholders
E. Providing a visual representation of information provider, consumer and brokering applications

Answer: B

NEW QUESTION 183
- (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 187
- (Exam Topic 1)
Complete the sentence. TOGAF covers the development of four architecture domains, Application, Business, Data and _____.

A. Capability
B. Segment
C. Technology
D. Transition
E. Vision

Answer: C

NEW QUESTION 190
- (Exam Topic 1)
According to TOGAF, which of the following steps in Phases B, C, and D occurs before development of the baseline or target architectures?

A. Conduct formal stakeholder review
B. Create Architecture Definition Document
C. Define Roadmap components
D. Perform gap analysis
E. Select reference models, viewpoints and tools

Answer: E

NEW QUESTION 193
- (Exam Topic 1)
Complete the sentence. The Solutions Continuum represents implementations of the architectures at corresponding levels of the _____ .

A. Architecture Capability
B. Architecture Continuum
C. Architecture Landscape

D. Architecture Metamodel
E. Architecture Repository

Answer: B

NEW QUESTION 194
- (Exam Topic 1)
Complete the sentence. TOGAF 9 Part III provides a set of resources that can be used to adapt and modify the _____.

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

Answer: B

NEW QUESTION 197
- (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 200
- (Exam Topic 1)
What document is sent from the sponsoring organization to the architecture organization to trigger the start of an ADM cycle?

A. Architecture Contract
B. Architecture Definition Document
C. Architecture Vision
D. Request for Architecture Work
E. Statement of Architecture Work

Answer: D

NEW QUESTION 203
- (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 204
- (Exam Topic 1)
According to TOGAF, which of the following best describes how the Enterprise Continuum is used in organizing and developing an architecture?

A. It is used to coordinate with the other management frameworks in use
B. It is used to describe how an architecture addresses stakeholder concerns
C. It is used to identify and understand business requirements
D. It is used to provide a system for continuous monitoring
E. It is used to structure re-usable architecture and solution assets

Answer: E

NEW QUESTION 208
- (Exam Topic 1)
Complete the sentence. The Architecture Development Method produces content to be stored in the Repository, which is classified according to the _____.

A. ADM Guidelines and Techniques
B. Architecture Capability Framework
C. Architecture Capability Model
D. Enterprise Continuum
E. Standards Information Base

Answer: D

NEW QUESTION 213
- (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 218
- (Exam Topic 1)
Which is the final step in the architecture development Phases B, C, and D?

A. Conduct formal stakeholder review
B. Define Roadmap components
C. Resolve impacts across the Architecture Landscape
D. Create Architecture Definition Document
E. Select reference models, architecture viewpoints and tools

Answer: D

Explanation:
Reference https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap04.html

NEW QUESTION 221
- (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 222
- (Exam Topic 1)
Which one of the following statements about the structure of the TOGAF 9 document is true?

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

Answer: E

NEW QUESTION 225
- (Exam Topic 1)
Which of the following is an objective of Phase B, Business Architecture?

A. To confirm the ability of the enterprise to undergo change
B. To demonstrate how stakeholder concerns are addressed in the Business Architecture
C. To develop a Target Technology Architecture to support the business
D. To finalize the Architecture Vision and Architecture Definition documents
E. To maximize the business value from the architecture

Answer: B

NEW QUESTION 229
- (Exam Topic 1)
Which of the following best describes how TOGAF defines an enterprise?

A. Any collection of organizations that has a common set of goals
B. Any corporation with more than 10,000 employees
C. Any organization involved in commerce
D. Any organization whose stock is traded
E. Any set of organizations based at the same geographic location

Answer: A

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 237
- (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 238
- (Exam Topic 1)
Complete the sentence. The TOGAF risk categorization after the implementation of mitigating actions is known as the level of risk.

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

Answer: D

NEW QUESTION 241
- (Exam Topic 1)
Which of the following describes an objective of Phase G: Implementation Governance?

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

Answer: C

NEW QUESTION 246
- (Exam Topic 1)
Which of the following is an objective of the Preliminary Phase?

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

Answer: D

NEW QUESTION 250
- (Exam Topic 1)
Which of the following best describes the TOGAF Architecture Development Method?

A. A process for managing architecture requirements
B. A classification mechanism for architectures and solutions
C. A process for managing and controlling change at an enterprise-wide level
D. A view of the Architecture Repository
E. A process for developing an organization-specific enterprise architecture

Answer: E

NEW QUESTION 255

- (Exam Topic 1)
Complete the sentence. According to TOGAF, an objective of Phase G, Implementation Governance, is to _____.

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

Answer: C

NEW QUESTION 259
- (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 264
- (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 265
- (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 268
- (Exam Topic 2)
Which one of the following categories from the Document Categorization model consists of the normative parts of TOGAF which are considered central to its usage?

A. TOGAF Core
B. TOGAF Mandated
C. TOGAF Recommended
D. TOGAF Referenced
E. TOGAF Supporting

Answer: B

NEW QUESTION 272
- (Exam Topic 2)
Which of the following is NOT an objective for Phase B, Business Architecture?

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

Answer: A

NEW QUESTION 276
- (Exam Topic 2)
During a TOGAF ADM cycle, an architecture is denoted as Version 10. What does this indicate?

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

Answer: B

NEW QUESTION 280
- (Exam Topic 2)
Which of the following statements best describes the Requirements Management process?

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

Answer: C

Explanation:
References:

NEW QUESTION 283
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the question
You are serving as the Lead Enterprise Architect for a chain of convenience stores. The stores operate 24 hours a day and 7 days a week and use cloud-based point-of-sale (POS) technology to manage their sales and inventory. Cloud-based POS systems store all user data, including sales and inventory in a remote server.
The cloud-based systems collect real-time data to support ordering and product selection decisions including the tailoring of product assortment based on sales history, customer demographics as well as the next day's weather forecast. In many cases, several stores are located in neighboring areas. This strategy makes distribution to each store cheaper, as well as making multiple deliveries per day possible. The stores also act as self-service delivery locations for a large online retailer which further increases the number of potential customers entering the stores.
An Enterprise Architecture practice exists within the company, with the CEO and CIO as joint sponsors. They have decided to adopt TOGAF standard within the practice and the first project is to restructure the Enterprise Architecture so that it can better support the existing environment and accommodate future changes of strategy within the company.
The CIO has stated that the following issues need to be addressed in the restructuring:

▶ They need to address problems with data quality and inconsistent data in order to support better decision making and analysis.

▶ The architecture should focus on the needs of the business, not technology

▶ To remain competitive, new products and promotions must undergo market trials before deployment across the retail chain. Information systems must be able to manage changes and updates without undue delays.
[Note: You should assume that the company has adopted the example set of principles that are listed and defined in TOGAF standard, Architecture Principles chapter. You may need to refer to the Architecture Principles chapter, section 20.6 (located in Part III) within the reference text in order to answer this question.]
You have been asked to identify the most relevant architecture principles for the current situation. Based on the TOGAF standard, which of the following is the best answer? [Note: The ordering of the
principles listed in each answer is not significant.]

A. Requirements Based Change, Responsive Change Management, Data Trustee, Common Vocabulary and Data Definitions, Business Continuity
B. IT Responsibility, Data Security, Ease of Use, Service Orientation, Common Use Applications
C. Maximize Benefit to the Enterprise, Data Trustee, Data is an Asset, Responsive Change Management, Interoperability
D. Data is Accessible, Data is Shared, Interoperability, Requirements Based Change, Control Technical Diversity

Answer: C

NEW QUESTION 285
- (Exam Topic 2)
Gap Analysis is a technique used in Phases B, C, D and E. Which one of the following statements best describes the gap analysis technique?

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

Answer: C

NEW QUESTION 290
- (Exam Topic 2)
Which one of the following is recommended to define requirements and articulate the Architecture Vision created in Phase A?

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

Answer: A

NEW QUESTION 292
- (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 295
- (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 298
- (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 300
- (Exam Topic 2)
Which one of the following is the most relevant model for use in Phase C, Application Architecture?

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

Answer: B

NEW QUESTION 303
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the Question
You are serving as the Lead Architect for an enterprise architecture project team within a leading multinational pharmaceutical and medical devices manufacturer. Its brands include numerous household names for medications and first aid supplies.
The company has a long history of innovating new treatments for many common illnesses and diseases. Prior to launching a new treatment, the company has to demonstrate Its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the countries in the target markets. All clinical trials are undertaken by its research laboratories, which employ over 10,000 people at separate facilities in the United Kingdom, United States, Sweden, France, Canada, India, China and Japan. In addition to internal research and
development activities the company is also involved in publicly funded collaborative research projects, with other industrial and academic partners.
The Enterprise Architecture group within the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners.
The Enterprise Architecture group within the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners.
The Enterprise Architecture group is a mature organization. They use the TOGAF 9 ADM with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant.
The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that the changes to the enterprise architecture for the new system will need to be rolled out in stages on a regional basis that minimizes disruptions to ongoing clinical trials.
Refer to the Scenario
You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture(s).
Based on TOGAF, which of the following is the best answer?

A. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procure
B. Eliminate any duplicate building block
C. Group the remaining Solution Building Blocks together to create the work packages using a CRUD matri
D. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architecture
E. Schedule the roll out of the work packages to be sequential across the geographic regions.
F. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matri

G. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing produc

H. Group similar solutions together to form work package

I. Identify dependencies between work packages factoring in the clinical trial schedule

J. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures.

K. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work package

L. Using the matrix as a planning tool, regroup the work packages to account for dependencie

M. Sequence the work packages into the Capability Increments needed to achieve the Target Architectur

N. Schedule the rollout one region at a tim

O. Document the progression of the enterprise architecture using a state evolution table.

P. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning too

Q. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product.Group the similar solutions together to define the work package

R. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

Answer: D

NEW QUESTION 306
- (Exam Topic 2)
Which one of the following lists the main components within the TOGAF Architecture Repository?

A. OrganizationalMetamodel, Architecture Capability, Architecture Landscape, Best Practices, Reference Library, Compliance Strategy.

B. ArchitectureMetamodel, Organizational Capability Model, Application Landscape, SIB, Reference Library, Governance Model.

C. BusinessMetamodel, Architecture Capability, Architecture Landscape, SIB, Reference Library, Governance Log.

D. ArchitectureMetamodel, Architecture Capability, Architecture Landscape, SIB, Reference Library, Governance Log.

Answer: D

NEW QUESTION 310
- (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.
Refer to the Scenario
As part of the process for establishing the Enterprise Architecture department, you are developing a set of architecture principles to guide the activities.
You need to specify the best approach for this work.
Based on TOGAF 9, which of the following is the best answer?

A. You gather information from credible industry sources in the commodities busines

B. Based on that, you assess current trends and apply that to defining a set of principles that embody best practice

C. You select architecture principles that do not conflict with each other and that should be stabl

D. You ensure that all the principles are realistic and avoid including principles that are obvious.

E. You examine the mission statements for the company and each of its businesses, together with the corporate value statement

F. Based on that, you define a set of principles and review with the CI

G. When developing the principles, you ensure that they actively promote the alignment of IT with the business strategies and initiatives of the compan

H. You then seek the endorsement of the CIO and senior management.

I. You define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charte

J. You publish the principles on the corporate intranet to ensure widespread acceptance and complianc

K. You then schedule regular periodic Compliance Assessments with individual business units to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.

L. You examine the mission statements for the company and each of its businesses, together with the corporate value statement

M. Based on that, you work with the Architecture Board to define the principle

N. When developing the principles, you ensure that they actively promote the alignment of IT with the corporate business strategie

O. You then hold a series of review meetings with all the relevant stakeholders, including senior management, ensuring their support.

Answer: D

NEW QUESTION 311
- (Exam Topic 2)
What does the TOGAF standard describe as a structure which can be used for developing a broad range of architectures?

A. Architecture Viewpoint

B. Work Package

C. Metamodel

D. Architecture Framework

E. Deliverable

Answer: D

Explanation:
References:

NEW QUESTION 312

- (Exam Topic 2)
Complete the sentence. In the TOGAF Architecture Content Framework, an artifact that is a list of things is known as a _____ .

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

Answer: C

NEW QUESTION 317
- (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 322
- (Exam Topic 2)
In Phase G, what document establishes the connection between the architecture organization and the implementation organization?

A. Architecture Contract
B. Architecture Landscape
C. Architecture Roadmap
D. Requirements Impact Statement
E. Transition Architecture

Answer: A

NEW QUESTION 323
- (Exam Topic 2)
Complete the sentence. All of the following are sections of the recommended template for defining Architecture Principles, except _____

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

Answer: D

NEW QUESTION 327
- (Exam Topic 2)
Which one of the following best describes the implications of TOGAF being a generic framework?

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

Answer: B

NEW QUESTION 332
- (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 Architectur
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 transformatio
J. In particular, the EA team should pay attention to the Business Transformation Readiness Assessment and the Business Value Assessment.

Answer: D

NEW QUESTION 335
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the Question
You are serving as the Lead Architect for an Enterprise Architecture project team within a multinational oil and gas corporation. It is organized into two major business groupings:
-Upstream operations which include exploration for crude oil and natural gas and operating the infrastructure necessary to deliver oil and gas to the market.
-Downstream operations which include the manufacturing, distribution and marketing activities for oil products and chemicals
Safety is a priority for the company, with the aim to ensure id causes zero harm to people and the environment. The company has to satisfy the regulatory requirements of each of the countries it operates in.
The downstream business generates a third of the company's profits worldwide and includes more than 30,000 petrol stations and various oil refineries. In some countries it also includes oil refining, a retail station network, lubricants manufacture and marketing, industrial fuel and lubricants sales. The practice for the downstream business has been to operate locally managed by local "operating companies".
The Governing Board is concerned about the risk posed by operating in this complex global environment with a large part of the downstream business represented by local operating companies. As a result, the Chief Executive Officer (CEO) has appointed a Chief Compliance Officer (CEO) to be responsible for overseeing and managing compliance issues for the corporation. The CCO reports directly to the CEO.
The CCO has approved the expenditure of resources to establish an Enterprise Architecture program, and has mandated the use of the TOGAF standard as the framework. He has requested to be informed about the status of downstream operations that could impact regulatory compliance. He also wants the corporate legal staff and auditors to analyze all proposed new downstream operations to ensure that they are within the legal guidelines for each country. In addition, the local operating companies should be able to see that the architecture is appropriate for their needs.
The architecture project team has worked within the sponsor to complete a detailed Request for Architecture Work providing the high level project description. As the project commences the next phase, the necessary approvals from corporate and line management have been …..
Refer to the Scenario
You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of the Chief Compliance Officer, legal staff, auditors and the local operating companies.
Based on the TOGAF standard, which of the following is the best answer?

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

Answer: B

NEW QUESTION 338
- (Exam Topic 2)
Complete the sentence. In TOGAF, every architecture view has an associated _____ that describes it, at least implicitly.

A. architecture building block
B. architecture model
C. architecture vision
D. requirement
E. viewpoint

Answer: E

NEW QUESTION 339
- (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 341
- (Exam Topic 2)
Which of the following is the architecture domain that describes the logical software and hardware capabilities?

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

Answer: D

NEW QUESTION 342
- (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 344
- (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 pint 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 organizatio
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 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 deploymen
E. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into accoun
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 organizatio
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 fi
I. These factors can then be used to assess the initial risks associated with the proposed architecture.
J. In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting retirement
K. Once the retirements have been identified, they can be assessed in terms of their risk
L. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigate
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 346
- (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 353
- (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 356
- (Exam Topic 2)
Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the _____

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

Answer: D

NEW QUESTION 361
- (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 363
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the Question
You have been appointed as a consultant to the Chief Enterprise Architect of a multinational pharmaceutical corporation. The corporation includes 30 subsidiary companies with operations in over 60 countries and products sold in over 125 countries. It has major research and development sites in over 45 locations worldwide.

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

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

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

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

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

Refer to the Scenario

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

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

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

Answer: A

NEW QUESTION 368
- (Exam Topic 2)
Which of the following reasons best describes why the ADM numbering scheme for versioning output is an example and not mandatory?

A. To show the evolution of deliverables
B. To permit adaptation as required
C. To enable use with the Architecture Content Framework
D. To support change management

Answer: B

NEW QUESTION 372
- (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 374
- (Exam Topic 2)
According to TOGAF, where should architecture governance artifacts be stored?

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

Answer: D

NEW QUESTION 375
- (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 376
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the question
The ABC company is a large, global commodities trading company which has been growing rapidly through a series of acquisitions.
Each new business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information. The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.
As a result, the company has begun implementing a single Enterprise Resource Planning (ERP) system to consolidate information from several applications that exist across the lines of business.
The Corporate Board is concerned that the new ERP system must be able to manage and safeguard customer information in a manner that meets or exceeds the legal requirements of the countries in which the company operates. This will be an increasingly important capability as the company expands its online services offered to clients and trading partners.
The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the ERP implementation team and the business unit personnel who will be involved
in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture. The company has selected TOGAF 9 as the basis for its Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.
Refer to the Scenario
You are serving as the Chief Architect.
You have been asked to recommend the approach to take in the Preliminary Phase to ensure that the Corporate Board's concern is addressed.
Based on TOGAF 9, which of the following is the best answer?

A. You evaluate the implications of the Board's concern in terms of regulatory and security policy requirement
B. You then update the company security policy to reflect the concern, ensuring that this policy is communicated across the organization.You allocate a security architecture team to ensure that security considerations are included in ongoing architecture plannin
C. You then assess the security implications and agreements within the company businesses and their suppliers.
D. You start by clarifying the intent that the Board has for raising this concer
E. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objective
F. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture.

G. You evaluate the implications of the Board's concern in terms of regulatory requirements and their impact on business goals and objective
H. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the Board's concer
I. You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed.
J. You evaluate the implications of the Board's concern by examining the potential impacts on business goals and objective
K. Based on your understanding, you then update the current company security policy to include an emphasis on the Board's concern.In addition, you allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

Answer: D

NEW QUESTION 380
- (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 384
- (Exam Topic 2)
Which one of the following lists the five quality criteria for defining Architecture Principles?

A. Rational, Explained, Precise, Stated, Identifiable
B. Comprehensive, Future proof, Short, Concise, Consistent
C. Open, Enabling, Flexible, Agile, Dynamic
D. Stable, Understandable, Complete, Robust, Consistent

Answer: D

NEW QUESTION 386
- (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 389
- (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 speicializes in luxury electric cars and their powertrain components, and also produces battery-charging equipment. It has its own distribution network, its own showrooms, and sells directly to customers via the internet. The company has four manufacturing facilities, two in the North America, one in Europe, and one in Asia.
A challenge that the company is facing to scale up the number of vehicles coming off the production line to meed customer demand, while maintaining quality. At the moment there are supply chain storages for key
electronic components related to the autonomous drive system. In response the this, the research arm of the company has pioneered the development of a new self-driving platform. This new design uses common
off-the-shelf components that will allow for a significant increase in overall vehicle production. This new design is ready to go into production.
The company has a mature Enterprise Architecture practice that is supported by a cross-functional Architecture Board. The TOGAF standard is used for developing the automated manufacturing process and systems used to design, manufacture and test the new design. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.
As part of putting the new self-driving platform into production, adjustments to the automated assembly processes need to be made. A pilot architecture project at a single location has defined an updated approach for controlling the automated test systems used to perform final quality assurance. The Chief Engineer, sponsor of the activity, and the Architecture Board have 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 has expressed concern that a uniform process be employed at each location to ensure consistency and quality.
Refer to the Scenario
The Lead Enterprise Architect has asked you to recommend the best approach to address the Chief Engineer's concern.
Based on the TOGAF standard, 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 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.

D. You use the Architecture Contracts to manage the architecture governance processes for the project across the location

E. You deploy monitoring tools to assess the performance of each completed drive 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

F. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

G. You create an Architecture Contract to manage and govern the implementation and migration process at each locatio

H. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organizatio

I. 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.

J. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk managemen

K. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract.You schedulecompliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definitio

L. 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.

Answer: A

NEW QUESTION 392
- (Exam Topic 2)
Which of the following best describes the TOGAF Architecture Development Method?

A. A method for controlling change at an enterprise-wide level
B. A method for developing an organization-specific architecture
C. A method for managing architecture requirements
D. A method for classifying architectures and solutions
E. A method for creating an Architecture Repository

Answer: B

Explanation:
Reference https://www.visual-paradigm.com/guide/togaf/togaf-adm-tutorial/

NEW QUESTION 393
- (Exam Topic 2)
Which section of the TOGAF document describes the processes, skills and roles to establish and operate an architecture function within an enterprise?

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: E

NEW QUESTION 398
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the question
You are serving as the Lead Enterprise Architect at a major supplier in the automotive industry. The company is headquartered in Cleveland, Ohio with manufacturing plants across the United States, Brazil, Germany, Japan and South Korea. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.
The company is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in process waste could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. A reduced number of IT staff could support the remaining applications. In some cases, a third-party contractor could provide those staff.
The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9.
At a recent meeting, the Architecture Board approved a Request for Architecture Work sponsored by the Chief Engineer of Global Manufacturing Operations. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation.
The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of diving their planning and production scheduling from a remote centralized system. The Chief Engineer wants to know how these concerns can be addressed.
Refer to the Scenario
[Note: You should assume that the company has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.]
One of the earliest initiatives in the Enterprise Architecture program was the definition of a set of architecture principles. These now need to be updated to address the concerns raised.
You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution.
Based on TOGAF 9, which of the following is the best answer?

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

Answer: C

NEW QUESTION 400
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the question
Your role is that of the Lead Enterprise Architect at a multinational automotive corporation. The company is headquartered in Germany, and manufactures cars, trucks and buses. It has manufacturing plants across North America, South America, Europe and Asia. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.
The company has an ongoing initiative to improve the efficiency of all of its production operations, and in particular to reduce its carbon footprint. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in energy usage could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in one central data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities.
The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF standard.
At a recent meeting, the Architecture Board approved a Request for Architecture Work sponsored by the global CIO. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation.
The architecture project team has now been formed, and has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their planning and production scheduling from a remote centralized system. The CIO wants to know how these concerns can be addressed. During the initial project team meeting a number of alternative recommendation for how to proceed have been put forward by members of the team.
Refer to the Scenario
You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture.
Based on the TOGAF standard, which of the following is the best answer?

A. The team should exercise due diligence and carefully research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier lis
B. Based on the findings from the research, the tam should define a preliminary Architecture Visio
C. The team should then use that model to build consensus among the key stakeholders.
D. The team should identify the individuals and groups within the organization who will contribute to the project in order to understand who has concerns about the initiativ
E. The team should then hold a series of interviews at each of the manufacturing plants using the business scenario techniqu
F. This will then enable them to identify and document the key high-level stakeholder requirements for the architecture.
G. The team should utilize its approved supplier list, and conduct a pilot project that will enable those suppliers to demonstrate potential solutions that will address the concerns of the stakeholder
H. Based on the findings of that pilot project, a complete set of requirements will be developed that will drive the evolution of the architecture.
I. The team should perform a shallow architecture development iteration, developing Baseline and Target Architecture for each of the manufacturing plant
J. This should include development of a set of views corresponding to selected viewpoints that address key concerns of the stakeholder
K. A consolidated gap analysis between the architectures will then be used to validate the approach and determine the capability increments needed to achieve the target state.

Answer: B

NEW QUESTION 401
- (Exam Topic 2)
TOGAF provides guidelines on how to use the ADM to establish an architecture capability. Which one of the following is NOT a correct guideline?

A. Use the same approach as with any other capability
B. Regard the establishment as an ongoing practice
C. Apply the ADM with the specific vision to establish the practice
D. Treat the establishment as a one-off project

Answer: D

NEW QUESTION 405
- (Exam Topic 2)
In which ADM phase is the Implementation and Migration Plan coordinated with other activities in the enterprise?

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

Answer: E

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

NEW QUESTION 407
- (Exam Topic 2)
Complete the sentence. The Integrated Information Infrastructure Reference Model (III-RM) is an example of a (n) _____ Architecture reference model

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

Answer: A

NEW QUESTION 412
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the Question
Your role is that of Lead Enterprise Architect within the staff headquarters of a large hotel chain. The chain manages over 500 hotels across North America and Canada, with another 230 hotels internationally in the United Kingdom, Europe, Australia and New Zealand. Unlike other hotel chains, which are often a mix of company-owned and franchised units, each hotel in the chain is an independently owned and operated franchise. Many of the hotels use the same internal IT systems that they used before they joined the franchise. Until recently, the only requirement that has been placed on each hotel is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.
The CEO of the chain has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new support services including worldwide reservations, global, national and regional marketing as well as consolidated financial, logistics, and yield management. This strategy is part of the long-term commitment to enhance the brand image and drive superior revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.
These changes will provide the chain with improved utilization of its capacity and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising into key national and regional markets to improve yields.
The chain has a mature enterprise architecture practice based in its headquarters and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity.
In planning this change, the Chief Architect engaged the services of a well-known consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO's vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations.
Based on the recommendations from the initial study, the chain has taken the decision to adopt a packaged suite of integrated applications that is tailored to the needs of the hospitality industry.
Refer to the scenario
You have been asked by the Chief Architect to propose the best approach for architecture development to realize the CEO's vision.
Based on TOGAF, which of the following is the best answer?

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

Answer: D

NEW QUESTION 416
- (Exam Topic 2)
Which of the following does the TOGAF standard classify as catalogs, matrices and diagrams?

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

Answer: E

NEW QUESTION 419
- (Exam Topic 2)
Which part of the TOGAF standard provides a full description of each architecture phase?

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

Answer: B

NEW QUESTION 421
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the Question
You are the Lead Architect for a firm that manufactures ball bearings used in industrial equipment applications. They have manufacturing operations in several cities in the United States, Germany, and the United Kingdom.
The firm has traditionally allowed each manufacturing plant to drive its own production planning systems. Each plant has its own custom Materials Requirements Planning, Master Production Scheduling, Bill of Materials, and Shop Floor Control systems.
"Just In Time" manufacturing techniques are used to minimize wastes caused by excessive inventory and work in process. The increasingly competitive business environment has compelled the firm to improve its business capability to be more responsive to the needs of industrial customers. To support this capability, the firm has decided to implement an Enterprise Resource Planning (ERP) solution that will enable it to better coordinate its manufacturing capacity to match the demands for its products across all plants. In addition, there are also new European regulations coming into force to which their manufacturing processes must conform in the next six months.
As part of the implementation process, the Enterprise Architecture (EA) department has begun to implement an architecture process based on TOGAF 9. The CIO is the sponsor of the activity. The Chief Architect has directed that the program should include formal modeling using the Architecture Content Framework and the

TOGAF Content Metamodel. This will enable support for the architecture tooling that the firm uses for its EA program.

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

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

Refer to the Scenario

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

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

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

Answer: B

NEW QUESTION 425
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the Question
Your role is that of Lead Enterprise Architect within a vacation property management firm that has been growing through acquisition. The firm manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently, the only requirement that has been placed on each property is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.

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

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

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

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

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

Refer to the scenario

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

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

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

Answer: D

NEW QUESTION 427
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the question
Your role is that of the Lead Architect working for a government agency responsible for immigration, customs, and border control. The agency was formed by consolidating several smaller government agencies. The agency has established an Enterprise Architecture practice based on TOGAF 9. The CIO is the executive sponsor and has appointed an EA steering team to oversee the practice.

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

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

attend a TOGAF training course and participate in other skill development activities.

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

Refer to the Scenario

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

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

A. You recommend that a comprehensive evaluation of key team leader skills be made using the TOGAF Architecture Skills Framewor

B. Based on the evaluations, you will recommend the necessary staff change

C. This will ensure that the team leaders have the necessary skills and experience for the architecture tasks within the agenc

D. The role and skill categories defined in the TOGAF Architecture Skills Framework should then be shared with the department leaders so that in the future, they can make more informed choices when providing internal candidates for the EA team.

E. You recommend that an architecture maturity assessment should be conducte

F. This will identify the practices on which the agency should focus to see the greatest improvement and ensure that the basic enterprise architecture process is documente

G. As part of the assessment, all of the team leaders should be interviewed and their qualifications assesse

H. In order to rectify areas of low proficiency, they are expected to attend additional EA training course

I. When the team leaders have achieved the desired levels of proficiency, they should apply a similar process for their staff members.

J. You recommend that you work with the EA steering team to adapt the TOGAF Architecture Skills Framework for use within the architecture practice at the agenc

K. The categories of architecture roles, the required skills for each role and the desired level of proficiency for each role and skill will be defined by this framewor

L. Each team member, or prospective team member, can then be evaluated for suitability against these roles and skill

M. Staffing and training adjustments can then be made as necessary to close gaps that are discovered.

N. You recommend that to address the issues identified in the review, the experienced team leaders should mentor the junior team member

O. At the same time additional training should be provide

P. Since it is now known that some models are improperly defined and may have caused cascading errors in other parts of the architecture, you recommend an iteration of the Migration Planning phase occur, so as to develop a coordinated transition to a new baseline using the last known good architectur

Q. Once the artifacts are consistent and correct, these can be applied to this new baseline.

Answer: C

NEW QUESTION 430
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