

OG0-092^{Q&As}

TOGAF 9 Part 2

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QUESTION 1

Scenario Please read this scenario prior to answering the question You have been assigned the role of Lead Enterprise Architect for a firm that produces components and

replacement parts for the automobile, electronics, and telecommunications industries. The firm has been established for over 70 years. North America has been the primary market for its products, with just 20% of its output being exported to Europe. The firm is planning to expand its exports to Europe and also to establish sales in South America and the Asia Pacific region.

The firm is organized into business units that each focus on the different 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 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 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 TOGAF, 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.

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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 used to assess the initial risks associated with the proposed project.

C. In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the reorganization. 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 used to assess the initial risks associated with the proposed project.

D. In Phase A, the team should conduct a Business Scenario to identify the stakeholders1 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.

Correct Answer: D

QUESTION 2

MightyGears produces components for the Car industry. Driven by the global financial downturn they are looking to reduce IT costs. They believe there is a cost saving opportunity within IT but this is not quantified in terms of potential savings nor is there an agreed target architecture. Final decisions on the solutions are not yet fully agreed. They have completed the first pass architecture and now are looking at the best opportunities and solutions to meet their financial goals.

You are the Chief Architect from a consulting organization brought into review the work to date by MightyGears and to make recommendations to the CIO and the board on the opportunities and solutions present.

Refer to the scenario above

Which of the following answers best describes how TOGAF recommends examining the opportunities and solutions before presenting to the board?

Choose one of the following answers

A. I would examine the architecture work today ensuring it is complete and accurate and addressing any gaps. I would look at functional and integration requirements. I would then ensure all dependencies are understood and documented. I would then create the necessary artefacts including major work packages and transition architectures and the project charters for the recommended projects for presentation to the board.

- B. I would assess the architecture work today, create, and priorities projects to transition Widget Inc from the current architecture to target architecture. This will include a business value for each project, the resources required and the intended timing. I would then validate the prioritizations with the board particularly looking at cost benefits and risks. Lastly, I would generate the Architecture Implementation Roadmap and document lessons learned.
- C. I would assess the requirements of the organization particularly those requirements describing the functions required and information flows within the architecture. I would then look to produce artifacts that describe the recommended projects, the risk, issues and dependencies. This would also include transition architects to move us from current architecture to the recommended target architectures. I would present my recommendations to the board for agreement. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.
- D. I would look at the corporate culture and attitude to change, understand the constraints such as cost and the required time horizons. I would then look at the architecture work to ensure it is complete and seek to address any gaps. I would review the functional requirements and ensure there are complete interoperability requirements. I would then validate any dependencies and risks. Then formulate an implementation and migration strategy identifies major work packages



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and the transition architecture required. Finally, once agreement is reached with the board I will create project charters and re-factor any changes needed from the board discussion into the architecture.

Correct Answer: A

QUESTION 3

Scenario: Armstrong Defense Industries Please read this scenario prior to answering the question

Armstrong Defense Industries is 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. Armstrong Defense 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, Armstrong Defense 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?

5.

What non-procurement applications will need to be integrated with any new procurement applications?

6.

What data will need to be shared?

At present, there are no particularly useful architectural assets related to this initiative. 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.

Armstrong Defense is using TOGAF for its internal Enterprise Architecture activities. It uses an iterative approach for executing Architecture Development Method (ADM) projects.

Refer to the Armstrong Defense Industries Scenario



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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:



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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 Business Architecture with an Organization/Actor catalog

D. In the early iterations of the Architecture Definition:

Describe the Baseline Data Architecture with a Data Entity/Data Component catalog



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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 en Organization/Actor catalog

Describe the Target Application Architecture using Application Communication diagrams end an Application Interaction matrix

Describe the Target Data Architecture with a System/Data matrix

Correct Answer: B

QUESTION 4

Scenario Please read this scenario prior to answering the question Your role is that of Lead Enterprise Architect within the headquarters of a large fast food chain. The chain manages over 6000 restaurants across 24 countries. Each restaurant in the chain is an independently owned and operated franchise. Many of the restaurants use have been with the franchise since its initial startup phase and still use the first generation IT systems deployed over 15 years ago.

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 support services to help them complete with the increasing competition from coffee shops. 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, including healthier alternatives in their 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 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 franchise.

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.

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

- A. 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.
- B. 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.
- 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 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.

Correct Answer: B

QUESTION 5

UTrack Transports is a strong UK logistics company. The head of the strategic marketing division engaged the Principal Architect issuing a Request for architectural work to design an enhancement of the current Enterprise Data Warehouse system. An enhancement is needed to support the change in the business model; UTrack wants to leverage on customer data collected during business as usual activities and anonymize them to offer marketing agencies a fresh and accessible source of analytics data, this will increase the company revenues. TOGAF 9 is the architectural framework in use.

Refer to the scenario above The Principal Architect has decided to ask you as Business Intelligence Subject Matter Expert to design the Data Architecture. The Chief Architect shared with you the Architecture Definition Document including the Business Architecture design. You now need to choose the artifacts you want to produce as part of the Data Architecture design. Identify the best answer accordingly to the TOGAF 9.

Choose one of the following answers

- A. You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are stored. You then classify what the data source are and the relationship with the data entities via a System/Data Matrix. You finally identify common data requirements using a Data Lifecycle Diagram.
- B. You first list the data used across the enterprise using a Data Entity/Data Component Matrix, including data entities and also the data components where data entities are stored. You then classify what the data source are and the relationship with the data entities via a Role/System Catalog. You finally identify common data requirements using a Data Use Case Diagram.
- C. You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are stored. You then classify what the data source are and the relationship with the data entities via a System/Data Matrix.
- D. You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are stored. You then assign ownership of data entities to the



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organization via a System/Data Matrix.

Correct Answer: A

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