

The-Open-Group

Exam Questions OG0-093

OG0-093 TOGAF 9 Combined Part 1 and Part 2



NEW QUESTION 1

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 2

- (Exam Topic 1)

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

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

Answer: C

Explanation:

Reference

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

NEW QUESTION 3

- (Exam Topic 1)

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 4

- (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 5

- (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 6

- (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 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)

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

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

Answer: A

NEW QUESTION 9

- (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)

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

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

Answer: B

NEW QUESTION 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 15

- (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 19

- (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 24

- (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 28

- (Exam Topic 1)

Complete the sentence. The Requirements Management Phase _____.

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

Answer: E

NEW QUESTION 32

- (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 36

- (Exam Topic 1)

In which part of the ADM cycle are building blocks evolved using a common platform of steps?

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

Answer: B

NEW QUESTION 41

- (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 45

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 49

- (Exam Topic 1)

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

- A. A good Building Block should not be composed of other Building Blocks
- B. Architecture Building Blocks should be first selected in Phase D
- C. Building Block specifications should be loosely coupled to implementation
- D. Custom developments are known as Architecture Building Blocks

Answer: C

NEW QUESTION 54

- (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 55

- (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 60

- (Exam Topic 1)

Complete the sentence. According to TOGAF, all of the following are responsibilities of an Architecture Board, except _____.

- A. Ensuring consistency between sub-architectures
- B. Ensuring flexibility of the enterprise architecture to meet business needs
- C. Improving the maturity of the organization's architecture discipline
- D. Monitoring of architecture contracts
- E. Preparing architecture review reports

Answer: E

NEW QUESTION 65

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 69

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 71

- (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 73

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 76

- (Exam Topic 1)

Which of the following best describes ADM Requirements Management?

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

Answer: B

Explanation:

Reference

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

NEW QUESTION 79

- (Exam Topic 1)

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

- A. Identifying relationships between management frameworks
- B. Identifying stakeholders and their concerns
- C. Identifying the business transformation risks for an architecture project
- D. Identifying criteria for procurement activities
- E. Identifying work packages for inclusion in the Architecture Roadmap

Answer: D

NEW QUESTION 82

- (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 85

- (Exam Topic 1)

According to TOGAF, in which phase of the ADM should an initial assessment of business transformation readiness occur?

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

Answer: B

NEW QUESTION 89

- (Exam Topic 1)

A key step in validating a proposed target architecture is to consider what may have been forgotten. What technique does TOGAF recommend to address this issue?

- A. Business Transformation Readiness Assessment
- B. Business Value Assessment Technique
- C. Capability-Based Planning
- D. Communications and Stakeholder Management
- E. Gap Analysis

Answer: E

NEW QUESTION 90

- (Exam Topic 1)

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

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

Answer: E

NEW QUESTION 94

- (Exam Topic 1)

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

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

Answer: E

NEW QUESTION 99

- (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 101

- (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 102

- (Exam Topic 1)

Complete the sentence. The ADM can be viewed as the process of populating the enterprise's own _____ with relevant re-usable building blocks taken from the more generic side of the Enterprise Continuum.

- A. Architecture Repository
- B. Architecture Requirements
- C. Implementation and Migration plan
- D. Standards Information Base
- E. Strategic Architecture

Answer: A

NEW QUESTION 104

- (Exam Topic 1)

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

- A. Baseline
- B. Capability
- C. Solution
- D. Target

E. Transition

Answer: B

NEW QUESTION 108

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 113

- (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 117

- (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 121

- (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 126

- (Exam Topic 1)

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

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

Answer: D

NEW QUESTION 127

- (Exam Topic 1)

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

- A. Architecture Principles
- B. Business Scenarios
- C. Interoperability Analysis
- D. Migration Planning Techniques
- E. Risk Management Techniques

Answer: B

NEW QUESTION 131

- (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 135

- (Exam Topic 1)

Complete the sentence. The Standards Information Base is a repository area that _____.

- A. defines the parameters, structures, and processes to support governance of the Architecture Repository
- B. describes the organization specific architecture framework and method
- C. lists the set of specifications to which architectures must conform
- D. provides a record of the governance activity across the enterprise
- E. provides guidelines, templates, and patterns used to create new architectures

Answer: C

NEW QUESTION 136

- (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 140

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 143

- (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 145

- (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 148

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 153

- (Exam Topic 1)

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

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

Answer: B

Explanation:

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

NEW QUESTION 154

- (Exam Topic 1)

Which of the following is part of the Preliminary Phase?

- A. Creating the Architecture Vision deliverable
- B. Preparing a consolidated Gap Analysis
- C. Developing the Architecture Contract
- D. Defining a set of Architecture Principles

Answer: D

NEW QUESTION 159

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 163

- (Exam Topic 1)

Which ADM phase establishes the connection between the architecture organization and the implementation organization through the Architecture Contract?

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

Answer: C

NEW QUESTION 166

- (Exam Topic 1)

What technique does TOGAF recommend that focuses on achieving business outcomes rather than just technical deliverables?

- A. Business Transformation Readiness Assessment
- B. Business Value Assessment Technique
- C. Capability-Based Planning
- D. Communications and Stakeholder Management
- E. Quality Function Deployment

Answer: C

NEW QUESTION 168

- (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 172

- (Exam Topic 1)

Which of the following best describes the TOGAF Technical Reference Model?

- A. It is a detailed data model that can be tailored to specific industries
- B. It is an example of a Common Systems Architecture
- C. It is a fundamental architecture upon which more specific architectures can be based
- D. It is a model of application components and application services software, including brokering applications

Answer: C

NEW QUESTION 174

- (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 175

- (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 179

- (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 180

- (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 181

- (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 182

- (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 184

- (Exam Topic 1)

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

- A. Develop a vision of the proposed Enterprise Architecture
- B. Define the process for architecture governance
- C. Create the initial version of the Architecture Roadmap
- D. Document the baseline architecture
- E. Obtain approval for the Statement of Architecture Work

Answer: B

NEW QUESTION 188

- (Exam Topic 1)

According to TOGAF, which of the following is a characteristic of a Foundation Architecture?

- A. It contains only solution building blocks
- B. It contains business functions and processes specific to a particular industry sector
- C. It contains building blocks and their corresponding standards
- D. It includes a model of application components and application services software, including brokering applications
- E. It includes models for common high-level business functions, such as supply chain management

Answer: C

NEW QUESTION 192

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 193

- (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 197

- (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 201

- (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 205

- (Exam Topic 1)

Complete the sentence. TOGAF covers the development of four architecture domains, Business, Data, Technology and _____.

- A. Application
- B. Capability
- C. Segment
- D. Transition
- E. Vision

Answer: A

NEW QUESTION 206

- (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 208

- (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 209

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 213

- (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 216

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 220

- (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 224

- (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 226

- (Exam Topic 1)

Which one of the following best describes Capability-Based Planning?

- A. A planning technique that ensures business information is communicated to the right people at the right time
- B. A planning technique that ensures the application of business best practices
- C. A planning technique that ensures timely solutions
- D. A planning technique that focuses on business outcomes
- E. A planning technique that identifies services to be shared

Answer: D

NEW QUESTION 230

- (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 233

- (Exam Topic 1)

Complete the sentence. A gap analysis will enable the architect to do all of the following except .

- A. identify building blocks that have been inadvertently omitted
- B. identify building blocks that have been intentionally eliminated
- C. identify building blocks to be carried over
- D. identify new building blocks that are needed
- E. identify potential vendors to provide new building blocks

Answer: E

NEW QUESTION 234

- (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 238

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 239

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 242

- (Exam Topic 1)

Which of the following best completes the sentence? The Architecture Repository _____ .

- A. is used to store different classes of architectural output created by the ADM
- B. is a categorization mechanism for classifying architecture and solution artifacts
- C. is a detailed model of architectural work products, including deliverables and artifacts
- D. is an architecture of generic functions and services
- E. is a set of resources to help establish an architecture capability within an organization

Answer: A

NEW QUESTION 247

- (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 252

- (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 256

- (Exam Topic 2)

According to the TOGAF Document Categorization Model, which category describes a technique that is referenced by processes categorized as TOGAF Core and TOGAF Mandated?

- A. TOGAF Guidelines and Techniques
- B. TOGAF Recommended

- C. TOGAF Supporting
- D. TOGAF Extension

Answer: B

NEW QUESTION 257

- (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 258

- (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 260

- (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 throughout 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 265

- (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 269

- (Exam Topic 2)

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

- A. Business Architecture
- B. Data Architecture
- C. Architecture Vision
- D. Opportunities and Solutions
- E. Technology Architecture

Answer: D

NEW QUESTION 271

- (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 275

- (Exam Topic 2)

Which of the following is the representation of a related set of concerns?

- A. Architecture view
- B. Architecture viewpoint
- C. Diagram
- D. Matrix
- E. Catalog

Answer: A

NEW QUESTION 276

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question.

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

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

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

Refer to the Scenario

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

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

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

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

Answer: C

NEW QUESTION 280

- (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 matrix
- 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 Matrix
- G. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product
- 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 dependencies
- M. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture
- N. Schedule the rollout one region at a time
- 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 tool
- 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 285

- (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 287

- (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 291

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

ABC LLC is a vacation property management firm that is growing through acquisition. It manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently, the only requirement that has been placed in each property is that they use a standard financial reporting system to report their financials to the headquarters on a weekly basis. The CEO has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the LLC property business by standardizing its operations across the network to provide consolidated financial, human resources, logistics, sales and marketing, and yield management. He has also stated that he expects results by the end of the current fiscal year. These changes will provide the company with improved utilization of its capacity and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising into key markets to improve yields. The LLC has a mature enterprise architecture (EA) practice and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity. In planning this change, the Chief Architect engaged the services of a well-known consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO's vision. This recently completed with approval of a strategic architecture encompassing the entire firm, including detailed requirements and recommendations. Based on the recommendations from the initial engagement, the company has embraced an Architecture Vision to adopt an enterprise application that is tailored to the needs of the hospitality industry. Refer to the scenario. Your role is that of Chief Architect. You have been asked to recommend the best approach to take in this architecture engagement to realize the CEO's vision. Based on TOGAF 9, which of the following is the best answer?

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

Answer: C

NEW QUESTION 293

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 295

- (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 298

- (Exam Topic 2)

Complete the sentence. In TOGAF, legacy systems and processes that are going to be used again in the future are considered _____.

- A. Architecture Building Blocks
- B. Components
- C. Patterns
- D. Re-usable Building Blocks
- E. Solution Building Blocks

Answer: D

NEW QUESTION 300

- (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 303

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 308

- (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 312

- (Exam Topic 2)

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

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

Answer: D

NEW QUESTION 314

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

The lack of integration between the three divisions has increasingly caused problems in the handling of customer and financial information. The inability to share information has resulted in lost opportunities to leverage the synergies that should have been possible as a result of the merger. At present, each division maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, and claims information, each division has different ways of defining these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.

As a result, the company has made the decision to introduce a common web portal, contact center software suite, and document management system. Also the company has selected a single enterprise-wide customer relationship management (CRM) application to consolidate information from several applications that exist across the divisions. The application will be used by each of the divisions and accessed by third party partners through well defined interfaces.

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

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the implementation team and the migration teams in each division. The CIO has also formed a cross-functional Architecture Board to oversee and govern the architecture. The company has an existing team of security architects.

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

Refer to the Scenario

As part of the process for establishing the Enterprise Architecture department, you are developing a set of architecture principles to guide the activities.

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

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

- N. You would publish the principles on the corporate intranet to ensure widespread acceptance and compliance
- O. You would then schedule regular periodic Compliance Assessments with each of the divisions to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.

Answer: A

NEW QUESTION 315

- (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 317

- (Exam Topic 2)

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

- A. To define, scope and prioritize architecture tasks
- B. To define the architecture principles
- C. To develop a Target Business Architecture
- D. To obtain management commitment for this cycle of the ADM
- E. To prioritize work packages

Answer: B

NEW QUESTION 318

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 323

- (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 326

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

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

The company has defined a strategic architecture to improve its ability to meet customer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

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

The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Based on the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase A. Based on all of these factors they have produced a risk assessment. They have also completed the Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables. Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.

Refer to the Scenario

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

- A. You recommend that the enterprise architects apply the Business Value Assessment Technique to prioritize the implementation projects and project increment
- B. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformatio
- C. They should confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the project
- D. They should then document the lessons learned and generate the final Implementation and Migration Plan.
- E. You recommend that the enterprise architects conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contrac
- F. The Compliance Assessment should verify that the implementation team is using the proper development methodolog
- G. It should include deployment of monitoring tools and ensure that performance targets are being me
- H. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.
- I. You recommend that the enterprise architects assess how the plan impacts the other frameworks in use in the organizatio
- J. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management framework
- K. They should then assign a business value to each project, taking into account available resources and priorities for the project
- L. Finally, they should generate the Implementation and Migration Plan.
- M. You recommend that the enterprise architects place the Architecture Definition Document underconfiguration contro
- N. This will ensure that the architecture remains relevant and responsive to the needs of the enterpris
- O. They should then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the pla
- P. You recommend that lessons learned be applied as changes to the architecture without review.

Answer: C

NEW QUESTION 327

- (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 332

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for the enterprise architecture team at the prime contractor for the Dreadnought Unmanned Aircraft System program. Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. The decision has been made to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program. TOGAF 9 is used for internal Enterprise Architecture activities, with an iterative approach for executing Architecture Development Method (ADM) projects. At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch. The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems. The architect-re development project has put in place its Architecture Capability for this project and has started a number of iteration cycles to develop the Architecture. Some tasks to address concerns related to the Business Architecture have been completed. The next immediate task is to address the Information Systems Architectures.

The Information Systems Architectures must address stakeholder concerns such as:

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

Refer to the Scenario

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

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

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

Answer: C

Explanation:

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

NEW QUESTION 337

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

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

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

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

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

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

Refer to the scenario

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

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

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

Answer: A

NEW QUESTION 338

- (Exam Topic 2)

Which of the following best describes capability based planning?

- A. A business planning technique that focuses on business outcomes
- B. A business planning technique that focuses on horizontal capabilities
- C. A business planning technique that focuses on vertical capabilities
- D. A human resource planning technique that focuses on capable architects

Answer: A

NEW QUESTION 343

- (Exam Topic 2)

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

- A. Architecture Development Method
- B. Architecture Capability Framework
- C. Architecture Content Framework
- D. Enterprise Continuum

Answer: B

NEW QUESTION 348

- (Exam Topic 2)

Complete the sentence. The Business Transformation Readiness Assessment technique is primarily focused on _____

- A. determining if the organization is ready to accept change
- B. planning the migration steps needed to achieve the transformation
- C. ensuring that there are adequate trained developers and engineers to implement the solution
- D. ensuring that there is sufficient financial capacity to execute the desired transformation
- E. determining if there is adequate stakeholder support for the implementation process

Answer: A

NEW QUESTION 351

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

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

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

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

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

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

Refer to the Scenario

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

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

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

Answer: A

NEW QUESTION 353

- (Exam Topic 2)

According to TOGAF, which of the following is the usual approach for developing the Baseline Business Architecture if no architecture or few architecture assets exist?

- A. Bottom up
- B. Envisioning
- C. Extensive
- D. Refactoring
- E. Top down

Answer: A

NEW QUESTION 356

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 361

- (Exam Topic 2)

In which ADM phase are the business principles, business goals and strategic drivers first validated?

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

Answer: B

NEW QUESTION 362

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 367

- (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 370

- (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 371

- (Exam Topic 2)

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

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

Answer: E

NEW QUESTION 374

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

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

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

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

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

Refer to the Scenario

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

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

M. The Business Value Assessment technique should then be used to determine the business value and associated risks for the transformation.

Answer: D

NEW QUESTION 378

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 383

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

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

The firm is organized into business units with each addressing different auto industry sectors. Each business unit has acquired other producers to expand its manufacturing capacity. This has resulted in a complex environment with a high diversity of business and manufacturing systems.

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

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

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

Refer to the Scenario.

You have been asked how to address the concerns of the CIO.

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

- A. In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the reorganizatio
- B. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fi
- C. These factors can then be used to assess the initial risks associated with the proposed project.
- D. In Phase A, the team should conduct a Business Scenario to describe the business problem, identify the stakeholders' concerns and the resulting requirement
- E. Once the requirements have been identified, they can be assessed in terms of their risk
- F. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigate
- G. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.
- H. In Phase A, the team should evaluate the organization's readiness to undergo chang
- I. This will identify the factors that will influence the reorganizatio
- J. This should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency readiness, and degree of difficulty to fi
- K. These factors can then be used to assess the initial risks associated with the proposed project.
- L. In Phase A, the team should analyze their risk by completing an implementation Factor Assessment and Deduction Matrix to identify the risks associated with the implementation and deploymen
- M. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into accoun
- N. These factors can then be used to assess the initial risks associated with the proposed project.

Answer: A

NEW QUESTION 384

- (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 389

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question.

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

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

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

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

Refer to the Scenario

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

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

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

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

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

Answer: D

NEW QUESTION 393

- (Exam Topic 2)

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

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

Answer: C

NEW QUESTION 395

- (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 396

- (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 398

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

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

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

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

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

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

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

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

Refer to the Scenario

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

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

- A. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk managemen
- B. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract.You schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definitio
- C. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- D. You create an Architecture Contract to manage and govern the implementation and migration process at each locatio
- E. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organizatio
- F. For contracts issued to an external party, you ensure that it is a fully enforceable legal contract.You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- G. You create an Architecture Contract to manage and govern the implementation and migration proces
- H. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
- I. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the implementation organization.You recommend that if a deviation from the Architecture Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.
- J. You use the issued Architecture Contracts to manage the architecture governance processes for the project across the location
- K. You deploy monitoring tools to assess the performance of the completed blade assembly at each location and develop change requirements if necessary.You recommend that if a deviation from the contract is detected, the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local need
- L. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

Answer: D

NEW QUESTION 401

- (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 404

- (Exam Topic 2)

Which of the following best describes the Reference Library within the Architecture Repository?

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

E. A record of the governance activity across the enterprise

Answer: A

NEW QUESTION 409

- (Exam Topic 2)

Complete the sentence. TOGAF 9 Part III provides techniques, such as developing principles and gap analysis, to support tasks within the _____

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

Answer: C

NEW QUESTION 410

- (Exam Topic 2)

Complete the sentence. Capability-Based Planning is a technique that _____

- A. ensures timely solutions
- B. identifies services to be shared
- C. focuses on business outcomes
- D. ensures the application of business best practices
- E. ensures business information is communicated to the right people at the right time

Answer: C

NEW QUESTION 414

- (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 415

- (Exam Topic 2)

Complete the sentence. The key purpose of Gap Analysis is to _____

- A. establish quality parameters for the architecture
- B. identify potential missing or overlapping functions
- C. validate nonfunctional requirements
- D. identify commercial building blocks to be purchased
- E. determine the required service levels for the architecture

Answer: B

NEW QUESTION 418

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

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

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

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

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

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

Refer to the Scenario

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

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

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

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

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

Answer: C

NEW QUESTION 421

- (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 426

- (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 430

- (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

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

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

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

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

Answer: A

NEW QUESTION 434

- (Exam Topic 2)

What class of architectural information within the Architecture Repository defines processes that support governance of the Architecture Repository?

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

Answer: A

NEW QUESTION 435

- (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 437

- (Exam Topic 2)

Which of the following is a responsibility of an Architecture Board?

- A. Creating the Statement of Architecture Work
- B. Allocating resources for architecture projects
- C. Identifying the Lead Enterprise Architect to manage an architecture compliance review
- D. Establishing targets for re-use of components
- E. Conducting assessments of the maturity level of architecture discipline within the organization

Answer: E

NEW QUESTION 439

- (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 planning
- B. This is because the vision is well understood and the strategic architecture agrees
- 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 strategy
- E. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement
- F. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.
- G. You recommend that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change
- 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 capabilities
- J. Then the focus should be on transition planning and architecture deployment
- 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 443

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