



"Please note that these files may not be up to date. However, the questions will help you understand the exam format and typical question patterns."

www.atmicnetworks.com

Warning: Keep connected with our support team
for latest updates

Question: 1

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

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

Answer: C

Question: 2

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

Question: 3

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

Question: 4

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

Question: 5

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

Question: 6

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

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

Answer: C

Question: 7

According to TOGAF, when creating views for a particular architecture, what is the recommended first step?

- A. Design a viewpoint to address all stakeholder concerns
- B. Develop views for the target architecture first
- C. Ensure completeness of the architecture
- D. Refer to existing libraries of viewpoints, to identify one for re-use

Answer: D

Question: 8

Which of the following architectures in the Architecture Continuum contains the most re-usable architecture elements?

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

Answer: B

Question: 9

Which of the following describes the Architecture Vision document?

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

Answer: C

Question: 10

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

Question: 11

What document is sent from the sponsoring organization to the architecture organization to trigger the start of an ADM cycle?

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

Answer: D

Question: 12

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

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

Answer: E

Question: 13

Which component within the Architecture Repository holds best practice or template materials that can be used to construct architectures?

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

Answer: E

Question: 14

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

Question: 15

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

Question: 16

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

Question: 17

Which one of the following statements best describes why the ADM should be adapted?

- A. To align it closer to the business
- B. To make the use more realistic
- C. To move through the cycle faster
- D. To suit the specific needs of the enterprise

Answer: D

Question: 18

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

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

Answer: B

Question: 19

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

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

E. To identify and mitigate the risks when implementing an architecture project

Answer: D

Question: 20

According to TOGAF, which of the following best describes the classification of architectural change in the case where multiple server systems are being consolidated to a single system?

- A. A bottom-up change to enhance operational capability
- B. An incremental change handled via change management techniques
- C. A re-architecting change that puts the whole architecture through an ADM cycle
- D. A revision change of the enterprise architecture
- E. A simplification change handled via change management techniques

Answer: E

Question: 21

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

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

Answer: D

Question: 22

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

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

Answer: D

Question: 23

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

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

Answer: A

Question: 24

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

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

Answer: E

Question: 25

Complete the sentence. TOGAF 9 Part III provides a set of resources that can be used to adapt and modify the

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

Answer: B

Question: 26

Which of the following best describes how TOGAF defines an enterprise?

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

Answer: A

Question: 27

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

Question: 28

Which section of the TOGAF template for Architecture Principles should highlight the business benefits for

adhering to the principle?

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

Answer: A

Question: 29

Which of the following is defined by TOGAF as a representation of a system from the perspective of a related set of concerns?

- A. Architecture Building Block
- B. Capability Architecture
- C. Statement of Work
- D. View
- E. Viewpoint

Answer: D

Question: 30

Complete the sentence. The TOGAF Architecture Governance Framework includes

- A. a list of responsibilities for running an Architecture Board
- B. a model for governance including process, content and context
- C. guidance for establishing an Architecture Capability using the ADM
- D. the Architecture Compliance review process and checklists

Answer: B

Question: 31

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

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

Answer: A

Question: 32

Which one of the following best describes the purpose of ADM Phase E?

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

Answer: A

Question: 33

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

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

Answer: C

Question: 34

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

Question: 35

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

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

Answer: A

Question: 36

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

Question: 37

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

Question: 38

Which of the following best describes an approach for adapting the ADM in the situation where the business case for doing architecture is not well recognized?

- 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: B

Question: 39

What technique does TOGAF recommend for evaluating the status of an organization to undergo change?

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

Answer: A

Question: 40

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

Question: 41

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

Question: 42

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

Question: 43

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

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

Answer: D

Question: 44

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

Question: 45

Which one of the following statements about viewpoints is correct?

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

Answer: C

Question: 46

According to TOGAF, in which sequence should Application Architecture and Data Architecture be developed in Phase C?

- A. Application Architecture should be developed first, then Data Architecture
- B. Application Architecture should be developed concurrently with Data Architecture
- C. Data Architecture should be developed first, then Application Architecture
- D. Application Architecture and Data Architecture may be developed in either sequence

Answer: D

Question: 47

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

Question: 48

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

Question: 49

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

Question: 50

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

Question: 51

Which phase of the ADM establishes a set of Principles?

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

Answer: A

Question: 52

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

Question: 53

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

Question: 54

Which of the following best describes TOGAF?

- A. An abstract framework for the development of standards and processes for a business architecture
- B. A collection of components organized to accomplish a specific set of functions
- C. A process model, best practices and assets to aid production, use and maintenance of enterprise architectures
- D. A reference model containing taxonomy defining terminology for an enterprise architecture, together with an associated graphic
- E. A system development lifecycle method for software engineering

Answer: C

Question: 55

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

Question: 56

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

Question: 57

Which section of the TOGAF template for defining principles should highlight the requirements for carrying out the principle?

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

Answer: A

Question: 58

Which one of the following best describes the next step in an Architecture Compliance Review once the scope of the review has been determined?

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

Answer: E

Question: 59

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

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

Answer: B

Question: 60

Complete the sentence. All of the following describe a purpose of an Architecture Compliance review, except _____.

- A. determining the technical readiness of a project
- B. ensuring the application of best practices
- C. identifying business transformation risks for an architecture project

- D. identifying errors in an architecture project
- E. identifying where architecture standards require modification

Answer: C

Question: 61

According to TOGAF, which of the following steps in Phases B, C, and D occurs before development of the baseline or target architectures?

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

Answer: E

Question: 62

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

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

Answer: E

Question: 63

Which ADM phase provides architectural oversight of the implementation?

- A. Preliminary Phase
- B. Phase A
- C. Phase E

- D. Phase G
- E. Phase H

Answer: D

Question: 64

Complete the sentence. The Solutions Continuum represents implementations of the architectures at corresponding levels of the _____.

- A. Architecture Capability
- B. Architecture Continuum
- C. Architecture Landscape
- D. Architecture Metamodel
- E. Architecture Repository

Answer: B

Question: 65

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

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

Answer: A

Question: 66

Which one of the following provides a foundation for making architecture and planning decisions, framing

policies, procedures, and standards, and supporting resolution of contradictory situations?

- A. Architecture principles
- B. Buy lists
- C. Procurement policies
- D. Requirements
- E. Stakeholder concerns

Answer: A

Question: 67

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

- A. To ensure that architecture information is communicated to the right stakeholders at the right time
- B. To evangelize the architecture to the end user community
- C. To govern the architecture through to implementation
- D. To keep the Architecture Review Board informed of changes to the architecture
- E. To show progression of change from the Baseline Architecture to the Target Architecture

Answer: E

Question: 68

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

Question: 69

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

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

Answer: D

Question: 70

Which one of the following does TOGAF state is an objective for Phase A: Architecture Vision?

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

Answer: D

Question: 71

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

Question: 72

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

Question: 73

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

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

Answer: B

Question: 74

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

Question: 75

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

Question: 76

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

Question: 77

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

Question: 78

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

Question: 79

Which of the following describes an objective of Phase G: Implementation Governance?

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

Answer: C

Question: 80

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

Question: 81

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

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

Answer: E

Question: 82

In which part of the ADM cycle do building block gaps become associated with work packages that will address the gaps?

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

E. Phases G and H

Answer: C

Question: 83

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

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

Answer: C

Question: 84

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

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

Answer: A

Question: 85

Which of the following best describes the TOGAF classification in Phase H for a re-architecting 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 costs
- D. A change driven by a requirement to reduce investment
- E. A change driven by a requirement to re-align with the business strategy

Answer: B

Question: 86

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

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

Answer: A

Question: 87

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

Question: 88

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

Question: 89

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

Question: 90

TOGAF uses a version numbering convention to illustrate the evolution of the Baseline and Target Architecture Definitions. Which version number in this convention indicates a formally reviewed, detailed architecture?

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

Answer: D

Question: 91

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

Question: 92

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

Question: 93

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

- A. Defining architecture principles
- B. Defining relationships between management frameworks
- C. Defining the enterprise
- D. Evaluating the enterprise architecture maturity

E. Identifying stakeholders and their concerns

Answer: E

Question: 94

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

Question: 95

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

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

Answer: D

Question: 96

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

Question: 97

According to TOGAF, which of the following terms is defined as the key interests that are crucially important to stakeholders?

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

Answer: A

Question: 98

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

Question: 99

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: E

Question: 100

Complete the sentence. TOGAF defines five criteria for a good set of principles: Understandable, Robust, Complete, Consistent and .

- A. Agile
- B. Dynamic
- C. Comprehensive
- D. Rational
- E. Stable

Answer: E

Question: 101

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

Question: 102

Which of the following best describes the Standards Information Base?

- A. A repository area holding a description of the organization specific architecture framework and method
- B. A repository area holding a record of the governance activity across the enterprise
- C. A repository area holding guidelines and templates used to create new architectures
- D. A repository area holding processes to support governance of the Architecture Repository
- E. A repository area holding specifications to which architectures must conform

Answer: E

Question: 103

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

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

Answer: D

Question: 104

Which of the following describes how the Enterprise Continuum is used when developing an Enterprise Architecture?

- A. To describe how an architecture addresses stakeholder concerns
- B. To identify and understand business requirements
- C. To classify architecture and solution assets
- D. To coordinate with the other management frameworks in use

Answer: C

Question: 105

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

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

Answer: B

Question: 106

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

Question: 107

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

Question: 108

Complete the sentence. The TOGAF risk categorization after the implementation of mitigating actions is known as the level of risk.

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

Answer: D

Question: 109

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

Question: 110

Which of the following does TOGAF describe as "a formal description of a system, or a detailed plan of the system at component level to guide its implementation"?

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

Answer: A

Question: 111

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

Question: 112

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

Question: 113

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

Question: 114

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

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

Answer: A

Question: 115

Which of the following does the TOGAF standard describe as a package of functionality defined to meet

business needs across an organization?

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

Answer: C

Question: 116

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

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

Answer: D

Question: 117

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

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

Answer: D

Question: 118

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

Question: 119

Which of the following best describes the purpose of the Business Scenarios technique?

- A. To guide decision making throughout the enterprise
- B. To catch errors in a project architecture early
- C. To identify and understand requirements
- D. To identify risk when implementing an architecture project
- E. To highlight shortfalls between the baseline and target architectures

Answer:

C

Question: 120

Complete the sentence. The Requirements Management process is used to

- A. develop requirements for Transition Architectures that deliver business value
- B. dispose of, address and prioritize architecture requirements
- C. organize architecture requirements throughout the ADM cycle
- D. review business requirements
- E. validate requirements between ADM phases

Answer:

C

Question: 121

Which of the following describes the TOGAF Technical Reference Model?

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

Answer:

B

Question: 122

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

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

Answer: D

Question: 123

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

Question: 124

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

Question: 125

Which of the following describes the TOGAF classification in Phase H for a simplification 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
- E. A change driven by a requirement to simplify communication between stakeholders

Answer: C

Question: 126

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

Question: 127

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

Question: 128

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

Question: 129

According to TOGAF, which of the following terms describes people who have key roles in, or concerns about, a system?

- A. consumer
- B. CxOs
- C. lead architect
- D. sponsor
- E. stakeholder

Answer: E

Question: 130

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

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

Answer: E

Question: 131

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

- A. To act as a deliverable container for artifacts created during a project
- B. To ensure that architecture information is communicated to the right stakeholders at the right time
- C. To 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: A

Question: 132

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

Question: 133

Complete the sentence. The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from.

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

Answer: B

Question: 134

Which of the following describes an objective of Phase F: Migration Planning Phase?

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

Answer: D

Question: 135

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

Question: 136

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

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

Answer: D

Question: 137

According to the TOGAF standard, which of the following define general rules and guidelines for the use of resources across the enterprise?

- A. Functional Requirements
- B. Stakeholder concerns
- C. Architecture principles
- D. Business scenarios
- E. Procurement policies

Answer: C

Question: 138

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

Question: 139

Which section of the TOGAF template for Architecture Principles highlights the requirements for carrying out the principle?

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

Answer: A

Question: 140

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

Question: 141

In which ADM phase is the goal to ensure that the architecture achieves its original target business value?

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

Answer: D

Question: 142

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

Question: 143

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

- A. Building Block

- B. Catalog
- C. Diagram
- D. Matrix
- E. Deliverable

Answer: D

Question: 144

Complete the sentence. TOGAF defines five criteria for a good set of principles: Complete, Consistent, Stable, Understandable and .

- A. Agile,
- B. Dynamic
- C. Comprehensive
- D. Robust
- E. Strategic

Answer: D

Question: 145

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

Question: 146

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

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

Answer: C

Question: 147

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

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

Answer: E

Question: 148

Complete the sentence. TOGAF describes the role of an Architecture Contract as .

- A. an agreement between development partners and sponsors on the architecture deliverables

- B. a plan to ensure that architecture information is communicated to the right stakeholders at the right time
- C. a set of general rules and guidelines to support development of the enterprise architecture
- D. a timeline showing progression from the Baseline Architecture to the Target Architecture

Answer: A

Question: 149

Which of the following does TOGAF describe as "the structure of components, their interrelationships, and the principles guiding their design and evolution over time"?

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

Answer: E

Question: 150

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

Question: 151

Which of the following does TOGAF provide as a set of reference materials for establishing an architecture function within an organization?

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

Answer: E

Question: 152

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

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

Answer: B

Question: 153

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

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

Answer: B

Question: 154

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

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

Answer: B

Question: 155

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

Question: 156

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

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

Answer: A

Question: 157

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

Question: 158

Which of the following does the TOGAF document describe as the risk categorization prior to determining and implementing mitigating actions?

- A. The critical level of risk
- B. The initial level of risk
- C. The intermediate level of risk
- D. The mitigated level of risk
- E. The residual level of risk

Answer: B

Question: 159

In Phases B, C, and D of the ADM cycle the first step defined is to select reference models, viewpoints, and tools. Which of the following is the next step in each of these phases?

- A. Conduct formal stakeholder review
- B. Create Architecture Definition Document
- C. Develop Baseline Architecture
- D. Perform gap analysis
- E. Resolve impacts across the Architecture Landscape

Answer: C

Question: 160

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

Question: 161

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

Question: 162

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

Question: 163

The TOGAF ADM uses a version numbering convention to illustrate the evolution of Baseline and Target Architecture Definitions. What does Version 1.0 indicate according to this convention?

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

Answer: C

Reference:

Question: 164

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

Question: 165

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

Question: 166

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

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

Answer: B

Question: 167

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

Question: 168

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

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

Answer: C

Question: 169

Which of the following does the TOGAF document define as the representation of a related set of concerns?

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

Answer: D

Question: 170

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

Question: 171

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

Question: 172

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

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

Answer: A

Question: 173

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

Question: 174

Complete the sentence. There are five criteria that distinguish a good set of principles: Understandable, Robust, Complete, Consistent and

- A. Agile
- B. Dynamic
- C. Comprehensive
- D. Rational
- E. Stable

Answer:

E

Question: 175

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

Question: 176

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

Question: 177

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

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

Answer: C

Question: 178

Which one of the following best describes the purpose of a Change Request?

- A. To act as a deliverable container for artifacts created during a project
- B. To request a dispensation or to kick-start a further cycle of architecture work
- C. To ensure that information is communicated to the right stakeholder at the right time
- D. To review project progress and ensure the implementation is inline with the objectives
- E. To ensure that the results of a Compliance Assessment are distributed to the Architecture Board

Answer: B

Question: 179

What level of risk is the risk categorization prior to determining and implementing mitigating actions?

- A. Critical
- B. Residual
- C. Low
- D. Marginal

E. Initial

Answer: E

Question: 180

Which of the following is an objective of Phase G, Implementation Governance?

- A. Ensure that the enterprise's Architecture Capability meets current requirements
- B. Establish the value realization process
- C. Ensure that implementation projects conform with the Target Architecture
- D. Prioritize the projects through risk validation
- E. Assess the performance of the architecture and make recommendation for change

Answer: C

Reference: <http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap13.html>

Question: 181

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

Question: 182

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

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

Answer: B

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

Question: 183

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

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

Question: 184

The TOGAF ADM uses version numbering to illustrate the evolution of Baseline and Target Architecture Definitions. Which version number is used to indicate a high-level outline of the architecture?

- A. Version 0.1
- B. Version 0.7
- C. Version 1.0
- D. Version 0.9
- E. Version 0.5

Answer: A

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

Question: 185

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

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

Question: 186

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

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

Answer: B

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

Question: 187

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

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

Answer: A

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

Question: 188

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

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

Answer: A

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

Question: 189

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

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

Question: 190

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

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

Question: 191

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

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

Question: 192

Within the Architecture Repository, what does the class of information known as the Architecture Capability

include?

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

Answer: C

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

Question: 193

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

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

Question: 194

Complete the sentence. The TOGAF standard covers the development of four architecture domains.

Application, Data,

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

Answer: A

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

Question: 195

Which of the following is an interest important to a stakeholder in a system?

- A. A concern
- B. A principle
- C. An architecture viewpoint
- D. A requirement
- E. An architecture view

Answer: A

Explanation

Concerns are the key interests that are crucially important to the stakeholders in the system, and determine the acceptability of the system. Concerns may pertain to any aspect of the system's functioning, development, or operation, including considerations such as performance, reliability, security, distribution, and evolvability.

Reference: <http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap31.html>

Question: 196

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

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

Answer: C

Reference: https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap04.html#tag_04_04

Question: 197

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

Question: 198

Why does the TOGAF standard recommend that the Business Architecture be developed first?

- A. It contains a high level description of the business strategy for the organization
- B. It mobilizes operations to support the ongoing business architecture development
- C. It provides prerequisite knowledge for undertaking architecture work in the other domains
- D. It is the key document describing how the new architecture capability will meet the business goals
- E. It includes preparation activities such as customization of the method

Answer: C

Reference: <http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap06.html>

Question: 199

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

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

Question: 200

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

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

Answer: C

Reference: http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap36.html#tag_36_02_06

Question: 201

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

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

Answer: A

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

Question: 202

Complete the sentence. According to the TOGAF document, a(n) is a representation of a system from the perspective of a related set of

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

Answer: C

Definition of Key Terms:

Architecture View: An architecture view is a representation of a system from the perspective of a related set of concerns. It provides a means of describing how the architecture addresses the concerns of particular stakeholders.

Architecture Viewpoint: An architecture viewpoint is a template or pattern for creating a view. It defines the conventions for constructing, interpreting, and analyzing views.

Stakeholders: Stakeholders are individuals or groups with an interest in the outcome of the architecture.

TOGAF Framework:

According to the TOGAF framework, an architecture viewpoint is used to define the perspective from

which an architecture view is created. The viewpoint specifies the stakeholders and their concerns, as well as the models, modeling techniques, and analysis methods to be used.

Explanation of Correct Answer :

The correct completion of the sentence is "According to the TOGAF document, an architecture viewpoint is a representation of a system from the perspective of a related set of stakeholders." This is because an architecture viewpoint provides the guidelines and template for how to construct an architecture view, specifically addressing the concerns of the stakeholders related to that viewpoint.

Reference

The Open Group. (2011). TOGAF Version 9.1. Retrieved from <https://pubs.opengroup.org/architecture/togaf9-doc/arch/>

TOGAF® Series Guide: The TOGAF® Leader's Guide to Establishing and Evolving an EA Capability.

Question: 203

Which of the following best describes Requirements Management within the TOGAF ADM?

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

Answer: C

Definition of Requirements Management:

Requirements Management in the context of TOGAF ADM (Architecture Development Method) is the process of identifying, documenting, prioritizing, and managing architecture requirements throughout the ADM cycle.

TOGAF ADM and Requirements Management:

TOGAF ADM is a method for developing and managing the lifecycle of an enterprise architecture. It includes phases from preliminary work through to architecture change management.

Requirements Management is a continuous process that is central to all ADM phases. It ensures that all requirements are considered throughout the ADM cycle and are managed in a way that maintains traceability and alignment with business objectives.

Explanation of Correct Answer :

Option A, "Reviewing business requirements," is a part of the process but does not encompass the full scope of requirements management.

Option B, "Addressing and prioritizing architecture requirements," is also part of the process but not comprehensive enough.

Option D, "Validating requirements between ADM phases," is important but does not cover the continuous management aspect.

Option C, "Managing architecture requirements throughout the ADM cycle," is the best answer because it correctly identifies that requirements management is an ongoing process that spans all phases of the ADM, ensuring that requirements are captured, assessed, and met throughout the lifecycle of the architecture.

Reference

The Open Group. (2011). TOGAF Version 9.1. Retrieved from <https://pubs.opengroup.org/architecture/togaf9-doc/arch/>
TOGAF® 9 Certified Study Guide - 4th Edition.

Question: 204

What is an objective of ADM Phase G, Implementation Governance?

- A. To ensure that the enterprise's Architecture Capability meets current requirements
- B. To establish the value realization process
- C. To ensure that implementation projects conform with the Target Architecture
- D. To assess the performance of the architecture and make recommendations for change

Answer: C

Definition of ADM Phase G - Implementation Governance:

ADM Phase G, Implementation Governance, is a phase in the TOGAF Architecture Development Method (ADM) focused on ensuring that the implementation of architecture projects aligns with the target architecture.

Objectives of Implementation Governance:

The primary objective is to provide architectural oversight for the implementation process.

This involves ensuring that the projects and solutions being implemented conform to the defined target architecture.

It includes monitoring compliance, managing changes, and providing governance to support successful implementation.

Explanation of Correct Answer r:

Option A, "To ensure that the enterprise's Architecture Capability meets current requirements," is more related to the Preliminary Phase or Phase A (Architecture Vision).

Option B, "To establish the value realization process," pertains more to Phase H (Architecture Change Management) where value realization and benefits tracking are key activities.

Option D, "To assess the performance of the architecture and make recommendations for change," is primarily related to Phase H.

Option C, "To ensure that implementation projects conform with the Target Architecture," is the correct objective of Phase G. This phase is specifically designed to oversee the implementation, ensuring alignment with the target architecture and managing any deviations or changes.

Reference

The Open Group. (2011). TOGAF Version 9.1. Retrieved from <https://pubs.opengroup.org/architecture/togaf9-doc/arch/>
TOGAF® 9 Certified Study Guide - 4th Edition.

Question: 205

Which one of the following categories from the Document Categorization model consists of the normative parts of TOGAF which are considered central to its usage?

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

Answer: B

Question: 206

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

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

Answer: B

Question: 207

Which one of the following lists the main components within the TOGAF Architecture Repository?

- A. Organizational Metamodel, Architecture Capability, Architecture Landscape, Best Practices, Reference Library, Compliance Strategy.
- B. Architecture Metamodel, Organizational Capability Model, Application Landscape, SIB, Reference Library, Governance Model.
- C. Business Metamodel, Architecture Capability, Architecture Landscape, SIB, Reference Library, Governance Log.
- D. Architecture Metamodel, Architecture Capability, Architecture Landscape, SIB, Reference Library, Governance Log.

Answer: D

Question: 208

According to TOGAF, which of the following are the architecture domains that are commonly accepted subsets of an overall enterprise architecture?

- A. Application, Business, Data, Technology
- B. Capability, Segment, Strategic
- C. Context, Definition, Governance, Transformation
- D. Definition, Realization, Transition, Vision

Answer: A

Question: 209

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

Question: 210

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

Question: 211

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

Question: 212

An association of companies has defined a data model for sharing inventory and pricing information. Which of the following best describes where this model would fit in the Architecture Continuum?

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

Answer: C

Question: 213

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

Question: 214

What document is used to initiate a TOGAF ADM cycle?

- A. Architecture Roadmap
- B. Statement of Architecture Work
- C. Architecture Landscape
- D. Request for Architecture Work
- E. Architecture Vision

Answer: D

Question: 215

Complete the sentence. A server consolidation project that does not change the operating characteristics of the applications would require .

- A. a complete ADM cycle
- B. a complete re-architecting change
- C. a full revision of the enterprise architecture
- D. an incremental change
- E. a simplification change

Answer: E

Question: 216

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

Question: 217

In the Preliminary Phase, which of the following drives the requirements and performance metrics when scoping the enterprise architecture work?

- A. Architecture governance
- B. Business imperatives
- C. Solution architecture
- D. Service level agreements
- E. Time horizon

Answer: B

Question: 218

The Requirements Management Phase is responsible for which one of the following activities?

- A. Addressing requirements
- B. Disposal of resolved requirements
- C. Generating requirements
- D. Managing the flow of requirements
- E. Prioritizing requirements

Answer: D

Question: 219

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

Question: 220

Which of the following statements does NOT correctly describe Architecture Principles?

- A. They are most effective when they are embraced and used across the organization
- B. They are based on enterprise principles
- C. They are detailed policies that prescribe behaviors and requirements
- D. Even though they may appear generic, they should be tailored to reflect an organization's culture and goals

Answer: C

Question: 221

Complete the sentence. All of the following are sections of the recommended template for defining Architecture Principles, except

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

Answer: D

Question: 222

Which one of the following lists the five quality criteria for defining Architecture Principles?

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

Answer: D

Question: 223

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

ActualTests.com

Answer: B

Question: 224

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

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

Answer: D

Question: 225

Complete the sentence. All of the following are parts of the conceptual structure of the TOGAF Architecture Governance Framework, except

- A. Content
- B. Context
- C. Process Flow Control
- D. Repository
- E. Vision

Answer: E

Question: 226

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

Question: 227

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

Question: 228

TOGAF provides guidelines on how to use the ADM to establish an architecture capability. Which one of the following is NOT a correct guideline?

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

Answer: D

Question: 229

Which one of the following is defined by TOGAF as: the fundamental organization of a system embodied in its components, their relationship to each other, and the principles guiding its design and evolution?

- A. Architecture
- B. Metamodel
- C. Model
- D. Ontology
- E. Pattern

Answer: A

Question: 230

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

Question: 231

Which one of the following statements about TOGAF Building Blocks is NOT true?

- A. They should not be reused in other enterprise architecture projects
- B. They should have stable, published interfaces that allow other building block to interoperate with them
- C. They are packages of functionality intended to meet the business needs across the organization
- D. They have defined boundaries

Answer: A

Question: 232

Which pair of the following responses best completes the sentence? Architecture building blocks

whereas Solution Building blocks

- A. are assembled; are single function components
- B. are single function components; are groups of architecture building blocks
- C. are reusable; are not reusable
- D. define the architecture; provide the existing legacy system
- E. define functionality; define the implementation of functionality

Answer: E

Question: 233

According to TOGAF, which of the following best describes the purpose of the Architecture Definition Document?

- A. An agreement between development partners and sponsors on the deliverables
- B. A description to allow measurement of the compliance of the implementation
- C. A description to communicate the intent of the architect
- D. A document that triggers the start of an architecture development cycle
- E. A set of general rules and guidelines

Answer: C

Question: 234

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

- A. The architecture organization
- B. The CIO/CTO
- C. The corporate governance board
- D. The senior management
- E. The sponsoring organization

Answer: E

Question: 235

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

Question: 236

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

Question: 237

Complete the sentence. According to TOGAF, the simplest way of thinking about the Enterprise Continuum is as a

- A. Configuration Database
- B. library of architecture artifacts
- C. Requirements Management System

- D. Standards Information Base
- E. view of the Architecture Repository

Answer: E

Question: 238

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

Question: 239

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

Question: 240

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

Question: 241

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

Question: 242

Which one of the following best describes a primary use of the Architecture Vision document?

- A. A checklist for compliance reviews
- B. An evaluation tool to select vendors to conduct a proof of concept demonstration
- C. A tool for calculating detailed cost estimates
- D. A tool for project planning the implementation activities
- E. A tool for selling the benefits of the proposed capability to stakeholders

Answer: E

Question: 243

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 Exam. Any Time."

Answer: A

Question: 244

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

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

Answer: D

Question: 245

Which one of the following is the most relevant model for use in Phase C, Application Architecture?

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

Answer: B

Question: 246

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

Question: 247

Which one of the following is NOT part of the approach to Phase H -Architecture Change Management?

- A. Business Scenarios
- B. Capacity Measurement
- C. Change Management
- D. Measuring Business Growth

Answer: A

Question: 248

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

Question: 249

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

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

Answer: E

Question: 250

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

Question: 251

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

Question: 252

Which of the following is a technique recommended by TOGAF to help identify and understand requirements?

- A. Architecture Maturity Models
- B. Business Scenarios
- C. Gap Analysis
- D. Mind Maps
- E. SWOT Analysis

Answer: B

Question: 253

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

Question: 254

Which one of the following is recommended to define requirements and articulate the Architecture Vision

created in Phase A?

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

Answer: A

Question: 255

Gap Analysis is a technique used in Phases B, C, D and E. Which one of the following statements best describes the gap analysis technique?

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

Answer: C

Question: 256

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

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

Answer: A

Question: 257

Which one of the following does TOGAF Part VII recommend in order to implement an Enterprise Architecture Capability?

- A. Develop an Architecture Roadmap
- B. Populate the Architecture Repository
- C. Populate the Enterprise Continuum
- D. Use the Architecture Development Method
- E. Use the Implementation Governance Phase

Answer: D

Question: 258

Which one of the following is an essential aspect of architecture governance?

- A. Authoring the Architecture Definition Document
- B. Ensuring the compliance of individual projects to the enterprise architecture
- C. Controlling the implementation and deployment organizations
- D. Authoring the Communications Plan for a given architecture project
- E. Conducting Business Scenarios

Answer: B

Question: 259

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

- A. To define the capabilities of the organization
- B. To communicate the technical readiness of the project

- C. To evaluate the readiness of the organization to undergo change
- D. To produce a new Request for Architecture Work

Answer: B

Question: 260

Complete the sentence by selecting the applicable pair of words. According to TOGAF, a/an is used to describe the of a stakeholder.

- A. activity model, perspective
- B. viewpoint, requirements
- C. view, concerns
- D. Node Connectivity Diagram, interconnections
- E. Architecture trade-off analysis, constraints

Answer: C

Question: 261

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

Question: 262

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

Question: 263

Complete the sentence. The TOGAF Technical Reference Model

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

Answer: A

Question: 264

Which one of the following statements about the structure of the TOGAF 9 document is true?

- A. Part I describes the TOGAF approach to Enterprise Architecture
- B. Part II describes the definitions of terms used and the changes between versions of TOGAF
- C. Part III describes requirements management and is considered to be the core of TOGAF
- D. Part IV describes the ADM: a collection of guidelines and techniques used in TOGAF 9

Answer: A

Question: 265

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

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

Answer: E

Question: 266

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

Question: 267

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

Question: 268

According to TOGAF, where should architecture governance artifacts be stored?

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

Answer: D

Question: 269

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

Question: 270

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

Question: 271

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

Question: 272

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

Question: 273

Complete the sentence. To promote effective architectural activity within the enterprise, TOGAF 9 recommends the establishment of a(n)

- A. Enterprise Architecture Capability
- B. IT Governing Board
- C. Program Management Office
- D. Quality Assurance department
- E. Service Management department

Answer: A

Question: 274

According to the TOGAF Document Categorization Model, which category is for resources NOT referenced by content within the other categories?

- A. TOGAF Core
- B. TOGAF Extension
- C. TOGAF Mandatory
- D. TOGAF Recommended
- E. TOGAF Supporting

Answer: E

Question: 275

Which phase of the ADM is used to finalize a set of transition architectures that will support implementation?

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

Answer: C

Question: 276

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

Question: 277

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

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

Answer: D

Question: 278

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

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

Answer: E

Question: 279

Complete the sentence. In a gap analysis, a building block that appears in the Target Architecture but does not appear in the Baseline Architecture indicates

- A. nonconformant solution building blocks
- B. an error has occurred and the architecture must be re-evaluated
- C. requirements have not been properly documented
- D. functionality that should be eliminated
- E. a new function that must be built or procured

Answer: E

Question: 280

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

Question: 281

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

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

Answer: B

Question: 282

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

- A. Transition B. Capability C. Technology D. Segment

Answer: C

Question: 283

Which of the following supports the need to govern Enterprise Architecture?

- A. The TOGAF standard cannot be used without executive governance.
B. The Stakeholders preferences may go beyond the architecture project scope and needs control.
C. The Architecture Project mandates the governance of the target architecture.
D. Best practice governance enables the organization to control value realization.

Answer: D

Question: 284

Consider the following statement:

Separate projects may operate their own ADM cycles concurrently, with relationships between the different projects.

What does it illustrate?

- A. Enterprise Architecture
B. Requirements management
C. Iteration
D. Implementation governance

Answer: C

Question: 285

Complete the following sentence.

_ provide context for architecture work, by describing the needs and ways of working employed by the enterprise.

- A. Business principles, business goals, and business drivers
- B. Strategy and vision
- C. Stakeholder needs
- D. Architecture Contracts

Answer: A

Question: 286

What is an objective of the ADM Preliminary Phase?

- A. To create the initial version of the Architecture Roadmap
- B. To obtain approval for the Statement of Architecture Work
- C. To select and implement tools to support the Architecture Capability
- D. To develop a vision of the business value to be delivered by the proposed enterprise architecture

Answer: C

Question: 287

Consider the following ADM phases objectives.

	Objective
1	Finalize the Architecture Roadmap and the supporting Implementation and Migration Plan
2	Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
3	Define the overall Solution Building Blocks (SBBs) to finalize the Target Architecture based on the ABBs
4	Ensure conformance with the Target Architecture by implementation projects

Which phase does each objective match?

- A. 1G-2E-3F-4E
- B. 1F-2F-3E-4G
- C. 1F-2G-3F-4F
- D. 1E-2F-3E-4G

Answer: D

Question: 288

Complete the sentence. The four purposes that typically frame the planning horizon, depth and breadth of an Architecture Project, and the contents of the EA Repository are Strategy Portfolio.

- A. Project, and Solution Delivery.
- B. Subordinate, and Superior Architecture.
- C. Segment, and End-to-end Target Architecture.
- D. Discreet, and Cohesive.

Answer: A

Question: 289

What ensures that a project transitioning into implementation also smoothly transitions into appropriate Architecture Governance?

- A. Transition Plan
- B. Implementation Strategy
- C. Migration Plan
- D. Implementation Governance Model

Answer: D

Question: 290

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

- A. To validate non-functional requirements
- B. To establish quality metres for the architecture
- C. To determine service levels for the architecture
- D. To identify missing functions

Answer: B

Question: 291

What are the four dimensions used to scope an architecture?

- A. Strategy, Portfolio, Project, Solution Delivery
- B. Strategy, Segment, Capability, Budget
- C. Business, Data, Application, Technology
- D. Breadth, Depth, Time Period, Architecture Domains

Answer: C

Question: 292

Which of the following is the ability to develop, use and sustain the architecture of a particular enterprise using architecture to govern change?

- A. An EA framework
- B. An EA Capability
- C. An EA repository
- D. An Enterprise Architecture

Answer: B

Question: 293

Consider the following statements:

1. Groups of countries, governments, or governmental organizations (such as militaries) working together to create common or shareable deliverables or infrastructures
 2. Partnerships and alliances of businesses working together, such as a consortium or supply chain
- What are those examples of according to the TOGAF Standard?

- A. Architectures Scopes
- B. Business Units
- C. Organizations
- D. Enterprises

Answer: A

Question: 294

What is defined as the effect of uncertainty on objectives?

- A. Threat
- B. Continuity
- C. Vulnerability
- D. Risk

Answer: D

Question: 295

Consider the following statement.

According to the TOGAF standard, a governed approach of a particular deliverable will ensure adherence to the principles, standards, and requirements of the existing or developing architectures. Which deliverable does this refer to?

- A. An Architecture Contract
- B. The Statement of Architecture Work
- C. The Architecture Definition Document
- D. The Architecture Vision

Answer: A

Question: 296

Which of the following best describes purpose of the Business Scenarios?

- A. To identify risk when implementing an architecture project
- B. To guide decision making throughout the enterprise
- C. To identify and understand requirements
- D. To catch errors in a project architecture early

Answer: C

Question: 297

Consider the following ADM phases objectives.

	Objective
1	Ensure that the business value and cost of work packages and Transition Architectures is understood by key stakeholders
2	Ensure conformance with the Target Architecture by implementation projects
3	Ensure that the architecture development cycle is maintained
4	Ensure that the Architecture Governance Framework is

Which phase does each objective match?

- A. 1F-2G-3G-4H
- B. 1H-2F-3F-4G
- C. 1G-2H-3H-4F
- D. 1F-2G-3H-4H

Answer: B

Question: 298

Which statement about Requirements Management is most correct?

- A. The purpose of Requirements Management is to process change requests.
- B. Requirements Management is a step of all ADM Phases
- C. Requirements Management and stakeholder engagement are placed at the center of architecture development.
- D. Stakeholder requirements are captured once in Phase A and managed throughout the ADM cycle.

Answer: C

Question: 299

Complete the sentence. The purpose of the Preliminary Phase is to

- A. define the enterprise strategy
- B. describe the target architecture
- C. architect an Enterprise Architecture Capability
- D. identify the stakeholders and their requirements

Answer: C

Question: 300

Which statement best describes iteration and the ADM?

- A. The level of detail is defined once and applies to all Iterations.
- B. The ADM is iterative between phases B to D, and between Phases E and F.
- C. The ADM is sequential. Iteration is applied within phases.
- D. The ADM is iterative, over the whole process, between phases, and within phases.

Answer: D

Question: 301

Refer to the table below:

Phase	Output & Outcome	Essential Knowledge
?	A set of work packages that address the set of gaps, with an indication of value produced and effort required, and dependencies between the work packages to reach the adjusted target.	Dependency between the set of changes (Work Package & Gap dependency) Value, effort, and risk associated with each change and work package How stakeholder priority and preference adjust in response to value, effort, and risk of change.

Which ADM Phase(s) does this describe?

- A. Phase F
- B. Phase E
- C. Phase B, C and D
- D. Phase A

Answer: B

Question: 302

Which of the following statements about architecture partitioning are correct?

1. Partitions are used to simplify the management of the Enterprise Architecture.
2. Partitions are equivalent to architecture levels.

3. Partitions enable different teams to work on different element of the architecture at the same time.
 4. Partitions reflect the organization's structure.
- A. 2 & 4
 - B. 1 & 3
 - C. 1 & 4
 - D. 2 & 3

Answer: B

Question: 303

Consider the following ADM phases objectives.

	Objective
1	Develop the Target Data Architecture that enables the Business Architecture and the Architecture Vision
2	Develop the Target Business Architecture that describes how the enterprise needs to operate to achieve the business goals
3	Develop a high-level aspirational vision of the capabilities and business value to be delivered as a result of the proposed
4	Identify candidate Architecture Roadmap components based upon gaps between the Baseline and Target Technology

Which phase does each objective match?

- A. 1C-2B-3A-4D
- B. 1A-2B-3C-4D
- C. 1B-2D-3A-4C
- D. 1C-2D-3B-4A

Answer: A

Question: 304

Complete the sentence. When considering agile development. Architecture to Support Portfolio will identify what products the Enterprise needs, the boundary of the products, and what constraints a product owner has: this defines the Enterprise's

- A. business continuity
- B. backlog
- C. operating model
- D. risk tolerance

Answer: B

Question: 305

Which of the following are interests important to the stakeholders in a system?

- A. Principles
- B. Concerns
- C. Requirements
- D. Architecture views

Answer: B

Question: 306

Consider the following statements describing the TOGAF ADM

1. All ADM activities are carried out within an iterative cycle of continuous architecture definition and realization
2. The Requirements Management phase is a continuous phase
3. Output from an early phase may be modified in a later phase
4. When a phase starts, the previous phase closes

Which statements are correct?

- A. 2,3 & 4
- B. 1,3,4
- C. 1,2&3
- D. 1,2,4

Answer: C

Question: 307

Which one of the following classes of information within the Architecture Repository would typically contain a list of the applications in use within the enterprise?

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

Answer: C

Question: 308

Complete the sentence. The purpose of Enterprise Architecture is to

- A. control the bigger changes.
- B. guide effective change
- C. take major improvement decisions.
- D. govern the stakeholders.

Answer: B

Question: 309

Which of the following describes a purpose of Architecture Principles?

- A. To describe likely impacts resulting from successful deployment of the target architecture.
- B. To form a contract between sponsoring organization and the enterprise architects
- C. To establish a common understanding of how to control the business in pursuit of strategic objectives
- D. To provide a better understanding about the enterprise's culture and values

Answer: C

Question: 310

Consider the following descriptions of deliverables consumed and produced across the TOGAF ADM cycle.

Which deliverables match these descriptions?

- A. 1 Architecture Contracts - 2 Architecture Requirements Specification - 3 Architecture Vision - 4 Architecture Principles
- B. 1 Architecture Principles - 2 Architecture Contracts - 3 Architecture Requirements Specification- 4 Request for Architecture Work
- C. 1 Architecture Principles - 2 Architecture Contracts - 3 Request for Architecture Work - 4 Architecture Requirements Specification
- D. 1 Architecture Requirements Specification - 2 Architecture Principles - 3 Architecture Vision - 4 Architecture Contracts

Answer: C

Question: 311

Complete the sentence. The Architecture Landscape is divided into levels known as .

- A. Gaps, Plateaus, and Target Architectures
- B. Segment, Strategic, and Capability Architectures
- C. Transitional, Complete, and Incremental Architectures
- D. Baseline, Transition, and To Be Architectures

Answer: B

Question: 312

Complete the following sentence:

Presenting different _____ and _____ to stakeholders helps architects to extract hidden agendas, principles, and requirements that could impact the final Target Architecture.

- A. Business Scenarios, Business Models
- B. Solutions, Applications
- C. Architecture Views, Architecture Viewpoints
- D. Alternatives, Trade-offs

Answer: C

Question: 313

What are the following activities part of?

- Risk classification
- Risk identification
- Initial risk assessment

- A. Security Architecture
- B. Risk Management
- C. Phase G
- D. Phase A

Answer: B

Question: 314

Consider the following statements:

1. Each contracted party is required to act responsibly to the organization and its stakeholders.
2. All decisions taken, processes used, and their implementation will not be allowed to create unfair advantage to any one particular party.
3. Digital Transformation and operations will be more effective and efficient.
4. Strategic decision-making by C-Level executives and business leaders will be more effective. Which statements highlight the value and necessity for Architecture Governance to be adopted within organizations?

- A. 2 & 3
- B. 1 & 2
- C. 3 & 4
- D. 1 & 4

Answer: B

Question: 315

What is used to structure architectural information in an orderly way so that it can be processed to meet stakeholder needs?

- A. An Architecture Framework
- B. An EA Library
- C. A Content Metamodel
- D. A Stakeholder Map

Answer: C

Question: 316

Complete the following sentence. In the ADM, documents which are under development and have NOT undergone any formal review and approval process are

- A. invalid
- B. in between phases
- C. called "draft"

D. known as "Version 0.1"

Answer: C

Question: 317

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

Reference:

Question: 318

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

Question: 319

If the current step in Phase B is to define candidate roadmap components, what is the next step

- A. Create Architecture Definition Document

- B. Conduct formal stakeholder review
- C. Develop Baseline Architecture
- D. Resolve impacts across the Architecture Landscape
- E. Develop Target Architecture Description

Answer: B

Question: 320

What information does the Architecture Requirements Repository within the Architecture Repository hold?

- A. A log of the governance activity related to architecture requirements.
- B. The parameters and structures to support governance of architecture requirements.
- C. A set of guidelines, templates, and patterns to support the development of architecture requirements.
- D. The architecture requirements which have been agreed with the Architecture Board.

Answer: D

Question: 321

What ADM phase defines the scope for the architecture development initiative and identifies the stakeholders?

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

Answer: D

Question: 322

Within the Architecture Continuum, which of the following consists of generic components interrelationships principles and guidelines?

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

Answer: A

Question: 323

What is an objective of ADM Phase G Implementation Governance?

- A. To develop the Target Technology Architecture
- B. To finalize the Implementation and Migration Plan
- C. To ensure conformance for the target architecture
- D. To establish the resources for architecture governance
- E. To provide continual monitoring of the governance framework

Answer: C

Question: 324

What are the levels of the Architecture Landscape?

- A. Baseline, Transition and Target Architectures
- B. Corporate EA, Project Team and Portfolio Team Architectures
- C. Business, Data, Applications and Technology Architectures
- D. Capability, Segment and Strategic Architectures
- E. Foundation, Common and Solution Architectures

Answer: D

Question: 325

Which of the following identifies business units that possess capabilities, and which participate in value streams?

- A. Business Capability Map
- B. Value Stream Map
- C. Organization Map
- D. Information Map

Answer: B

Question: 326

Which of the following describes the practice by which the enterprise architecture is managed and controlled at an enterprise-wide level?

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

Answer: A

Question: 327

What component of the Architecture Repository represents architecture requirements agreed with the Architecture Board?

- A. Architecture Requirements Repository
- B. Reference Library
- C. Architecture Capability
- D. Governance Log

Answer: A

Question: 328

What is part of the approach in the ADM Preliminary Phase?

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

Answer: B

Question: 329

What is an objective of the Preliminary Phase?

- A. To develop the Implementation and Migration Plan
- B. To establish the architecture governance process
- C. To ensure conformance requirements for the target architecture are defined
- D. To operate the governance framework
- E. To develop the Architecture Vision document

Answer: B

Question: 330

Complete the sentence. The architecture domains that are considered by the TOGAF standard as subsets of an overall enterprise architecture are Business, Technology

- A. Application and Data
- B. Capability and Segment
- C. Vision and Strategy
- D. Information and Data
- E. Logical and Physical

Answer: D

Question: 331

Which of the following are sections of the TOGAF Library?

- A. Generic Guidance and Techniques, and Organization-Specific Guidance and Techniques
- B. Catalogs, Matrices and Diagrams
- C. Standard Information Base, Governance Log, Reference Library
- D. Common Systems Solutions, Organization-Specific Solutions, and Industry Solutions
- E. Reference Data, Templates and Patterns

Answer: A

Topic 2, Part 2

Question: 332

Scenario:

Please read this scenario prior to answering the question

The ABC company specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. The company has manufacturing facilities located in Palm Springs, California, Omaha, Nebraska, and Winnipeg, Manitob

a. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturer's design specifications.

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

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

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

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

Refer to the Scenario

You are the Lead Architect for this activity.

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

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

A. You create an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. For internal

development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization. You recommend that if a deviation from the contract is detected, the Manufacturing Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

B. You create an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Manufacturing Architecture Board grant a dispensation ID allow the implementation organization the ability to customize the process to meet their local needs.

C. You create an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization. You ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

D. You create an Architecture Contract to govern the implementation and migration process at each site. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. You then schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition. Based on the results, you ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

Answer: D

Incorrect:

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

Note:

*** Dispensations**

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

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

Question: 333

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**

a. 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. 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.

C. You recommend that this engagement define the Technology Architecture first in order to assess the current infrastructure capacity and capability. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion

so as to realize the vision.

D. You recommend that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to help forecast future impacts.

Answer: C

Question: 334

Scenario:

Please read this scenario prior to answering the question

The ABC company is an international agricultural company exporting bulbs, flowers and seeds worldwide. It is headquartered in Rotterdam in the Netherlands, and has sales and distribution centers in over 60 countries worldwide. Several of these centers include administrative, manufacturing, and research facilities.

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

The company international operations are subject to various legal and regulatory requirements. In areas such as genetically modified seeds, governmental controls are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was developing pest-resistant seeds.

The Governing Board is concerned, and as a result has approved the expenditure of resources to establish an Enterprise Architecture program. They have requested information about the status of projects that could impact regulatory compliance. They also want to enable the corporate legal staff and auditors to analyze proposed architectures to ensure that they are within the legal guidelines for

a given location. In addition, the research organization should be able to see that the architecture is appropriate for its needs. TOGAF 9 has been mandated as the guiding framework for the development and evolution of the Enterprise Architecture practice.

Refer to the Scenario

You have been appointed as the Lead Consultant.

You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of all these parties.

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

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

Answer: A

Question: 335

Scenario:

Please read this scenario prior to answering the question

The ABC company is the prime contractor for the Telesto Unmanned Spacecraft 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 company is moving aggressively 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.

To achieve this goal, the company needs to define Baseline and Target Architectures. These architectures must address key stakeholders' concerns such as:

1. What groups of people should be involved in procurement-related business processes?
2. What current applications do those groups use?
3. Which procurement-related business processes are supported by zero, one, or many existing applications?
4. What are the overall lifetimes of the Request for Proposal and Purchase Order business objects? What non-procurement applications will need to be integrated with any new procurement applications?
5. What data will need to be shared?

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 existing package applications from systems vendors with little customization.

The architecture development project has just completed its Architecture Context iteration cycle and is about to begin the Architecture Definition iteration cycle. The company is using TOGAF for its internal Enterprise Architecture activities. It uses an iterative approach for executing Architecture Development Method (ADM)

projects.

The architecture development project has just completed its Architecture Context iteration cycle and is about to begin the Architecture Definition iteration cycle.

Refer to the Scenario.

You are serving as the Lead Architect.

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

- A. In the early iterations of the Architecture Definition: Describe the Baseline Business Architecture with a Baseline Business Process catalog Describe the Baseline Application Architecture with a Technology Portfolio catalog Describe the Baseline Data Architecture with a Data diagram In the later iterations of the Architecture Definition: Describe the Target Business Architecture with an Actor/Process/Data catalog Describe the Target Application Architecture with a System/Technology matrix Describe the Target Data Architecture with a Data Dissemination diagram
- B. In the early iterations of the Architecture Definition: Describe the Target Business Architecture with a Business Service/Function catalog and a Business Interaction matrix Describe the key business objects with Product Lifecycle diagrams Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix Describe the Target Data Architecture with a Data Entity/business Function matrix and a System/Data matrix In the later iterations of the Architecture Definition: Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix Describe the Baseline Application Architecture with a System/Organization matrix and a System/function matrix Describe the Baseline Data Architecture with a Data Entity/Data Component catalog
- C. In the early iterations of the Architecture Definition: Describe the Target Business Architecture with a Business Service/Function catalog and an Organization/Actor catalog Describe the key business objects with Data Lifecycle diagrams Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix Describe the Target Data Architecture with a System/Data matrix In the later iterations of the Architecture Definition: Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix Describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix Describe the Baseline Data Architecture with a Data Entity/Data Component catalog
- D. In the early iterations of the Architecture Definition: Describe the Baseline Business Architecture with an Organization/Actor catalog Describe the Baseline Application Architecture with a System/Function matrix Describe the Baseline Data Architecture using a Data Entity/Data Component catalog In the later iterations of the Architecture Definition: Describe the Target Business Architecture with an Organization/Actor catalog Describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix Describe the Target Data Architecture with a System/Data matrix

Answer: C

Question: 336

Scenario:

Please read this scenario prior to answering the question

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

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

As a result, the company has begun implementing a single Enterprise Resource Planning (ERP) system to consolidate information from several applications that exist across the lines of business.

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

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the ERP implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture. The company has selected TOGAF 9 as the basis for its Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

Refer to the Scenario

You are serving as the Chief Architect.

You have been asked to recommend the approach to take in the Preliminary Phase to ensure that the Corporate Board's concern is addressed.

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

A. You evaluate the implications of the Board's concern in terms of regulatory and security policy requirements. You then update the company security policy to reflect the concern, ensuring that this policy is communicated across the organization. You allocate a security architecture team to ensure that security considerations are included in ongoing architecture planning. You then assess the security implications and agreements within the company businesses and their suppliers.

B. You start by clarifying the intent that the Board has for raising this concern. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objectives. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture.

C. You evaluate the implications of the Board's concern in terms of regulatory requirements and their impact on business goals and objectives. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the Board's concern. You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed.

D. You evaluate the implications of the Board's concern by examining the potential impacts on business goals and objectives. Based on your understanding, you then update the current company security policy to include an emphasis on the Board's concern. In addition, you allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

Answer: D

Question: 337

Scenario:

Please read this scenario prior to answering the question

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

With numerous practice areas and a multitude of diverse engagements underway at any given time, overall engagement management has become challenging. The company does not want to risk its outstanding reputation or its international certifications and CMM ratings. Senior partners must become team players, working to support the broader needs of the company and its shareholders.

The Enterprise Architecture team has been working to create the company's Enterprise Architecture framework to address these issues. The team has defined a preliminary framework and held

workshops with key stakeholders to define a set of principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains.

They have set out an ambitious vision of the future of the company over a five- year period.

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

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of the Enterprise Architecture program. The Enterprise Architecture framework is based on TOGAF 9. As the EA team prepare to formulate an Implementation plan, they have been asked by the CIO to assess the risks associated with the proposed architecture. He has received concerns from senior management that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

Refer to the Scenario

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

You have been asked to recommend an approach to satisfy the concerns raised.

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

- A. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture. Once all of the concerns have been resolved, the EA team should finalize the Architecture Implementation Roadmap and the Migration Plan.
- B. The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.
- C. The EA team should create a consolidated gap analysis to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture.
- D. Prior to preparing the Implementation plan, there are several techniques that should be applied to assess the risks and value of the proposed transformation. In particular, the EA team should pay attention to the Business Transformation Readiness Assessment and the Business Value Assessment.

Answer: D

Question: 338

Scenario:

Please read this scenario prior to answering the question

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

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

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

investigations and the development of a comprehensive architecture to plan the transformation.

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

Refer to the Scenario

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

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

You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture. Based on TOGAF 9, which of the following is the best answer?

- A. The team should hold a series of interviews at each of the manufacturing plants using the business scenario technique. This will then enable them to identify and document the characteristics of the architecture from the business requirements.
- B. 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. Based on the findings from the research, the team should define a preliminary target Architecture Vision. The team should then use that model to build consensus among the key stakeholders.
- C. The team should create Baseline and Target Architectures for each of the manufacturing plants. A gap analysis between the architectures will then validate the approach, and determine the Transition Architecture needed to achieve the target state.
- D. 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 stakeholders. Based on the findings of that pilot project, a complete set of requirements can be developed that will drive the evolution of the architecture.

Answer: C

Question: 339

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. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar solutions together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures and documented in an Architecture Definition Increments Table.

B. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procured. Eliminate any duplicate building blocks. Group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.

C. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. 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 packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

D. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for

dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture. Schedule the rollout one region at a time. Document the progression of the enterprise architecture using an Enterprise Architecture State Evolution table.

Answer: C

Question: 340

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. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that define the Target Architecture. 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. Upon approval, the architecture team will conduct Compliance Assessments to ensure that the Target Architecture is properly implemented.

B. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domains. 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 solutions. The completed Architecture Definition Document and the implementation end Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring

Architecture Contracts and by conducting Compliance Assessments.

C. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domains. In Phases E and F, the capability should be broken down into a set of increments that define the Target Architecture. The resulting Solution Building Blocks will provide the basis for the capability increment solutions. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.

D. The remaining architecture definition work should be focused on mapping out the technology and infrastructure capability in the Technology domain. 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. 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

Question: 341

Scenario:

Please read this scenario prior to answering the question

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

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

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

The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Based on the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed

the Business Transformation Readiness Assessment started in Phase A. Based on all of these factors they have produced a risk assessment.

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

Refer to the Scenario

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

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

- A. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the projects. You would then document the lessons learned and generate the final plan.
- B. You would assess how the plan impacts the other frameworks in use in the organization. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. You would then assign a business value to each project, taking into account available resources and priorities for the projects. Finally, you would generate the Implementation and Migration Plan.
- C. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then changes to performance

requirements should be identified and updated in the Implementation and Migration Plan.

D. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycle. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.

Answer: A

Business Value Technique usually follows BTRA, and will fulfil the requirement to phase approach by prioritizing projects and listing their execution using ADI table.

Question: 342

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. 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.

B. 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. 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.

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 Data Entity/Business Function matrix and a System/Data matrix. 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.

D. 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. 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

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.

Reference:

Question: 343

Scenario:

Please read this scenario prior to answering the Question

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

To achieve full integration of their research capabilities with their development centers located in various climate zones, the company wants to develop strong self-directed teams in each location. It also wants to define new business models that are profitable while reducing their impact on the environment. The management team is

deeply committed to ensuring that the company is a world leader in socially responsible seed development with a business strategy that focuses on profitability through environmentally friendly operating processes.

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

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

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

Refer to the Scenario

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

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

- A. You recommend that each project architecture activity is developed using a consistent modeling approach that is uniform across all architecture projects. 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.
- B. You recommend that a special report be created for those groups that have sufficient power and level of interest. This report should summarize the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders' requirements.
- C. 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 regulations. Stakeholders should then view the models to verify that their concerns have been properly addressed.
- D. You recommend that a stakeholder map be developed. This will allow the architects to define groups of stakeholders that share common concerns. A set of views should be defined to address the concerns for each group of stakeholders. Architecture models should then be created for each view to address the stakeholders' concerns.

Answer: A

Question: 344

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 crossfunctional 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 management. 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 Definition. 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.

B. You create an Architecture Contract to manage and govern the implementation and migration process at each location. For internal development projects, you issue a memorandum of understanding between the Architecture

Board and the implementation organization. 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.

C. You create an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.

D. You use the issued Architecture Contracts to manage the architecture governance processes for the project across the locations. 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 needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

Answer: D

Question: 345

Scenario:

Please read this scenario prior to answering the Question

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

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

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

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

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

TOGAF 9 has been selected for use for the Enterprise Architecture program. The CIO has endorsed

this choice with the full support of top management.

Refer to the Scenario

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

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

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

Answer: B

Incorrect:

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

Question: 346

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. This is because the vision is well understood and the strategic architecture agreed. 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.

B. You recommend that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

C. 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. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

D. You recommend that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability. Then the focus should be on transition planning and architecture deployment. This will identify retirements to ensure that the projects are sequenced in an optimal fashion

so as to realize the vision.

Answer: D

Question: 347

Scenario:

Please read this scenario prior to answering the Question

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

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

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

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

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

Refer to the Scenario

You have been asked to recommend an approach to satisfy these concerns.

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

A. You recommend that before preparing the detailed Implementation and Migration plan, the EA team should review and consolidate the gap analysis results from Phases B to D to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should assess the readiness of the organization to undergo change. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

B. You recommend that the EA team apply an interoperability analysis to evaluate any potential issues across the Solution Architecture. This should include the development of a matrix showing the interoperability retirements. Once all of the concerns have been resolved, the EA team should

finalize the Architecture Roadmap and the Implementation and Migration Plan.

C. You recommend that the EA team apply the Business Transformation Readiness Assessment technique which will allow the risks associated with the transformations to be identified and mitigated for, it will also identify improvement actions to be worked into the Implementation and Migration Plan. A Business Value Assessment should be used to determine the business value and associated risks for the transformation.

D. You recommend that the EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.

Answer: B

Question: 348

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

E. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

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

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

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

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

Engineer wants to know how these concerns can be addressed.

Refer to the Scenario

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

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

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

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

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

Answer: C

Question: 349

Scenario:

Please read this scenario prior to answering the Question

You have been assigned the role of Lead Enterprise Architect for a manufacturing firm that specializes in musical instruments. The firm has been established for over 100 years, operating in North America for most of that time.

In the last ten years, the firm has expanded into European markets and will soon establish a market in Latin America

a. A future expansion into the Asia Pacific region is also planned.

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

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

The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the four target geographic markets. One of the goals of this reorganization is to improve the ability of Marketing to collect

more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence.

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

Refer to the Scenario

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

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

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

B. In Phase A, the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account. These factors can then be used to assess the initial risks associated with the proposed architecture.

C. In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organization. The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed architecture.

D. In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting retirements. Once the retirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

Answer: C

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

Incorrect:

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

Question: 350

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 drivers. Based on that review, you would work closely with the key

stakeholders and the Architecture Board to define the architecture principles. You would ensure that they actively promote the alignment of IT with the corporate business strategies. You would then hold review meetings with the relevant stakeholders, including senior management, ensuring their support.

B. You would gather information from credible industry sources in the insurance business. Based on that information, you would assess current trends and apply them to defining a set of principles that embody best practices. You would select architecture principles that do not conflict with each other and that should be stable. You would ensure that all the principles are realistic and avoid including principles that are too obvious.

C. You would analyze the mission statements for the company and each of its divisions, together with the corporate business goals. Based on that analysis, you would define a set of architecture principles and review them with the CIO. When developing the principles, you would ensure that they actively promote the alignment of IT with the business strategies and initiatives of the company. You would then seek the endorsement of the CIO and senior management.

D. You would define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter. You would publish the principles on the corporate intranet to ensure widespread acceptance and compliance. 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

Question: 351

Scenario:

Please read this scenario prior to answering the Question

You are the Lead Architect for a firm that manufactures ball bearings used in industrial equipment applications. They have manufacturing operations in several cities in the United States, Germany, and the United Kingdom. The firm has traditionally allowed each manufacturing plant to drive its own production planning systems. Each plant has its own custom Materials Requirements Planning, Master Production Scheduling, Bill of Materials, and Shop Floor Control systems.

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

As part of the implementation process, the Enterprise Architecture (EA) department has begun to implement an architecture process based on TOGAF 9. The CIO is the sponsor of the activity. The

Chief Architect has directed that the program should include formal modeling using the Architecture Content Framework and the TOGAF Content Metamodel. This will enable support for the architecture tooling that the firm uses for its EA program.

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

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

Refer to the Scenario

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

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

A. You recommend that the architecture team incorporate the Process Modeling and Infrastructure Consolidation extensions into their tailored Content Metamodel. As the environment is processcentric this will enable them to model the manufacturing processes and store information to support regulatory compliance. It also includes views useful for managing the consolidation of applications into a single data center.

B. You recommend that the architecture team incorporate the Process Modeling and Governance extensions into their tailored Content Metamodel. This is suitable as this is a significant IT change that will impact its operational models. This will ensure that they include specific entities and attributes that will allow them to model the event-driven nature of the manufacturing processes more precisely.

C. You recommend that the architecture team incorporates the Governance and Motivation Extensions into their tailored Content Metamodel. This would allow modeling of the target milestones they want to achieve with this consolidation of application to a single data center. These extensions will also enable demonstration of regulatory compliance for the manufacturing process. D. You recommend that the architecture team incorporates the Data and Services Extensions into their tailored Content Metamodel. This would allow modeling of the location of IT assets and ensure regulatory compliance for the manufacturing process. It will also allow for identification of redundant duplication of capability which will be needed for a successful consolidation to a single data center.

Answer: B

Question: 352

Scenario:

Please read this scenario prior to answering the Question

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

Each business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information. The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier,

and inventory information, each business unit has different ways of defining each of these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.

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

Refer to the Scenario

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

You need to specify the best approach for this work.

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

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

Answer: D

Question: 353

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

- a. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

The company is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of

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

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

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

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

Refer to the Scenario

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

You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture. Based on TOGAF 9, which of the following is the best answer?

A. The team should develop Baseline and Target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the stakeholders. 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.

B. 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. Based on the findings from the research, the team should define a preliminary Architecture Vision. The team should then use that model to build consensus among the key stakeholders.

C. The team should use stakeholder analysis to understand who has concerns about the initiative. The team should then hold a series of interviews at each of the manufacturing plants using the business scenario technique. This will then enable them to identify and document the key high-level stakeholder requirements for the architecture.

D. 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 stakeholders. Based on the findings of that pilot project, a complete set of retirements will be developed that will drive the evolution of the architecture.

Answer: A

Question: 354

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. This will allow the architects to define groups of stakeholders that share common concerns. A set of views should be defined to address the concerns for each group of stakeholders. Architecture models should then be created for each view to address the stakeholders' concerns.

B. You recommend that each project architecture activity is developed using a consistent modeling approach that

is uniform across all architecture projects. Each architecture should be defined based on this fixed set of models so that all concerned parties can examine the models to ensure that their issues and concerns have been addressed.

C. You recommend that a special report be created for those groups that have sufficient power and level of interest. This report should summarize the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders' requirements.

D. 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 regulations. Stakeholders should then view the models to verify that their concerns have been properly addressed.

Answer: A

Question: 355

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 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 sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.
- B. 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. The EA team should then assess the readiness of the organization to undergo change. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.
- C. The EA team should apply an interoperability analysis to evaluate any potential issues across the Solution Architecture. This should include the development of a matrix showing the interoperability requirements. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.
- D. The EA team should apply the Business Transformation Readiness Assessment technique. This will allow the risks associated with the transformations to be identified and mitigated for. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The Business Value Assessment technique should then be used to determine the business value and associated risks for the transformation.

Answer: D

Question: 356

Scenario

Please read this scenario prior to answering the Question

Your role is that of Lead Enterprise Architect within the staff headquarters of a large hotel chain. The chain manages over 500 hotels across North America and Canada, with another 230 hotels internationally in the United Kingdom, Europe, Australia and New Zealand. Unlike other hotel chains, which are often a mix of company-owned and franchised units, each hotel in the chain is an independently owned and operated franchise. Many of the hotels use the same internal IT systems that they used before they joined the franchise. Until recently, the only requirement that has been placed on each hotel is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.

The CEO of the chain has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new support services including worldwide reservations, global, national and regional marketing as well as consolidated financial, logistics, and yield management. This strategy is part of the long-term commitment to enhance the brand image and drive superior revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

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

The chain has a mature enterprise architecture practice based in its headquarters and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity.

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

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

Refer to the scenario

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

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

A. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

B. You propose that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. 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. C. You propose that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

D. 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. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

Answer: D

Question: 357

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?

B. You recommend that the enterprise architects apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. They should confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the projects. They should then document the lessons learned and generate the final Implementation and Migration Plan.

C. You recommend that the enterprise architects conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.

D. You recommend that the enterprise architects assess how the plan impacts the other frameworks in use in the organization. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. They should then assign a business value to each project, taking into account available resources and priorities for the projects. Finally, they should generate the

Implementation and Migration Plan.

E. You recommend that the enterprise architects place the Architecture Definition Document under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. They should then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture without review.

Answer: C

Question: 358

Scenario

Please read this scenario prior to answering the Question

You are working as a consultant to the Chief Architect at a government agency responsible for securing all government communications and information systems. The agency has recently received funding for a program that will upgrade the reliability and performance of its secure communication systems which provide real-time, highly secure communication of voice, video, and message data to remote locations around the world.

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

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

A portion of the program budget has been allocated to context a review of the E

A. The scope of the review is to evaluate the processes, content and governance of the EA capability to ensure that the higher target performance and service levels required by the upgraded system can be achieved.

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

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

Refer to the Scenario

You have been asked to make recommendations for tailoring the Architecture Content Metamodel to accommodate the requirements of the upgraded system.
Based on TOGAF, which of the following is the best answer?

A. Since some artifacts will now require specific measurements and additional data will be needed to support the performance objectives linked to these measurements, you recommend that the motivation and governance extensions of the TOGAF 9 Content Metamodel are used. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance models. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.

B. You recommend all of the TOGAF 9 Content Metamodel extensions be incorporated into the Architecture Content Metamodel. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needs to support the performance and measurement objectives linked to these artifacts. Once the new repository content has been

implemented, on-demand queries can be used to generate a customized governance stakeholder view that isolates the artifacts and data needed to assess measurement for any particular service. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.

C. Since this case requires extensions of the modeling and data details of the service, this is best done by using the services extension of the TOGAF 9 Content Metamodel. By using this extension, the service model is no longer constrained by what is expected in typical business service definitions, allowing more flexibility for adding customized models to support the more stringent measurement requirements. The services extension can also be used to map terminology between the business services and the application components.

D. To support the type of stringent performance measurements needed for the more detailed governance views required for the upgraded system, the interfaces to the communication and network layer of the architecture must be highly visible at the application level. To accommodate the proper development of this, a Communications Engineering view should be created from the infrastructure extension models of the TOGAF Content Metamodel. This view will allow architects to align the required performance measurement communications across the system.

Answer: C

Question: 359

Scenario

Please read this scenario prior to answering the question

Your role is that of the Lead Architect working for a government agency responsible for immigration, customs, and border control. The agency was formed by consolidating several smaller government agencies. The agency has established an Enterprise Architecture practice based on TOGAF 9. The CIO is the executive sponsor and has appointed an EA steering team to oversee the practice.

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

overall operational efficiency of the agency.

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

A recent review of the EA program revealed that many EA staff members, despite attending multi-

day training courses, were not proficient in analyzing or creating the models and artifacts required for their assigned architecture projects. Stakeholders have observed errors and inconsistencies in artifacts and deliverables being submitted for review.

Refer to the Scenario

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

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

- A. You recommend that a comprehensive evaluation of key team leader skills be made using the TOGAF Architecture Skills Framework. Based on the evaluations, you will recommend the necessary staff changes. This will ensure that the team leaders have the necessary skills and experience for the architecture tasks within the agency. The role and skill categories defined in the TOGAF Architecture Skills Framework should then be shared with the department leaders so that in the future, they can make more informed choices when providing internal candidates for the EA team.
- B. You recommend that an architecture maturity assessment should be conducted. This will identify the practices on which the agency should focus to see the greatest improvement and ensure that the basic enterprise architecture process is documented. As part of the assessment, all of the team leaders should be interviewed and their qualifications assessed. In order to rectify areas of low proficiency, they are expected to attend additional EA training courses. When the team leaders have achieved the desired levels of proficiency, they should apply a similar process for their staff members.
- C. You recommend that you work with the EA steering team to adapt the TOGAF Architecture Skills Framework for use within the architecture practice at the agency. The categories of architecture roles, the required skills for each role and the desired level of proficiency for each role and skill will be defined by this framework. Each team member, or prospective team member, can then be evaluated for suitability against these roles and skills. Staffing and training adjustments can then be made as necessary to close gaps that are discovered.
- D. You recommend that to address the issues identified in the review, the experienced team leaders should mentor the junior team members. At the same time additional training should be provided. Since it is now known that some models are improperly defined and may have caused cascading errors in other parts of the architecture, you recommend an iteration of the Migration Planning phase occur, so as to develop a coordinated transition to a new baseline using the last known good architecture. Once the artifacts are consistent and correct, these can be applied to this new baseline.

Answer: C

Question: 360

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 procured. Eliminate any duplicate building blocks. Group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.

B. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar solutions together to form work packages. Identify dependencies between work packages factoring in the clinical trial

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

C. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture. Schedule the rollout one region at a time. Document the progression of the enterprise architecture using a state evolution table.

D. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. 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 packages. 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

Question: 361

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

a. The firm is planning to expand its exports to North America and also to establish sales in South America and the Asia Pacific region. This will enable them to better ride out recessions in key markets such as Europe. It will also enable the firm to exploit the auto industry move to global platforms.

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

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

Operations functions.

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

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

Refer to the Scenario.

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

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

A. In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the reorganization. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed project.

B. In Phase A, the team should conduct a Business Scenario to describe the business problem, identify the stakeholders' concerns and the resulting requirements. Once the requirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

C. In Phase A, the team should evaluate the organization's readiness to undergo change. This will identify the factors that will influence the reorganization. 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 fix. These factors can then be used to assess the initial risks associated with the proposed project.

D. In Phase A, the team should analyze their risk by completing an implementation Factor Assessment and Deduction Matrix to identify the risks associated with the implementation and deployment. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account. These factors can then be used to assess the initial risks associated with the proposed project.

Answer: A

Question: 362

Scenario:

Please read this scenario prior to answering the question

Your role is that of the Lead Enterprise Architect at a multinational automotive corporation. The company is headquartered in Germany, and manufactures cars, trucks and buses. It has manufacturing plants across North America, South America, Europe and Asi

a. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

The company has an ongoing initiative to improve the efficiency of all of its production operations, and in particular to reduce its carbon footprint. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in energy usage could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in one central data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities.

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

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

The architecture project team has now been formed, and has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their planning and production scheduling from a remote centralized system. The CIO wants to know how these concerns can be addressed. During the initial project team meeting a number of alternative recommendations for how to proceed have been put forward by members of the team.

Refer to the Scenario

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

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

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

Answer: B

Question: 363

Scenario:

Please read this scenario prior to answering the question

Your role is that of Lead Enterprise Architect working at the headquarters of a fast food chain. The chain manages over 7500 restaurants across 33 countries. Each restaurant in the chain is an independently owned and operated franchise.

Many of the restaurants still use the first generation IT systems deployed over 10 years ago. The Chief Operating Officer (COO) 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 including providing its franchisees new support services to help them address the increasing competition from coffee shops. This 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.

The changes will help provide the chain with improved products, including healthier alternatives in the menu, 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 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.

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 COO's vision. This recently completed with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations.

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

Refer to the scenario.

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

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

A. You propose that the target architecture is defined first by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will

ensure that the change can be defined in a structured manner and address the requirements needed to realize

the vision.

B. You propose that the baseline Technology Architecture is defined first in order to assess current infrastructure capacity and capability. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

C. You propose that the target architecture is defined first followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. 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 the focus be placed on architecture definition, with emphasis on understanding the strategic change parameters. The requirements, drivers, issues and constraints for this engagement can then be identified. You would ensure that the target architecture addresses not functional requirements so as to ensure the target architecture is robust and secure.

Answer: A

Question: 364

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead 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 and if these are successful, deployed across the retail chain. Information systems must be able to manage changes and updates without undue delays.

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, Section 23.6. You may need to refer to Chapter 23 of 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 TOGAF, which of the following is the best answer? [Note: The ordering of the principles listed in each answer is not significant.]

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

Answer: B

Question: 365

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 corporation. The corporation has over 100,000 employees and is organized into 10 divisions with operation in over 60 countries and products sold in over 125 countries. It has major research sites at 8 locations worldwide.

The operations of the corporation are subject to legal and regulatory requirements for each country where they operate. The production of its 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 trial for a new product.

The Enterprise Architecture group within the company has been engaged in an architecture development 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 ADM with extensions required to support the manufacturing practices and laboratory practices of 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, regulatory 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 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 have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture (s)

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

A. You would use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap, you would classify whether the solution is either a new development, purchased solution, or based on an existing product. You would group the similar solutions together to define the work packages. You would then regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

B. You would determine the set of Solution Building Blocks required by identifying which need to be developed and which need to be procured. You would eliminate any duplicate building blocks, and then group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix. You would then rank the work packages in terms of cost, and select the most costeffective options for inclusion in a series of Transition Architectures. Finally, you would schedule a sequential roll out of the work packages across the geographic regions.

C. You would document the factors impacting the implementation and Migration Plan and group the gaps identified in the domain architecture gap analysis results. For each gap, you would identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. You would group similar solutions together to form work packages, and identify dependencies between the work packages and identify dependencies between the work packages factoring in the clinical trial schedules. Finally, you would regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures.

D. You would group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work packages. Using the matrix as a planning tool you would then regroup the work packages to account for dependencies. You would sequence the work packages to account for dependencies. You would sequence the work packages into the Capability Increments needed to achieve the Target Architecture. You would schedule the rollout one region at a time. Finally, you would document the progression of the Enterprise Architecture using a state evolution table.

Answer: A

Question: 366

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for the enterprise architecture team at a multinational company. The company has grown rapidly by acquisition and has inherited numerous supply chain processes and related IT

systems. Several supply chain processes have had problems related to the timing of purchases, which has led to excess inventory. The Vice President in charge of Supply Chain Management has made the decision to consolidate and reduce redundant processes and systems. The company will move to a "Just-in-time" supply chain management system so as to keep inventory costs low.

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

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

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

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

Refer to the Scenario

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

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

A. In the next iteration of Architecture development, you would describe the Baseline Business Architecture with a Value Chain diagram and a Baseline Business Process catalog. You would describe the Baseline Data Architecture with a Data diagram. You would describe the Baseline Application Architecture with an Environment and Location diagram.

B. In the next iteration of Architecture development, you would describe the Target Business Architecture with an Organization/Actor catalog, a Business Service/Function catalog and Data Lifecycle diagrams. You would describe the Target Application Architecture with an Application Interaction matrix and Application Communications diagrams.

C. You would describe the Baseline Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog and a Data Entity/Business Function matrix. You would describe the Baseline Data Architecture using a Data Entity/Data Component catalog. You would describe the Baseline Application Architecture with an Application/Function matrix.

D. You would describe the Target Business Architecture with a Business Service/Function catalog, and a Business Interaction matrix. You would describe the Target Data Architecture with a Data Entity/Business Function matrix and an Application/Data matrix. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.

Answer: B

Question: 367

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

Question: 368

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

Question: 369

Complete the sentence.

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

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

Answer: D

Question: 370

Which of the following types of architecture defines technology standards for building blocks and reflects general computing requirements?

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

Answer: C

Question: 371

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

Question: 372

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

Question: 373

Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the

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

Answer: D

Question: 374

What ADM Phase generates the initial complete version of the Architecture Roadmap?

- A. Phase A: Architecture Vision
- B. Phase E: Opportunities and Solutions
- C. Phase B: Business Architecture
- D. Phase D: Technology Architecture
- E. Phase F: Migration Planning

Answer: B

Question: 375

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

Question: 376

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

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

Question: 377

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

Question: 378

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

Question: 379

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

Question: 380

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

- A. It lists work packages on a timeline showing progress towards the Target Architecture
- B. It contains an assessment of the current architecture requirements
- C. It provides for effective communication of the end architecture project to the stakeholders
- D. It forms the basis of a contractual agreement between the sponsor and the architecture organization
- E. It is sent from the sponsor and triggers the start of an architecture development cycle

Answer: A

Question: 381

Which part of the TOGAF standard provides a full description of each architecture phase?

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

Answer: B

Question: 382

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

- A. Segment Architectures, and Capability Architectures
- B. Solution Architectures, and Corporate Architectures
- C. Gap Architectures, and Target Architectures

- D. Transitional Architectures, and Incremental Architectures
- E. Baseline Architectures, and To Be Architectures

Answer: A

Question: 383

Complete the sentence. Two of the four architecture domains that are subsets of an overall Enterprise Architecture are Business and Technology, the other two are Application and

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

Answer: E

Question: 384

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: E

Question: 385

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

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

Answer: B

Question: 386

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

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

Question: 387

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

- A. Architecture Principles
- B. Requirement Management
- C. Interoperability Analysis
- D. Business Scenarios
- E. Gap Analysis

Answer: A

Question: 388

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

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

Question: 389

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

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

Answer: A

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

Question: 390

Which of the following is an objective of Phase G, Implementation Governance?

- A. Establish the resources for architecture governance
- B. Develop the Target Technology Architecture

- C. Ensure conformance for the target architecture
- D. Operate the governance framework
- E. Finalize the Implementation and Migration Plan

Answer: C

Reference: <http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap13.html>

Question: 391

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

Question: 392

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

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

Answer: D

Reference: https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap03.html#tag_03_72

Question: 393

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

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

Answer: D

Reference: <https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap06.html>

Question: 394

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

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

Question: 395

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for an Enterprise Architecture project team within a multinational oil and gas corporation. It is organized into two major business groupings: -Upstream operations which include exploration for crude oil and natural gas and operating the infrastructure necessary to deliver oil and gas to the market.

-Downstream operations which include the manufacturing, distribution and marketing activities for oil products and chemicals

Safety is a priority for the company, with the aim to ensure it causes zero harm to people and the environment.

The company has to satisfy the regulatory requirements of each of the countries it operates in.

The downstream business generates a third of the company's profits worldwide and includes more than 30,000 petrol stations and various oil refineries. In some countries it also includes oil refining, a retail station network, lubricants manufacture and marketing, industrial fuel and lubricants sales. The practice for the downstream

business has been to operate locally managed by local “operating companies”.

The Governing Board is concerned about the risk posed by operating in this complex global environment with a large part of the downstream business represented by local operating companies. As a result, the Chief Executive Officer (CEO) has appointed a Chief Compliance Officer (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, and has mandated the use of the TOGAF standard as the framework. He has requested to be informed about the status of downstream operations that could impact regulatory compliance. He also wants the corporate legal staff and auditors to analyze all proposed new downstream operations to ensure that they are within the legal guidelines for each country. In addition, the local operating companies should be able to see that the architecture is appropriate for their needs.

The architecture project team has worked within the sponsor to complete a detailed Request for Architecture Work providing the high level project description. As the project commences the next phase, the necessary approvals from corporate and line management have been

Refer to the Scenario

You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of the Chief Compliance Officer, legal staff, auditors and the local operating companies. Based on the TOGAF standard, which of the following is the best answer?

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

Answer: B

Question: 396

Scenario

Please read this scenario prior to answering the Question

You are serving as an Enterprise Architect at a large aerospace company. It designs, manufactures and sells civil and military aviation products worldwide and manufactures in multiple countries both inside and outside of the European Union. The company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems.

Recently, several procurement processes, within the civil aviation business, have had problems related to the timing of purchases, which has led to excess inventory. The Vice President in charge of Supply Chain Management has made the decision to consolidate and reduce redundant procurement processes and systems. He has committed to the CEO that the business will move to a "Just-in-time" procurement system so as to keep inventory costs low.

The TOGAF standard is used for internal Enterprise Architecture activities. At present, there are no architectural assets in the Architecture Repository related to this initiative. All assets will need to be acquired, 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 the existing procurement processes or systems.

This project is using an iterative approach for executing the Architecture Development Method (ADM). The architecture development project has completed the Architecture Vision Phase and has started a number of iteration cycles to develop the Architecture. As a packaged application is being considered, the next iteration will include both the Business and Application Architectures.

Stakeholders concerns that should be addressed by these architectures include:

1. What groups of people should be involved in procurement-related business processes?
2. What applications will these groups use once the architecture development is complete?
3. What non-procurement applications will need to be integrated with the new procurement applications?
4. What are the dependences between the non-procurement and the new procurement applications?

Refer to the Scenario

[Note: You may need to refer to the Architectural Artifacts chapter, section 31.6 (located in Part IV) within the reference text in order to answer this question.]

You have been asked to identify the most appropriate catalogs, matrices, and diagrams to support the next iteration of Architecture development.

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

- A. You would describe the Baseline Business Architecture with a Baseline Business Process catalog, and an Object lifecycle catalog. You would describe the Baseline Application Architecture with an Interface catalog and a Technology Portfolio catalog.
- B. You would describe the Baseline Business Architecture with an Organization/Actor catalog, and a Business Service/Function catalog, and a Data Entity/Business Function matrix. You would describe the Baseline Application Architecture with an Application Portfolio catalog and an Application/Function matrix.
- C. You would describe the Target Business Architecture with a Business Interaction matrix, and a Business Service/Function catalog. You would describe the Target Application Architecture with an Application Communication diagram, an Application/Organization matrix, an Application Interaction matrix and an Interface catalog.
- D. You would describe the Target Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog, and Data Lifecycle diagrams. You would describe the Target Application Architecture with Application Communication diagrams, an Application Interaction matrix, and an Application Portfolio catalog.

www.atmicnetworks.com www.atmicnetworks.com www.atmicnetworks.com www.atmicnetworks.com

Question: 397

www.atmicnetworks.com www.atmicnetworks.com www.atmicnetworks.com www.atmicnetworks.com

Scenario

Please read this scenario prior to answering the Question

You are working as a consultant to the Chief Architect at an intelligence and security organization responsible for securing government communications and information systems. These provide realtime, highly secure communication of voice, video, and message data to remote locations around the world. The agency has recently received information from intelligence sources that the current encryption protocols may no longer be secure. In response, a program is underway to upgrade the systems.

The agency has an established Enterprise Architecture (EA) capability based on the TOGAF standard. The Executive Director of the agency is the sponsor of the EA capability.

Since reliable, high-performance, and secure communications are essential to preserving national security, the Executive Director has placed more stringent requirements for the architecture of the upgraded systems. It must be able to provide assurance and verification of specific performance measures on the key services that are most crucial for system operation. Focusing on these service-

level details and specific measurements, will allow stricter requirements to be enforced in service contracts. It will also provide a high degree of assurance that necessary performance is being delivered and that notifications will occur if any critical service fails to perform as required.

A portion of the program budget has been allocated to context a review of the E

A. The scope of the review is to evaluate the processes, content and governance of the EA capability to ensure that the higher target performance and service levels required by the upgraded system can be achieved.

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

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

[Note: You may need to refer to the Content Metamodel chapter, section 30.4 (located in Part IV) of the reference text in order to answer this question.]

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

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

www.atmicnetworks.com www.atmicnetworks.com www.atmicnetworks.com www.atmicnetworks.com

A. You recommend that a Communications Engineering view is created using the infrastructure consolidation extension from the Architecture Content Metamodel. This view will allow architects to align the needed performance measurement communications across the system. This will support the stringent performance measurements needed for the more detailed governance views required for the upgraded system, making the interfaces to the communication and network layer of the architecture highly visible at the application

level.

B. You recommend that the services extension be incorporated into the Architecture Content Metamodel. By using this extension, the service model is no longer constrained by what is expected in typical business service definitions, allowing more flexibility for adding customized models to support the more stringent measurement requirements. The services extension can also be used to map terminology between the business services and the application components.

C. You recommend that the motivation and governance extension are incorporated into the Architecture Content Metamodel. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance models. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.

D. You recommend all of the extensions be incorporated into the Architecture Content Metamodel. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needed to support the performance and measurement objectives linked to these artifacts. Once the new repository content has been implemented, on-demand queries can be used to generate a customized governance stakeholder view that isolates the artifacts and data needed to assess measurement for any particular service. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.

Answer: B

Question: 398

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. This is because the vision is well understood and the strategic architecture agreed. 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.

B. You propose that this engagement define the baseline architecture first in order to assess the current infrastructure capacity and capability. The initial priority is to understand the problem. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

C. You propose that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

D. 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. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

Answer: A

Question: 399

NO: 346

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 specializes in luxury electric cars and their powertrain components, and also produces battery-charging equipment. It has its own distribution network, its own showrooms, and sells directly to customers via the internet. The company has four manufacturing facilities, two in the North America, one in Europe, and one in Asia.

A challenge that the company is facing to scale up the number of vehicles coming off the production line to meet customer demand, while maintaining quality. At the moment there are supply chain storages for key electronic components related to the autonomous drive system. In response to this, the research arm of the company has pioneered the development of a new self-driving platform. This new design uses common off-the-shelf components that will allow for a significant increase in overall vehicle production. This new design is ready to go into production.

The company has a mature Enterprise Architecture practice that is supported by a cross-functional Architecture Board. The TOGAF standard is used for developing the automated manufacturing process and systems used to design, manufacture and test the new design. The Chief Information Officer and the Chief Operating Officer co-

sponsor the Enterprise Architecture program.

As part of putting the new self-driving platform into production, adjustments to the automated assembly processes need to be made. A pilot architecture project at a single location has defined an updated approach for controlling the automated test systems used to perform final quality assurance. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for immediate implementation at each plant.

Architecture Contracts have been developed that detail the work needed to implement and deploy

the new automated test system controller for each location. The Chief Engineer has expressed concern that a uniform process be employed at each location to ensure consistency and quality.

Refer to the Scenario

The Lead Enterprise Architect has asked you to recommend the best approach to address the Chief Engineer's concern.

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

A. You create an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. 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.

B. You use the Architecture Contracts to manage the architecture governance processes for the project across the locations. You deploy monitoring tools to assess the performance of each completed drive assembly at each location and develop change requirements if necessary. You recommend that if a deviation from the contract is detected, the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

C. You create an Architecture Contract to manage and govern the implementation and migration process at each location. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organization. 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.

D. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. 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 Definition. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

Answer: A

Question: 400

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

Question: 401

Scenario

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a company that manufactures electromechanical devices. The company is organized as independent operational divisions.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard 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.

A strategic architecture has been approved that includes consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating in several of the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

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.

Using 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.

The implementation process is estimated to take four years. Because of the risks posed by the complexity of the current environment, a phased approach is needed to implement the target architectures. The Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete.

You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

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

A. You would assess how the plan impacts the other frameworks in use in the organization. The plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. You would then assign a business value to each project, considering available resources and priorities for the projects. Finally, you would generate the Implementation and Migration Plan.

B. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and

performance evaluation criteria that can be used to monitor the progress of the architecture transformation. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the projects. You would then document the lessons learned and generate the final plan.

C. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycle. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.

D. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.

Answer: A

Question: 402

Please read this scenario prior to answering the question

Your role is that of an Enterprise Architect in a company that develops wind turbines for use in wind farms. The company has multiple manufacturing facilities, in North America, Asia, and Europe. Each of these facilities supplies the power industry in its region. Most of the facilities are wholly owned by the company, but those in Asia are jointly owned with local partners.

The company has a mature Enterprise Architecture practice supported by a cross-functional Architecture Board and uses the TOGAF standard.

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 and in areas of higher wind resources. In particular offshore wind farms can contribute substantially more energy than land stationed turbines.

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 new design is ready to go into production.

As part of putting the new design into production, adjustments to the automated assembly processes need to be made. A pilot architecture project at a single location has defined an updated approach for controlling the automated systems used to perform final assembly and quality assurance. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for immediate implementation at each plant.

Architecture Contracts have been developed that detail the work needed to implement and deploy the new automated system controller for each location. The Chief Engineer has expressed concern that a uniform process be employed at each location to ensure consistency and a low blade failure rate.

Refer to the Scenario

You have been asked to recommend the best approach to address the Chief Engineer's concern. Based on the TOGAF Standard, Version 9.2. which of the following is the best answer?

A. You would review the Architecture Contract for each location, ensuring that it addresses the project objectives,

effectiveness metrics, acceptance criteria, and risk management. Where applicable, you ensure that the contract is legally enforceable. You would schedule compliance reviews at key points in the assembly and quality assurance process to ensure that the work is proceeding in accordance with the Architecture Definition. All deviations from the contract should be reviewed by the Architecture Board, who would consider whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

B. You would create an Architecture Contract to manage and govern the implementation and migration process at each location. For wholly owned facilities, you issue a memorandum of understanding between the Architecture Board and the implementation organization. For facilities jointly owned by local partners, you would ensure that the contract is legally enforceable. You would then 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.

C. You would create an Architecture Contract to govern the update to the automated system controller at each location. For facilities managed by partners, you ensure that it is a fully enforceable legal contract, and you would schedule additional compliance reviews at key points in the assembly and quality assurance process. These additional reviews would be for an initial period until no deviations from the contract occur. You recommend that if a deviation from the Architecture Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.

D. You would use the Architecture Contracts to manage the architecture governance processes for the project across the locations. You would ensure that the quality of each completed turbine blade at each location is assessed, and any local change requirements identified, 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 needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

Answer: A

Question: 403

Please read this scenario prior to answering the question

Your role is consultant to the Lead Enterprise Architect within a multinational manufacturing company. The company has several manufacturing divisions.

The company has a mature Enterprise Architecture practice and uses the TOGAF standard as the basis of its architecture framework. In conjunction with the EA program, the company uses several management frameworks. 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 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 application 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 key corporate change attributes and implementation constraints have been confirmed. The gap analysis results have been consolidated and integrated, which has identified the gaps across the Business, Data

a. Application, and Technology domains. The requirements, dependencies and interoperability requirements needed to integrate the new application have been reviewed, consolidated, and validated. The Business Transformation Readiness Assessment started in Phase A has been completed. The risks associated with the transformation effort have been identified, classified, mitigated for, and documented. The Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables have been completed. 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 the TOGAF Standard, Version 9.2, which of the following is the best answer?

- A. You recommend that the Architecture Definition Document is finalized and placed under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. An Implementation Governance Model should be produced to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture. The final Implementation and Migration Plan should then be generated.
- B. You recommend an assessment is made to determine how the plan impacts the other frameworks in use in the organization. If the plan impacts them, then coordination will be required. The business value should then be assigned to each work package, and projects identified for inclusion in the plan, taking into account available resources and priorities for the projects. The details for the plan should be gathered together and the final Implementation and Migration Plan created.
- C. You recommend that the criteria of business values applied to prioritize the implementation projects and project increments. This should focus on the return-on-investment criteria as signed off by the stakeholders, and the performance evaluation criteria used to monitor the progress of the architecture transformation. The Transition Architecture phases should be confirmed using an Architecture Definition Increments Table to list the projects. The lessons learned should then be documented, and the final Implementation and Migration Plan generated.
- D. You recommend that the migration planning outputs are reviewed, and recommendations are produced for the solution development. The priorities, high-level migration strategy, and resources needed should be identified for the development team. The requirements for monitoring tools, and the performance targets for the implementation should be documented. All this information should be gathered and the final Implementation and Migration Plan generated.

Answer: C

Question: 404

Please read this scenario prior to answering the question

Your role is that of an 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

a. The firm is planning to expand its exports to North America and to establish sales in other regions.

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 Chief Information Officer (CIO) and the Chief Operating Officer (COO) are joint sponsors of the EA program. The EA program is mature, with an active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF Architecture Content Framework. The EA program is well coordinated with the Project Management Office, Systems Development, and Operations functions.

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 firm has completed a strategic plan to reorganize its Sales and 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, Version 9.2, which of the following is the best answer?

- A. The EA team should conduct a Business Scenario to describe the business problem, identify the stakeholders' concerns and the resulting requirements. Once the requirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.
- B. The EA team should create a set of Business Architecture views that will enable them to identify the factors that will influence the reorganization. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed project.
- C. The EA team should analyze risk by completing an Implementation Factor Assessment and Deduction Matrix. This is used to serve as an archive and record of key decisions made in the implementation and deployment. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account. These factors can then used to assess the initial risks associated with the proposed project.
- D. The EA team should evaluate the organization's readiness to undergo change. This will identify the factors that will influence the reorganization. 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 fix. These factors can then used to assess the initial risks associated with the proposed project, and risk areas to be addressed.

Answer: A

Question: 405

Refer to the scenario

Please read this scenario prior to answering the question

Your role is that of Enterprise Architect for a chain of convenience stores. The chain includes over five thousand retail outlets. 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 chain has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework.

The CEO of the chain has stated concerns about the inefficiencies of the current systems and identified the need to change. He has defined a 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.

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 study, with approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations. Based on the recommendations from the study, the decision has been made for the chain to adopt a packaged suite of integrated applications that is tailored to the needs of the franchise.

The changes will help 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.

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

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. You recommend that the architecture development define the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

B. You recommend that the baseline architecture be developed first in order to assess the current infrastructure capacity and capability. This is since the initial priority is to understand the problem. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are

sequenced in an optimal fashion so as to realize the vision of the CEO.

C. You recommend that the focus be on the architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

D. You recommend that the target architecture is defined first, followed by transition planning. This is because the vision is well understood, and the strategic architecture agreed. 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.

Answer: D

Question: 406

Please read this scenario prior to answering the question

Your role is that of an Enterprise Architect at a multinational company. The company

designs, manufactures and sells products worldwide. It has grown rapidly by acquisition and has inherited numerous different business processes and related IT systems. This has led in many instances to a duplication of resources.

The Chief Operating Officer (COO) has made the decision to consolidate and reduce redundant business processes and IT systems in the sales operations. She has committed to the CEO that the business will migrate to a set of standardized solutions that will reduce costs and improve efficiency.

The Enterprise Architecture practice at the company has been assigned to manage the project. At present, there are no architectural assets in the Architecture Repository related to this initiative. All assets will need to be acquired, customized, or created from scratch. The CIO, who is the project sponsor, has identified the need for a set of commercial off the shelf package applications as candidates for the target. She has also stated that she is not concerned about preserving the existing business processes or IT systems within the sales operations.

Your team leader has asked you to assist with developing a response to the following questions:

Which groups of users will use the different applications and IT systems?

How many licenses and type of licenses are needed for the packaged applications? What level of support is needed for the users?

Where should the support center(s) be located?

What new capabilities will be required to support this business change?

How much will the migration cost?

This project is using an iterative approach for executing the TOGAF Architecture Development Method. The architecture

development project has completed the Architecture Vision Phase. A set of packaged applications has been identified and is being considered, the next iteration will include development of the Business and Application Target Architectures.

Refer the Scenario.

[Note: You may need to refer to the Architectural Artifacts chapter, section 31.6 (located in Part IV) of the reference text in order to answer this question.]

You have been asked to identify the most appropriate catalogs, matrices, and diagrams to support the Architecture development.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. You would describe the Target Business Architecture with a Business Interaction matrix, and a Business Service/Function catalog. You would

describe the Target Application Architecture with an Application Communication diagram, an Application Interaction matrix and an Interface catalog.

B. You would describe the Target Business Architecture with an Organization/Actor catalog, a Business Service/Function catalog, and a Capability/Organization matrix. You would describe the Target Application Architecture with an Application Portfolio catalog and an Application/Function matrix.

C. You would describe the Target Business Architecture with a Business Capability Map, a Location catalog, and an Organization/Actor catalog. You would describe the Target Application Architecture with an Application/Organization Matrix, and Application Migration diagram.

D. You would describe the Target Business Architecture with a Business Service/Function catalog, a Location catalog, and an Organization/Actor catalog. You would describe the Target Application Architecture with an Application Migration diagram, and an Application and User Location diagram.

Answer: B

Analysis of Scenario and TOGAF Guidance

Given the scenario, the main objective is to create a consolidated and standardized architecture for sales operations using the TOGAF Architecture Development Method (ADM). The COO aims to reduce redundancy and enhance efficiency, while the CIO has specified a preference for off-the-shelf applications rather than preserving the current, potentially redundant systems.

The ADM process is currently transitioning from the Architecture Vision phase to the Business and Application Target Architectures in the next iteration. The identified areas of focus include defining the Target Business and Application Architectures, which require specific catalogs, matrices, and diagrams for effective representation.

Requirement: Selection of Artifacts

According to TOGAF 9.2, artifacts like catalogs, matrices, and diagrams are essential in representing different aspects of

the architecture. These are detailed in Section 31.6 (Architectural Artifacts chapter, Part IV) of the TOGAF Standard, which outlines the purpose of each artifact type within the ADM phases.

Rationale for Option B

Target Business Architecture Artifacts:

Organization/Actor Catalog: This catalog is used to capture all actors (people, organizations, etc.) involved in the business operations. It is essential for mapping the current and target structure and aligns with the goal of consolidating operations to reduce redundancy.

Business Service/Function Catalog: This catalog lists all the business services and functions, helping identify which services/functions will remain, be removed, or be merged. This aligns with the objective of standardizing and streamlining processes.

Capability/Organization Matrix: This matrix maps business capabilities to organizational units, which helps define what new capabilities may be required to support the business change as requested by the COO.

Target Application Architecture Artifacts:

Application Portfolio Catalog: This catalog identifies and details applications involved in the target architecture, including the new off-the-shelf package applications. It is crucial for cataloging all software solutions that will be part of the consolidated system.

Application/Function Matrix: This matrix links applications to the business functions they support, which is instrumental in assessing how the new applications align with the business needs.

Alignment with TOGAF ADM Guidelines

ADM Phase B (Business Architecture): Catalogs like the Organization/Actor catalog and Business Service/Function catalog are appropriate to capture actors and their interactions with services. Additionally, matrices like the Capability/Organization matrix align with TOGAF guidelines to document necessary business capabilities and organizational responsibilities.

ADM Phase C (Application Architecture): For the Application Architecture, an Application Portfolio catalog supports cataloging applications as the organization considers packaged solutions. The Application/Function matrix is useful for mapping how these applications fulfill specific business functions, aligning with TOGAF guidance for this phase.

Why Options A, C, and D are Less Suitable

Option A: While it includes the Business Service/Function catalog, it does not provide sufficient emphasis on organizational structure or capabilities (e.g., Capability/Organization matrix), both of which are crucial for understanding the roles and responsibilities in the target business structure. Option C: This option suggests a Business Capability Map and Application/Organization matrix, which are less directly relevant to the immediate needs of cataloging applications and mapping functions to applications as specified by the CIO's intent to move to standardized packages.

Option D: The Application Migration diagram and Application and User Location diagram are more appropriate for later stages of the architecture, focusing on implementation rather than the Business and Application Architectures, making them premature for this stage.

TOGAF Reference Supporting Option B

31.6.1 Catalogs (Business Architecture and Application Architecture sections): Organization/Actor catalog, Business Service/Function catalog, and Application Portfolio catalog are standard catalogs for Business and Application Architectures.

31.6.2 Matrices (Business Architecture and Application Architecture sections):

Capability/Organization matrix and Application/Function matrix are recommended matrices for defining relationships between capabilities, organizations, and functions.

Thus, Option B is the most suitable answer as it aligns with the requirements in the scenario and adheres to TOGAF's recommended artifacts for the Business and Application Architectures in these ADM phases.

Question: 407

Please read this scenario prior to answering the question

You have been assigned the role of Lead Enterprise Architect within a leading professional services company that specializes in providing outsourcing services. Outsourcing services include business processes, infrastructure, and service management. The company also provides business consulting services.

The company has an established Enterprise Architecture program based on the TOGAF standard, 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.

With numerous service areas and many diverse engagements in progress at any given time, overall engagement management within the company has become challenging. The company has recently had a number of high profile projects that have overrun on budget and under delivered, thereby damaging its reputation.

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 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 high-level 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 will include three distinct transformations.

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

Refer to the Scenario

You have been asked to recommend an approach to satisfy these concerns.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

- A. The EA team should bring together information about potential solutions from the appropriate sources within the enterprise, such as the Architecture Repository. Once the target architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures and associated risks. A value realization process should then be established to ensure that the concerns raised are addressed.
- B. The EA team should evaluate the organization's readiness to undergo change. This will allow the risks associated with the transformations to be identified and mitigated for. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The Business Value Assessment technique should then be used to determine the business value and associated risks for the transformation.
- C. The EA team should apply an interoperability analysis to evaluate any potential issues across the architecture. This should include the development of a matrix showing the interoperability requirements. The EA team would then

reconcile the interoperability requirements with potential solutions and risks. Once all the concerns have been resolved, the EA team should finalize the Architecture

Roadmap and the Implementation and Migration Plan.

D. The EA team should review and consolidate the gap analysis results from Phases B to D. This should be completed before preparing the detailed Implementation and Migration plan. The gap analysis results can be used to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should then assess the readiness of the organization to undergo change. Once the architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

Answer: B

Explanation:

Analysis of Scenario and TOGAF Guidance

In this scenario, the Lead Enterprise Architect must address concerns from senior management regarding the risks of an ambitious five-year transformation strategy. Senior management is uncertain if the architecture can deliver enough value to justify the risks. The CIO has requested an assessment of these risks before approving the detailed Implementation and Migration Plan. The TOGAF ADM (Architecture Development Method) provides guidance for risk and readiness assessments as part of Phases E (Opportunities and Solutions) and F (Migration Planning). Specifically, TOGAF encourages readiness assessments to evaluate an organization's capability for change and Business Value Assessments to gauge the potential value and risks associated with proposed changes.

Explanation of Option B and Why It is the Best Answer

Readiness Assessment:

A Readiness Assessment helps in evaluating whether the organization is prepared to undertake the transformations. This assessment will identify any gaps in the organization's capabilities, culture, or resources needed to support the change.

Addressing these gaps helps mitigate the risks of transformation.

TOGAF's ADM Phase F includes readiness assessment as a critical activity, as it provides insights into how prepared the organization is for the changes and identifies required improvement actions, which can be integrated into the Implementation and Migration Plan.

Business Value Assessment:

TOGAF recommends using a Business Value Assessment Technique to determine the value and associated risks of the transformation. This technique provides a structured approach to assess whether the anticipated business benefits are likely to be realized and at what level of risk. It helps ensure that all stakeholders have a clear understanding of the expected outcomes, costs, and risks. This assessment would address the senior management's concerns about whether the proposed architecture changes would deliver sufficient value to justify the risks, which aligns with TOGAF's guidance in Phases E and F.

Aligns with TOGAF ADM Phases E and F:

In Phase E (Opportunities and Solutions), TOGAF specifies the identification of business transformation risks and readiness for change as part of creating the Architecture Roadmap.

In Phase F (Migration Planning), these analyses help in finalizing the Implementation and Migration

Plan. By addressing risks early, the EA team can incorporate risk mitigation strategies and align the plan with the organization's readiness to adopt changes.

Why Options A, C, and D Are Less Suitable

Option A: Although gathering information from the Architecture Repository and performing a state evolution analysis are useful steps, this option lacks a readiness assessment and a value assessment, which are specifically relevant to evaluating the feasibility and value of ambitious transformations. Without these assessments, senior management's concerns regarding risks and value remain insufficiently addressed.

Option C: Interoperability analysis primarily addresses integration between system components, not the broader organizational readiness or the risk and value concerns raised by senior management. While interoperability is important, it is a technical aspect that does not directly address readiness for change or business value.

Option D: Consolidating gap analysis results is a relevant step for determining necessary changes, but it does not specifically address the need to evaluate the organizational readiness or to assess the business value and associated risks.

This approach also omits the Business Value Assessment, which is crucial for justifying the transformations.

TOGAF Reference Supporting Option B

TOGAF Section 31.3.5: Recommends using Readiness Assessment to determine the capability of an organization to support transformation efforts.

TOGAF Section 31.3.8: Describes the Business Value Assessment Technique as a way to assess the potential value and risks of proposed transformations.

TOGAF ADM Phases E and F: Emphasize the importance of readiness assessments and risk analysis for the creation of the Architecture Roadmap and Implementation and Migration Plan, ensuring that plans align with the organization's ability to adopt and benefit from the changes.

In summary, Option B is the best answer as it aligns with TOGAF's guidance on performing readiness and value assessments to address management's concerns regarding the risk and value of the transformation.

Question: 408

Please read this scenario prior to answering the question

You are serving as the Lead Architect for an Enterprise Architecture project team within a multinational energy company.

The company is organized into two major business operations:

- Upstream operations which include exploration for crude oil and natural gas and operating the infrastructure necessary to deliver oil and gas to the market
- Downstream operations which include the manufacturing, distribution and marketing activities for oil products and chemicals

The downstream business includes oil refining, a retail filling station network, lubricants manufacture and marketing, industrial fuel and lubricants sales. The practice for the downstream business has been to operate locally, managed by local "operating companies".

There is an established Enterprise Architecture program within the company, and the TOGAF standard has been adopted as the framework.

Safety is a priority for the company, with the aim to ensure it causes zero harm to people and the environment. The company has to satisfy the regulatory requirements of each of the countries it operates in.

The Governing Board is concerned about the risk posed by operating in this complex global environment with a large part of the downstream business represented by local operating companies.

The Chief Executive Officer (CEO) has requested to be informed about the status of downstream operations that could impact regulatory compliance. He also wants the corporate legal staff and auditors to analyze all proposed new downstream operations to ensure that they are within the legal guidelines for each country. In addition,

the local operating companies should be able to see that the architecture is appropriate for their needs.

The architecture project team has completed a detailed Request for Architecture Work providing the high level project description. As the project commences the next phase, the necessary approvals from management have been received.

Refer to the Scenario

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

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. You recommend that a Communications Plan be created to address the powerful and influential stakeholders identified in a stakeholder power grid matrix. This plan should include a report that summarizes the key features of the architecture with respect to each location and reflect the stakeholder requirements. You will check with each stakeholder that their concerns are being addressed.

B. You recommend that an Organization Map is created to show the relationships between the different operations within the company and the local operating companies. This will be used to identify key stakeholders. A set of models should then be developed that can be applied uniformly across the project. The stakeholders can then examine the models to ensure that their needs have been addressed.

C. You recommend that a stakeholder analysis is made, so as to identify which stakeholders are involved, their level of involvement, and their concerns. This

will allow the architects to define groups of stakeholders who have common concerns. The concerns and relevant viewpoints should then be defined for each group of stakeholders, and recorded in the Architecture Vision document.

D. You recommend that an analysis of stakeholders occurs, with 22 types of stakeholders identified, in five categories - corporate functions, end-user organization, project organization, systems, and external. Models should then be created for each stakeholder category to ensure that the system complies with the local regulations. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed.

Answer: C

Explanation:

Analysis of Scenario and TOGAF Guidance

In this scenario, you are leading an architecture project for a multinational energy company with both upstream and downstream operations. The downstream operations, in particular, are complex due to local regulations in each country where the company operates. The CEO is especially concerned with ensuring regulatory compliance, with the legal and

auditing teams tasked with analyzing new downstream operations to ensure adherence to each country's legal requirements. Additionally, local operating companies should find the architecture appropriate for their needs. The TOGAF framework recommends identifying and addressing stakeholder concerns early in the ADM process, especially during the Architecture Vision phase (Phase A). Stakeholder analysis is a foundational activity in TOGAF to ensure that diverse concerns are addressed systematically and that all necessary perspectives are considered. This approach helps in aligning the architecture work with organizational needs and in facilitating communication with various stakeholder groups.

Explanation of Option C and Why It is the Best Answer

Stakeholder Analysis:

Stakeholder analysis is essential to identify which stakeholders are involved, their levels of influence and involvement, and their primary concerns. This process allows the architecture team to group stakeholders with common concerns and develop targeted viewpoints for each group.

TOGAF emphasizes stakeholder analysis in Phase A (Architecture Vision) to ensure that the architecture addresses the specific needs of various stakeholder groups, especially in complex, multistakeholder environments like the one described in the scenario.

Definition of Concerns and Viewpoints:

After identifying the stakeholders and their concerns, TOGAF recommends defining specific viewpoints that reflect these concerns. This involves documenting these concerns and aligning them with architectural objectives, ensuring each group's needs are clearly addressed.

Recording these concerns and viewpoints in the Architecture Vision document provides a consolidated, high-level reference that informs future phases and guides architecture work to address stakeholder expectations and regulatory requirements effectively.

Alignment with TOGAF ADM and Stakeholder Management Guidelines:

TOGAF's Chapter 24 (Stakeholder Management) and Section 24.2 outline the importance of identifying, grouping, and managing stakeholders to ensure the architecture work meets their needs. This is particularly crucial when stakeholders have distinct, potentially conflicting concerns, such as compliance, legal standards, and local operational requirements.

Additionally, by recording this information in the Architecture Vision document (an outcome of Phase A), the team provides a baseline for engaging stakeholders throughout the project, which is critical in high-stakes, regulated environments.

Why Options A, B, and D Are Less Suitable

Option A: While creating a Communications Plan and using a stakeholder power grid matrix are useful actions, they are insufficient for addressing specific stakeholder concerns and viewpoints. This option lacks a structured approach to defining specific viewpoints based on stakeholder concerns, which is a key TOGAF recommendation in managing complex requirements.

Option B: Developing an Organization Map and uniform models could help visualize relationships, but this option misses the critical step of grouping stakeholders by their concerns and defining viewpoints. TOGAF does not recommend a one-size-fits-all model in situations where different groups have distinct needs.

Option D: Identifying stakeholders by category and developing models for each group can help, but identifying 22 specific types of stakeholders and applying a rigid classification misses the nuance required for a more tailored approach. TOGAF instead encourages developing viewpoints based on stakeholder concerns and does not prescribe an exact count or rigid categories of stakeholders, as it may not be suitable for all cases.

TOGAF Reference Supporting Option C

TOGAF Chapter 24 (Stakeholder Management): Emphasizes the need for identifying and managing stakeholders and their concerns, particularly through defining viewpoints and concerns relevant to each group.

TOGAF Section 7.5.1: Recommends conducting a stakeholder analysis as part of the Architecture Vision phase (Phase A), which includes defining the architecture's scope, purpose, and high-level requirements aligned with stakeholder needs.

TOGAF Section 7.5.2: Advises on capturing concerns and viewpoints in the Architecture Vision document, which serves as a high-level guide to ensure all stakeholders' requirements are understood and tracked throughout the project. In conclusion, Option C is the best answer as it aligns with TOGAF's approach to stakeholder analysis, defining viewpoints based on stakeholder concerns, and documenting these in the Architecture Vision document to address the needs of the Chief Compliance Officer, legal staff, auditors, and local operating companies.

Question: 409

Please read this scenario prior to answering the question

Your role is that of an Enterprise Architect in a multinational automotive and clean energy company. The company designs and manufactures electric vehicles, battery storage, and solar panels. The company has multiple manufacturing facilities, in North America, Europe, and in Asia

a. Most of the facilities are wholly owned by the company, but two in Asia are jointly owned with local partners.

The company has a mature Enterprise Architecture practice that is supported by a cross-functional Architecture Board. The TOGAF standard is used for developing the automated manufacturing process and systems used to design, manufacture and test the new design. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

A challenge that the company is facing is to scale up the number of vehicles coming off the production lines to meet customer demand. At the moment there are supply chain shortages for key custom-designed electronic components used in the vehicles. In response to this, the research arm of the company has pioneered the development of a revised design using common off-the-shelf components that will allow for a significant increase in overall vehicle production. This new design is ready to go into production.

As part of putting the new design into production, adjustments to the automated assembly processes need to be made. A pilot architecture project at a single location has defined an updated approach for controlling the automated systems used to perform final assembly and quality assurance. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for immediate implementation at each plant.

Architecture Contracts have been developed that detail the work needed to implement and deploy the new automated system controller for each location. The Chief Engineer has expressed concern that a uniform process be employed at each location to ensure consistency and quality.

Refer to the Scenario

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

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. You would use the Architecture Contracts to manage the architecture governance processes for the project across the locations. You would ensure that the quality of each completed vehicle at each location is assessed, and any local change requirements identified, 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 needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

B. You would review the Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. Where applicable, you ensure that the contract is legally enforceable. You would schedule compliance reviews at key points in the assembly and quality assurance process to ensure that the work is proceeding in accordance with the Architecture Definition. All deviations from the contract

should be reviewed by the Architecture Board, who would consider whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

C. You would create an Architecture Contract to manage and govern the implementation and migration process at each location. For wholly owned facilities, you issue a memorandum of understanding between the Architecture Board and the implementation organization. For facilities jointly owned by local partners, you would ensure that the contract is legally enforceable. You would then 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 would create an Architecture Contract to govern the update to the automated system controller at each location. For facilities managed by partners, you ensure that it is a fully enforceable legal contract, and you would schedule additional compliance reviews at key points in the assembly and quality assurance process. These additional reviews would be for an initial period until no deviations from the contract occur. 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.

Answer: B

Question: 410

Please read this scenario prior to answering the question

You are serving as the Lead Enterprise Architect for a life insurance, annuities, and pensions company, which has been formed through the merger of three companies. The company 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. 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 its data elements and has customized the common application to the point where the ability to exchange information is error-prone.

The Chief Information Officer (CIO) has formed an Enterprise Architecture department, and one of the primary

goals in its charter is to coordinate efforts between the teams in each division. The CIO has also formed a cross-functional Architecture Board to oversee and perform governance. The TOGAF standard is used as the basis for the core framework of the Enterprise Architecture program. The company has an existing team of security architects.

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 CIO is concerned that the new application must be able to manage and safeguard 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 external partners.

Refer to the Scenario

As part of the process for initiating the Enterprise Architecture project to rollout the new application, you are developing a set of architecture principles.

You need to recommend the best approach for this work.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. You would define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter. You would publish the principles on the corporate intranet to ensure widespread acceptance and compliance within the company. 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.

B. You would analyze the mission statements for the company and each of its divisions, together with the corporate business goals. Based on that analysis, you would define a set of architecture principles and review them with the CIO. When developing the principles, you would ensure that they actively promote the alignment of IT with the business strategies and initiatives of the company. You would then seek the endorsement of the CIO and senior management.

C. You would review the mission statements for the company and its divisions, together with the corporate business goals and business drivers. Based on that review, you would work closely with the key stakeholders and the Architecture Board to define the architecture principles. You would ensure that they actively promote the alignment of IT with the corporate business strategies. You would then hold review meetings with the relevant stakeholders, including senior management, ensuring their support.

D. You would gather information from credible industry sources in the insurance business. Based on that information, you would assess current trends and apply them to defining a set of principles that embody industry best practices.

You would select architecture principles that do not conflict with each other, that are consistent, and those that are stable. You would ensure that all the principles are realistic and avoid including principles that are too obvious.

Answer: C

Explanation:

Analysis of Scenario and TOGAF Guidance

In this scenario, a recently formed insurance company is experiencing challenges with integration between its three divisions. The lack of a cohesive data structure across divisions has led to inefficiencies and errors. The CIO has formed an Enterprise Architecture department with a charter to coordinate cross-division efforts, establish governance, and develop a secure and legally compliant customer information management system that integrates with various applications. This initiative is critical as the company expands its online services and collaborates with external partners.

A set of architecture principles is needed to ensure that the architecture aligns with the business's goals, addresses regulatory requirements, and promotes standardization across divisions. Explanation of Option C and Why It Is the Best Answer

Option C

Option C aligns closely with TOGAF's recommended approach for developing and validating architecture principles, particularly in complex environments with multiple stakeholders, such as this merged company. Here's why:

Review of Mission Statements, Goals, and Business Drivers:

Analyzing the mission statements, business goals, and business drivers for the company and its divisions is essential. This step ensures that the principles reflect the strategic direction of the organization and align with the business needs.

TOGAF emphasizes that architecture principles should be developed in a way that promotes IT alignment with business strategy (refer to TOGAF Part II, Chapter 20: Architecture Principles).

Engagement with Key Stakeholders and Architecture Board:

Working closely with key stakeholders and the Architecture Board is critical to ensure that the principles are relevant and widely accepted. Engaging these stakeholders promotes alignment and support for the architecture principles, which is essential in a cross-functional environment. TOGAF highlights the importance of engaging stakeholders in the principles development process to gain their commitment and ensure that the principles are practical and actionable.

Review Meetings with Senior Management:

Review meetings with stakeholders, including senior management, ensure that the architecture principles are understood, endorsed, and supported at all levels of the organization. This step addresses the need for broad acceptance and alignment across divisions, as outlined in TOGAF guidance, which stresses that principles should be approved by senior management to enforce adherence and drive compliance within the organization.

Alignment with TOGAF ADM Guidelines:

TOGAF's Phase A (Architecture Vision) includes defining architecture principles that guide the architecture's development and governance. Ensuring these principles promote IT-business alignment is a core part of TOGAF's approach to Enterprise Architecture, particularly in organizations with complex business structures or multiple divisions.

Why Options A, B, and D Are Less Suitable

Option A: Defining principles based only on the EA department charter, without broader stakeholder input, would likely result in limited buy-in across divisions. Although compliance assessments are valuable, they alone do not ensure alignment with business strategies, which is critical in this scenario.

Option B: While this option suggests analyzing the mission statements and corporate goals, it does not involve collaboration with key stakeholders and the Architecture Board, which TOGAF recommends for gaining alignment and

support. Additionally, seeking endorsement only from the CIO, rather than engaging a broader group of stakeholders and senior management, limits the likelihood of acceptance and adherence across the organization.

Option D: Relying on industry best practices and trends alone would not address the specific strategic goals and business drivers of the company. TOGAF emphasizes that architecture principles should be tailored to the organization's unique needs and business strategies rather than relying solely on external standards or trends.

TOGAF Reference Supporting Option C

TOGAF Part II, Chapter 20 (Architecture Principles): Recommends developing principles based on the organization's mission, goals, and strategic drivers to ensure alignment between IT and business Objectives.

TOGAF Part I, Chapter 7 (ADM Phase A: Architecture Vision): Emphasizes the importance of defining architecture principles and securing buy-in from stakeholders to guide architecture development and governance.

TOGAF Part II, Section 20.4 (Developing Architecture Principles): Highlights the need for principles to be endorsed by senior management and relevant stakeholders, which is necessary to ensure that they are actionable, enforceable, and aligned with business strategy.

In conclusion, Option C is the best answer as it aligns with TOGAF's guidance on engaging stakeholders, defining principles based on the organization's strategic direction, and securing broad acceptance to ensure successful alignment of IT with the business's goals across all divisions.

Question: 411

Please read this scenario prior to answering the question

Your role is that of Enterprise Architect for a chain of convenience stores. The chain includes over five thousand retail outlets. 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 chain has a mature Enterprise Architecture practice based in its headquarters and uses the TOGAF standard as the method and guiding framework.

The CEO of the chain has stated concerns about the inefficiencies of the current systems and identified the need to change. He has defined a 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.

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 study, the decision has been made for the chain to adopt a packaged suite of integrated applications that is tailored to the needs of the franchise.

The changes will help 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.

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 the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. You recommend that the baseline architecture be developed first in order to assess the current infrastructure capacity and capability. This is since the initial priority is to understand the problem. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision of the CEO.

B. You recommend that the architecture development define the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

C. You recommend that the target architecture is defined first, followed by transition planning. This is because the vision is well understood, and the strategic architecture agreed. 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 recommend that the focus be on the architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

Answer: C

Question: 412

Please read this scenario prior to answering the question

Your role is an Enterprise Architect for a chain of convenience stores. Many of the stores remain open 24 hours a day. Each store has a standardized retail solution using cloudbased point-of-sale (POS) technology to manage sales and inventory. 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 short-term weather forecast.

The company has acquired a smaller competitor, that has similar product lines and operates in a different geographic region. The CEO believes that a merger will enable growth through combined offerings and cost savings. This growth includes market share, geographic expansion, as well as product diversification. The decision has been taken to quickly integrate the two organizations, including merging retail operations and systems. The merger will replace duplicated systems with the standardized cloud-based point-of-sale technology. One innovation that the competitor has deployed is the use of handheld tablets within stores, together with a suite of store management applications, and this is to be adopted

across the whole of the merged organization. It has been observed that this has increased employee satisfaction due to the time savings this has brought compared to the previous fixed screens used for data entry.

The company has a mature Enterprise Architecture practice based on the TOGAF Standard, with the CEO and CIO as joint sponsors. A project is underway to manage the merger of the operations and systems.

The CIO anticipates significant cost savings will be made by moving to the standardized retail solution across the merged organization. The CIO has also stated that the staff training for the hand-held tablets should be kept to a minimum due to the large number of employees, which include a large proportion of part-time employees.

Refer to the Scenario

[Note: You should assume that the company has adopted the example set of principles that are listed and defined in the 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, Version 9.2, which of the following is the best answer?

[Note: The ordering of the principles listed in each answer is not significant.]

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

Answer: C

Explanation:

Analysis of Scenario and TOGAF Guidance

In this scenario, an established convenience store chain has acquired a smaller competitor, and the goal is to merge operations and systems quickly. This includes consolidating the two companies' retail systems by adopting the standardized cloud-based point-of-sale (POS) system. The merger also involves deploying hand-held tablets (a system currently used by the acquired company), which has been noted for improving employee satisfaction and efficiency. The CIO aims to achieve cost savings and minimize training requirements, given the large number of employees, many of whom are parttime.

To address these goals and the rapid integration requirements, selecting relevant architecture principles that support ease of use, system integration, shared data access, and continuity is essential. These principles must align with TOGAF's guidelines for developing architecture that balances organizational benefits with operational efficiency.

Explanation of Option C and Why It is the Best Answer

Option C offers the most relevant principles based on TOGAF's example principles for the current business needs in this scenario:

Common Use Applications:

This principle promotes standardization across the organization, ensuring that applications are used in a way that meets the needs of both the existing chain and the acquired stores. It aligns with the CIO's objective of cost savings by reducing duplicated systems and supporting the adoption of a common POS system across the merged entity.

TOGAF Section 20.6 highlights this principle as a way to maximize resource efficiency and provide a unified experience across divisions, which is crucial for successful integration.

Data is Shared:

The principle of shared data ensures that information can flow seamlessly across both organizations, supporting real-time decision-making for product selection and ordering based on sales history, demographics, and forecasts.

According to TOGAF, sharing data is essential in organizations aiming for consolidated and synchronized systems, as it improves operational efficiency and informed decision-making. **Data is Accessible:**

Accessibility of data enables both the existing and acquired stores to retrieve the information they need for daily operations, including inventory management and sales analytics. With accessible data, stores can leverage insights from the new system and handheld devices effectively.

TOGAF emphasizes that accessible data helps improve decision-making speed, which is critical in a retail environment with real-time requirements.

Ease of Use:

Given the CIO's concern about minimizing training for a large, part-time workforce, ease of use is crucial. This principle ensures that the adopted technology is intuitive and requires minimal training, supporting quick adoption by employees and maximizing productivity gains from the new hand-held tablets.

TOGAF suggests that user-friendly systems reduce the burden on training resources and improve employee satisfaction, which aligns with the observed benefits of the handheld device adoption in the acquired company.

Business Continuity:

Business continuity ensures that the retail operations of the convenience store chain, which operates 24/7, are resilient to disruptions. This principle supports a robust architecture that can handle system changes and ensure ongoing operations, essential for customer service and revenue.

TOGAF's focus on business continuity highlights its importance in maintaining uninterrupted service, a critical factor for a 24/7 retail chain undergoing significant integration.

Why Options A, B, and D Are Less Suitable

Option A: While principles like "Maximize Benefit to the Enterprise" and "Responsive Change Management" are beneficial, this option lacks principles directly addressing ease of use, data accessibility, and common applications, which are critical to achieve a smooth and efficient merger in this retail scenario.

Option B: This option includes "Compliance with the Law" and "Common Vocabulary and Data Definitions," which, although useful, do not directly address the operational and usability goals necessary for a rapid integration. Additionally, "Requirements Based Change" does not align as directly with the goal of standardizing applications and ensuring ease of use.

Option D: While principles like "Interoperability" and "Control Technical Diversity" are relevant for maintaining compatibility, this option lacks "Ease of Use" and "Business Continuity," both of which are critical given the operational demands of 24/7 stores and the need for minimal employee training.

TOGAF Reference Supporting Option C

TOGAF Section 20.6 (Architecture Principles): Emphasizes the value of principles such as Common Use Applications for standardization, Ease of Use for reducing complexity, and Data Accessibility for operational effectiveness. These principles are especially pertinent for organizations merging systems and aiming to maximize usability and interoperability.

TOGAF ADM Guidelines: Encourage selecting principles that support efficient integration and rapid adoption of new systems, especially in scenarios requiring cross-organizational alignment.

In conclusion, Option C is the best answer as it includes the most relevant principles—Common Use Applications, Data is Shared, Data is Accessible, Ease of Use, and Business Continuity—that align with the business and operational needs of the merging convenience store chains, as per TOGAF guidance on architecture principles.

Question: 413

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a multinational company. The company is organized into independent operational divisions on a national basis. The company adapts its marketing messaging to fit each culture group, with the

adaptation

of product offerings and manufacturing processes in each market.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard as the basis of its architecture framework. In addition to the EA program, the company has several management frameworks in use, including business planning, portfolio/project management, and operations management. The EA program is sponsored by the CIO.

A strategic architecture has been approved that includes consolidation of multiple applications that have been operating in the production facilities across the divisions. The goal is to replace the functionality of the existing applications with a new application running as a single instance in the company's primary data center.

Each division has completed the Architecture Definition documentation required to integrate the new application to meet its own specific manufacturing requirements.

The key corporate change attributes and implementation constraints have been confirmed. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Using the gap analysis results, a review of the consolidated requirements, dependencies, and interoperability requirements needed to integrate the new application has been completed. The Business Transformation Readiness Assessment started in Phase A has been completed. A risk assessment has been completed.

The implementation process is estimated to take four years. Because of the risks posed by the complexity of the current environment, a phased approach is needed to implement the target architectures. The Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete.

Refer to the Scenario

You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

A. You would assess how the plan impacts the other frameworks in use in the organization. If the plan impacts them, then coordination will be required. You would then assign a business value to each work package, and identify projects for the plan, considering available resources and priorities for the projects. You would then gather the details for the plan, and generate the final Implementation and Migration Plan.

B. You would review the migration planning outputs, and produce recommendations for the solution development. You would identify the priorities, high-level migration strategy, and resources needed for the development team. You would document the requirements for monitoring tools, and the performance targets for the implementation. All this information should be gathered, and the final Implementation and Migration Plan generated.

C. You would use business value to prioritize the implementation projects and project increments. This should focus on the return-on-investment criteria set by the stakeholders, and the performance evaluation criteria used to monitor the

progress of the architecture transformation. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the projects. You would then document the lessons learned and generate the final Implementation and Migration plan.

D. You would place the finalized strategic Architecture Definition Documents and Transition Architectures under configuration control as part of the ongoing architecture development cycle. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture. The final Implementation and Migration Plan should then be generated.

Answer: A

Explanation:

Analysis of Scenario and TOGAF Guidance

In this scenario, the company has completed significant groundwork for its Implementation and Migration Planning. A consolidated gap analysis, risk assessment, and Business Transformation Readiness Assessment have all been completed, and initial deliverables, such as the draft Implementation and Migration Plan v0.1, the Architecture Roadmap, and the Capability Assessment, are in place. The project will follow a phased implementation over four years due to the complexity and risks involved.

TOGAF's Phase F (Migration Planning) requires prioritizing projects, aligning resources, and ensuring coordination with existing management frameworks. Key next steps include finalizing the Implementation and Migration Plan by refining work packages, assigning business values, aligning with organizational frameworks, and coordinating resources.

Explanation of Option A and Why It is the Best Answer

Option A is the best approach for the following reasons:

Assessing Impact on Other Frameworks:

TOGAF recommends evaluating how the Implementation and Migration Plan interacts with other

organizational frameworks such as portfolio/project management, operations, and business planning frameworks. This ensures alignment and avoids conflicts, a critical step in a large organization with established management frameworks (TOGAF Phase F, Section 14.4).

Coordinating with these frameworks allows for smoother integration across departments, which is essential in this multinational and multi-divisional context.

Assigning Business Value to Work Packages:

Assigning business value to each work package enables prioritization based on return on investment (ROI), stakeholder priorities, and alignment with corporate goals. This aligns with TOGAF's recommendation to use business value as a prioritization metric for work packages, helping to guide resource allocation (TOGAF Section 14.4.1).

Business value-driven prioritization is especially relevant given the four-year implementation timeline and complex, phased approach.

Resource and Project Prioritization:

Identifying and prioritizing projects within the plan while considering available resources and dependencies helps ensure that the phased implementation aligns with both strategic priorities and resource constraints. TOGAF emphasizes that careful project sequencing and resource planning are vital to ensure the feasible and effective execution of the target architecture (TOGAF Section 14.4.2). **Finalizing the Implementation and Migration Plan:**

Gathering the remaining details for the final Implementation and Migration Plan ensures all necessary data, including prioritizations, resources, and dependencies, are documented, as recommended in TOGAF's ADM Phase F. This results in a fully refined, actionable plan aligned with organizational goals and capabilities.

Why Options B, C, and D Are Less Suitable

Option B: While reviewing migration outputs and identifying priorities and resources is important, this option's focus on solution development requirements and monitoring tools is premature and more relevant to implementation phases, rather than finalizing a migration plan. TOGAF Phase F emphasizes creating a comprehensive plan rather than focusing immediately on development and performance monitoring.

Option C: This option suggests using business value to prioritize projects and confirm transition phases with an Architecture Definition Increments Table, which is useful. However, it focuses on performance evaluation criteria and lessons learned, which are more pertinent to monitoring implementation progress rather than finalizing the plan. TOGAF's guidance at this stage focuses on finalizing details and aligning the plan with organizational frameworks.

Option D: While configuration control of architecture documents is valuable, it is generally an ongoing activity within architecture governance rather than a step in finalizing the Implementation and Migration Plan. The recommendation to use an Implementation Governance Model and capture lessons learned is useful for long-term governance but is not directly relevant to finalizing the Implementation and Migration Plan itself.

TOGAF Reference Supporting Option A

TOGAF Section 14.4 (Phase F: Migration Planning): Highlights the importance of assessing the Implementation and Migration Plan's impact on other frameworks, such as portfolio and project management, to ensure coordinated execution.

TOGAF Section 14.4.1 (Prioritization of Work Packages): Recommends prioritizing work packages based on business value to support stakeholder needs and organizational objectives.

TOGAF Section 14.4.2 (Resource Planning and Coordination): Stresses that careful resource planning and project sequencing are essential for phased implementations in complex environments.

In conclusion, Option A is the best answer, as it aligns with TOGAF's guidance to assess the plan's impact on other frameworks, prioritize work packages by business value, and gather remaining details to generate a comprehensive final Implementation and Migration Plan. This approach ensures a coordinated and strategically aligned rollout across the organization.

Question: 414

You are an Enterprise Architect working at a vehicle manufacturing company. The company specializes in buses and coaches. You are part of an Enterprise Architecture (EA) team that has responsibilities across multiple divisions of the company.

The company has a corporate strategy that focuses on switching to electric power for its vehicles. It has invested heavily in a new standardized design, production efforts, and major components to use across all its product range. The company has multiple manufacturing plants in North America, Europe, and Asia.

Customer demand has caused a backlog of orders because many customers want to have more environmentally friendly public transportation. There are not enough electronic components available, which is making it hard to produce

products and meet customer demand. To address this issue, the company has started making the battery packs themselves and has hired new suppliers. The company has a well-established EA practice. It uses the TOGAF Standard as the foundation for its work, including the internal EA framework. Additionally, the company uses various management frameworks such as business planning, project management, and operations management. The Chief Information Officer (CIO) and the Chief Operating Officer (COO) jointly sponsor the Enterprise Architecture program.

The EA team is working on a project to improve the process and systems to design, produce, and test the battery pack. As part of putting the new battery pack into production, changes to the assembly processes need to be made. A trial has been completed at a single location. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan to roll out these changes to all plants.

Preliminary Architecture Contracts have been developed that detail the work needed to put in place the new processes for each location. The company mixes internal teams with a few third-party contractors at the locations. The Chief Engineer is worried that the deployment will not be consistent and of satisfactory quality.

Refer to the scenario:

The EA team leader has asked you to review the preliminary Architecture Contracts and recommend the best approach to address the Chief Engineer's concern.

A. You check the contracts ensuring that they address project objectives, effectiveness metrics, acceptance criteria, and risk management. Third-party contracts must be legally enforceable. You advise that there be a schedule of compliance reviews at key points in the implementation process. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the process to be customized for local needs. B. You recommend that the Architecture Contracts be used to manage the architecture governance processes across the locations. You recommend deployment of monitoring tools to assess the performance of each completed battery pack at each location and develop change requirements if

necessary. If a deviation from the contract is detected, the Architecture Board should allow the Architecture Contract to be modified to meet the local needs. In such cases, they should issue a new Request for Architecture Work to implement a modification to the Architecture Definition.

C. For changes requested by an internal team, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to third-party contractors, you recommend that it is a fully enforceable legal contract. You recommend that the Architecture Board reviews all deviations from the Architecture Contract and considers whether to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

D. For changes undertaken by internal teams, you recommend a memorandum of understanding between the Architecture Board and the implementation organization. If a contract is issued to a contractor, you recommend that it is a fully enforceable legal contract. If a deviation from the Architecture Contract is found, you recommend that the Architecture Board grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

Answer: A

Explanation:

Option A aligns with TOGAF's approach to Architecture Contracts as defined in the TOGAF ADM Phase G (Implementation Governance). It focuses on ensuring that contracts are comprehensive, enforceable, and include mechanisms for compliance reviews and governance. The recommendation to have compliance reviews and dispensation for deviations aligns with TOGAF's governance framework, which allows for flexibility while ensuring alignment with the architecture's objectives. Options B, C, and D deviate from the structured governance model recommended by TOGAF. They either lack clarity in governance processes or do not emphasize the importance of enforceability and compliance mechanisms at key milestones.

Question: 415

You are working as an Enterprise Architect at a large company. The company runs many retail stores, as well as an online marketplace. The online marketplace allows hundreds of brands to partner with the company.

The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard for its architecture development method. The EA practice is involved in all aspects of the business, with oversight provided by an Architecture Board with representatives from different parts of the business. The EA program is sponsored by the Chief Information Officer (CIO).

Many of the stores remain open all day and night. Each store uses a standard method to track sales and inventory. This involves sending accurate, timely sales data to a central AI-based inventory management system that can predict demand, adjust stock levels, and automate reordering. The central inventory management system is housed at the company's central data center.

The company has bought a major rival. The Chief Executive Officer believes that a merger will enable growth through combined offerings and cost savings. The decision has been taken to fully integrate the two organizations, including merging retail operations and systems. This means that duplicated systems will be replaced with one standard retail management system. Also, the company will reduce the number of applications that are used. The CIO expects significant savings will be achieved by implementing these changes across the newly merged company.

One improvement that the rival has successfully implemented is the use of hand-held devices within

stores, for both customers and staff. This has increased both customer and staff employee satisfaction due to the time savings this has brought. The CIO has given the go-ahead to roll out the devices in all stores but has stated that training on how to use the hand-held devices should be brief because there are a lot of employees, many of whom are part-time.

The Request for Architecture Work to oversee the merger has been approved. The project has been scoped and you have been assigned to work on it. Your role includes managing the architecture for the retail stores.

Refer to the scenario:

You have been asked to confirm the most relevant architecture principles for the transformation.

- A. Maximize Benefit to the Enterprise, Common Use Applications, Data is an Asset, Responsive Change Management, Technology Independence.
- B. Common Vocabulary and Data Definitions, Compliance with the Law, Requirements-Based Change, Responsive Change Management, Data Security.
- C. Common Use Applications, Data is an Asset, Data is Accessible, Ease of Use, Business Continuity. D. Control Technical Diversity, Interoperability, Data is an Asset, Data is Shared, Business Continuity.

Answer: A

Explanation:

Option A reflects TOGAF's recommended architecture principles that best align with the goals of this scenario:

Maximize Benefit to the Enterprise: Ensures enterprise-wide focus during the transformation. Common Use Applications: Aligns with reducing duplicated systems across merged entities. Data is an Asset: Highlights the central role of data in AI-based inventory and retail operations. Responsive Change Management: Accommodates the quick rollout of handheld devices with brief training.

Technology Independence: Ensures flexibility in adopting new systems and devices.

Options B, C, and D focus on principles like Compliance with the Law, Data Security, and Control Technical Diversity, which are important but less relevant as primary drivers for this transformation.

Question: 416

You are an Enterprise Architect at a food production and distribution company. The primary goal of the company is to maximize profit while satisfying the needs of consumers for its products. Its customers are demanding food that is produced sustainably, safely, and transparently while reducing environmental impact. The business is highly mechanized, and this mechanization has caused a decrease in the number of workers needed, together with a focus on agricultural engineering to improve the efficiency of its farms, its processing facilities, and the overall enterprise. As part of this, the company has established an Enterprise Architecture (EA) practice based on the TOGAF standard, using it as the method and guiding framework. The Chief Information Officer (CIO) is the sponsor of EA practice. The introduction of EA has enabled the decision-makers to have valuable insights into the different aspects of the business.

Global warming has caused a lot of poor harvests, and the company is producing fewer crops than before. This combined with an increase in costs for energy, feed, fuel, and fertilizer has led to a significant decrease in profits. The rising costs and reduced profits mean that the company is unable to take as much planned action on climate measures as it would like, such as reducing its carbon footprint. In response to the situation, the Chief Executive Officer (CEO) has decided that big changes are needed that will lead both to improved crop production and profitability. They must look to all aspects of the business. This includes looking at the mix of crops to mitigate for the change in climate.

The company will also cease to process its own crops and will sell off its processing facilities. Thus, the target market will change, and the end-products will be different and more varied. A formal request for architecture change has been approved. At this stage, there is no fixed scope, shared vision, or objectives.

Refer to the scenario:

You have been asked to propose the best approach for architecture development to realize the CEO's change in direction for the company.

- A. You propose that the priority is to produce a new Request for Architecture Work leading to the development of a new Architecture Vision. The trade-off method should be applied to identify and select an architecture satisfying the stakeholders. For an efficient change, the EA team should be aligned with the organization's planning, budgeting, operational, and change processes.
- B. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capability for the company. Then the focus should be on transition planning and incremental architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the change.
- C. You propose that the team uses the architecture definition document and focuses on architecture development starting simultaneously in Phases B, C, and D. This is because the CEO has identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the change.
- D. You propose that the team focus on architecture definition including the development of business models, with emphasis on defining the change parameters to support this new business strategy that the CEO has identified. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for the change.

Answer: D

Explanation:

Option D aligns with TOGAF's ADM, emphasizing the need to define and analyze the business strategy and parameters as part of Phase B (Business Architecture). This ensures that the architecture supports the new direction by addressing the

core issues and defining a clear scope before proceeding to other phases.

Options A, B, and C either focus prematurely on Technology Architecture or omit the importance of creating a clear business strategy foundation before other phases.

Question: 417

You are an Enterprise Architect working within a multinational company. The company has been very successful and has been buying companies around the world. It has led to a growing number of manufacturing divisions in various locations with a complex supply chain.

The top management recently expressed concerns about the company's effectiveness because of its multiple data centers and duplicate applications. The EA team has been working on a project to solve this issue. An analysis shows that supply chain issues have led to not enough products being produced to meet all the customer demand.

A strategic architecture has been defined to help meet customer demand and manage the supply chain more effectively. The strategic architecture involves combining different Enterprise Resource Planning (ERP) applications that are currently used separately in the company's production sites. Each division has finished the Architecture Definition documentation to address their own specific manufacturing needs. The enterprise architects have defined a set of work packages that address the gaps found. They have noted the value produced, work needed, and dependencies between work packages to achieve a target architecture for adding a new ERP environment into the company. Because of the risks posed by this change from the current environment, the architects have recommended that a phased approach should be taken to implement the target architecture with several stages of change. The entire implementation process is estimated to take over two years. The company has an established Enterprise Architecture (EA) practice and follows the TOGAF Architecture Development Method. The company also uses various management frameworks such as business planning, project/portfolio management, and operations management. The EA program is sponsored by the Chief Information Officer (CIO). In your role as an Enterprise Architect within the EA team, you work closely with the important stakeholders from the various divisions within the company.

You have been asked about the next steps in planning the migration.

A. You put the Architecture Definition Document under configuration control. This will make sure that the architecture stays relevant and flexible to the needs of the enterprise. You would identify the needed resources to undertake the development projects. You would then produce an Implementation Governance Model to manage the lessons learned before finishing the plan. You suggest that the lessons learned be applied as changes to the architecture without a further check. B. You estimate the business value for each project by applying the Business Value Assessment Technique to prioritize the implementation projects and project steps. The assessment should focus on return on investment and criteria for evaluating performance to track the progress of the architecture transformation. You would confirm and plan a series of Transition Architecture phases using a table of Architecture Definition Increments that lists the projects.

C. You conduct a series of Compliance Assessments to check that the architecture is being implemented as required by the contract. The Compliance Assessment needs to confirm that the implementation team is following the correct development process. This involves using monitoring tools and making sure that performance targets are being achieved. If the targets are not met, you would then need to make adjustments to the performance requirements and update them in the Implementation and Migration Plan.

D. You evaluate how the Implementation and Migration Plan affects the other frameworks currently in use within the organization. At a minimum, you make sure that the plan aligns with the business planning, project/portfolio management, and operations management frameworks. Next, you assign a value to each work package, taking into account the resources available and how they fit into the overall strategy. Using these work packages, you select which projects will be included in the Implementation and Migration Plan.

Answer: B

Explanation:

Option B aligns with TOGAF's ADM Phase F (Migration Planning). Using the Business Value

Assessment Technique, prioritizing work packages, and confirming Transition Architectures ensures an effective and phased approach to mitigate risks and achieve desired business outcomes. TOGAF emphasizes creating a table of Architecture Definition Increments to guide this process.

Option A neglects the detailed planning and prioritization necessary for phased implementation.

Option C focuses prematurely on compliance without first ensuring a structured migration plan.

Option D emphasizes alignment but lacks the prioritization and ROI evaluation required for Transition Architectures.

Question: 418

You are working as an Enterprise Architect. The company you work for creates and sells products targeted at the end-user market, which are sold through retail organizations worldwide.

The company is embarking on a Digital Transformation where it will expand its offerings from physical products to also include digital products and digital services. This includes enabling each of its product lines to offer digital products or services associated with their existing physical products. The feedback from customers is that they do not find much value in these direct-to-consumer digital products. Analysis of the data on how the products are being used and who is using them shows that the products are not reaching the target audience that they were designed for, leading to a failure to meet the revenue goals. The product manager is seeking advice on how to tackle these problems, while making sure that the products still comply within the guardrails set by the EA team.

You are part of the Enterprise Architecture Team. The company uses Agile product management techniques and Agile development practices. The EA team works with the product management teams, supporting and enabling the Agile development teams.

You are working with the EA Team Leader to develop a plan for the overall Digital Transformation project. You have been asked to work on a specific product line, which is experimenting with new direct-to-consumer digital products using a third-party platform. The product development for this experiment took a Minimum Viable Architecture approach, including a shallow architecture development iteration with a focus on the Application Architecture, followed by a quick and minimal implementation.

The Enterprise Architecture practice at the company is sponsored by the Chief Technology Officer. The EA team has operated successfully for several years and has well-developed processes based on the TOGAF standard. The EA team's responsibilities include architecting product development processes and customer experience.

The EA team leader wants to know how to gather information in order to respond to the product manager.

A. You would revise the target architecture for ADM Phase B and create new architecture models to address the issues raised. The modeling techniques should identify different groups of customers, what they find valuable, how much it costs to serve them, and the resulting revenue. You would examine the customer value by use of value stream mapping to break down the activities for the direct-to-consumer products. You would investigate different target Business Architecture alternatives.

B. You would review the baseline architecture for ADM Phase B to determine what gaps in functionality have been missed in the target architecture that would meet the customer's needs and attract the target audience. You would research emerging new technologies and draw up a list of alternatives that would increase the value proposition for the target audience. You would then define candidate roadmap components from the alternatives and develop a proposed schedule for deployment using a just-in-time approach. This will provide the product manager with the needed guidance to address the concerns raised.

C. You would perform another iteration of ADM Phases B-C. This would include the development of a description in the Architecture Definition Document of how the product architecture needs to operate to achieve the business goals, and how the application will support the needs of the business as well as the customers. The Data Architecture should identify tools for data capture that would help with analysis of the concerns raised by the product manager.

D. You would focus on the target Application Architecture, revising it to better align with the overall Digital Transformation plan. You would write a new Statement of Architecture Work and submit it for review by the EA team leader. The Statement of Architecture Work should include a detailed project description and a work plan. Once approved by the EA team leader, you would conduct a full ADM cycle based on the Statement of Architecture Work to gather all the necessary information to address the issues raised by the product manager.

Answer: A

Explanation:

Option A correctly addresses the issue by focusing on understanding customer value through Business Architecture modeling and value stream mapping. These approaches, supported by TOGAF's ADM Phase B, help ensure that the architecture aligns with customer needs and improves revenue generation.

Options B, C, and D either neglect customer-focused modeling or emphasize unnecessary phases like complete ADM cycles, which would delay actionable insights for the product manager.

Question: 419

Your role is that of an Enterprise Architect, reporting to the Chief Enterprise Architect, at a technology company. The company provides staff, as well as cloud-based services for many government agencies.

The company uses the TOGAF standard as the method and guiding framework for its Enterprise Architecture (EA) practice. The Chief Technology Officer (CTO) is the sponsor of the activity. The practice uses an iterative approach for its architecture development. This has enabled the decisionmakers to gain valuable insights into the different aspects of the business.

The nature of the business is such that the data and the information stored on the company systems are the company's major asset and are highly confidential. The company employees work remotely and need constant access to the company systems, which is done by the public infrastructure. They use message encryption, secure internet connections using Virtual Private Networks (VPNs), and other standard security measures. The company has provided computer security awareness training for all its staff.

The Chief Security Officer (CSO) has noted an increase in distributed denial-of-service (DDoS) attacks on companies with a similar profile. The CSO understands that even with thorough preparation, a major attack could stop employees from being able to do their jobs. This could lead to a large financial loss, damage to the company's reputation with customers, and employees being unable to work.

A risk assessment has been completed, and the company has looked for cyber insurance that covers such attacks. The price for this insurance is very high. The CTO has decided not to get cyber insurance to cover such attacks.

You have been asked to describe the steps you would take to strengthen the current architecture to improve data protection.

A. You would monitor for technology updates from your existing suppliers that could enhance the company's capabilities to detect, react, and recover from an IT security incident. You would prepare and run a disaster recovery planning exercise for an attack and analyze the performance of the current Enterprise Architecture. Using the findings, you would prepare a gap analysis of the current Enterprise Architecture. You would prepare change requests to address identified gaps. You would add the changes implemented to the Architecture Repository.

B. You would request an Architecture Compliance Review with the scope to examine the company's ability to respond to such attacks. You would identify the departments involved and have them nominate representatives. You would then tailor checklists to address the requirement for increased resilience. You would circulate to the nominated representatives for them to complete. You would then review the completed checklists, identifying and resolving issues.

You would then determine and present your recommendations.

C. You would ensure that the company has in place up-to-date processes for managing change to the current Enterprise Architecture. Based on the scope of the concerns raised, you recommend that this be managed at the infrastructure level. Changes should be made to the baseline description of the Technology Architecture. The changes should be approved by the Architecture Board and implemented by change management techniques.

D. You would assess the business continuity requirements and analyze the current Enterprise Architecture for gaps. You would recommend changes to address the situation and create a change request. You would arrange a meeting of the Architecture Board to assess and approve the change request. Once approved, you would create a new Request for Architecture Work to begin an ADM cycle to implement the changes.

Answer: A

Explanation:

Option A aligns with TOGAF's approach to risk management and iteration within the ADM. It emphasizes proactive monitoring, gap analysis, and disaster recovery exercises, which are essential in addressing the identified risks. Updating the Architecture Repository ensures proper documentation and alignment with the architecture lifecycle.

Option B focuses on compliance rather than actively addressing identified risks.

Option C prematurely limits the scope to the infrastructure level, neglecting broader security and resilience measures.

Option D delays action by initiating a new ADM cycle without leveraging immediate mitigation strategies.

Question: 420

You are working as an Enterprise Architect at a technology company. The company has multiple subsidiary companies, engaged in mobile, online shopping, cloud computing services, and a social media platform. The company has grown rapidly and claims to be adding 20 million new users a month.

The company has an established Enterprise Architecture (EA) program based on the TOGAF standard, sponsored jointly by the Chief Executive Officer (CEO) and Chief Information Officer (CIO). In your role as an Enterprise Architect within the EA team, you work closely with the business stakeholders

in the company as well as the sponsors.

The senior leadership within the company is worried about the ability of the company to address the challenges of climate change and the opportunities around artificial intelligence. They are concerned that the business will not be sustainable without making significant changes. Most senior leaders feel that the operations must become more efficient, and the organization needs to change in order to achieve its future goals.

The CEO has decided that reorganizing its subsidiaries around artificial intelligence and machine learning will improve the way the company creates and delivers value. The sponsors have approved an EA project for the reorganization. The EA team has created a strategic architecture with the CEO and CIO. It includes an Architecture Vision and high-level definitions of the domain architectures. This sets out an ambitious plan over a three-year period and covers three distinct transformations to implement the reorganization.

The sponsors have read reports that up to 70% of companies are failing at digital and artificial intelligence transformation. They have made it clear that prior to the approval of the detailed Implementation and Migration Plan, the EA team needs to assess and mitigate the risks associated with the reorganization. They want assurance that the

reorganization will succeed and deliver the promised increases in value for the business.

You have been asked by the EA team leader to recommend the approach to address the request from the sponsors.

A. You would assess the organization's preparedness to undergo change. This will allow the risks associated with the transformations to be identified, classified, and mitigated. This would include identifying dependencies between the set of changes, including gaps and work packages. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The business value, effort, and risk associated with each transformation should be determined.

B. Before preparing the detailed Implementation and Migration Plan, you would review and consolidate the gap analysis results from Phases B to D. This will identify the transformations required to achieve the proposed Target Architecture.

You would then assess the readiness of the organization to undergo change and determine an overall direction to address and mitigate risks identified. The Transition Architecture should then be planned to use a state evolution table.

C. You would bring together information about potential approaches and produce several alternative target transition architectures. You would then investigate the different architecture alternatives and discuss these with stakeholders using the Architecture Alternatives and Trade-offs technique. Once the target architecture has been selected, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.

D. You would apply an interoperability analysis to evaluate the potential issues across the proposed new architecture. This should include the development of a matrix showing the interoperability requirements. The degree of interoperability should then be aligned with the corporate operating model to ensure risks are mitigated and minimized. The risk mitigations can then be included within each of the target Transition Architectures. You would then finalize the Architecture Roadmap and the Implementation and Migration Plan.

Answer: A

Explanation:

Option A aligns with TOGAF's focus on change readiness assessment and risk mitigation in

transformations. Identifying dependencies, gaps, and risks, and addressing them in the Implementation and Migration Plan, aligns with the ADM's Phases E and F.

Options B, C, and D introduce unnecessary complexity, focusing on specific techniques or analysis methods that do not comprehensively address the sponsors' concerns about transformation readiness.