



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 are the Lead Enterprise Architect in a company that 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 Illinois, Nebraska, and Manitoba. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturer's design specifications.

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

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

TOGAF 9 and its Architecture Development Method (ADM) are used to develop the automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies.

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.

Correct Answer: A

QUESTION 2

RIG Networks, a global network supplier is implementing a massive replacement of its supply chain to reduce production cost of their new LTE (Long Term Evolution) gateways. As part of this renovation process the CIO decided to replace their ERP (Enterprise Resource Planning) system using a greenfield approach (where the legacy ERP system will be decommissioned). The CIO engaged a team of TOGAF 9 certified consultants to design the solution, he then identified the suppliers and asked you as Chief Architect to supervise the definition of the Architecture Design and Development Contract.

Refer to the scenario above

You now need to write the Architecture Design and Development Contract, identify how you would do this following TOGAF 9.

Choose one of the following answers

A. You would define the Architecture Design and Development Contract with : introduction and background, the nature of the agreement, scope of the architecture, architecture and strategic principles and requirements, conformance requirements, Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

B. You would define the Architecture Design and Development Contract with : introduction and background, the nature of the agreement, scope of the architecture, architecture and strategic principles and requirements, conformance requirements, Baseline Architecture definition, Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

C. You would define the Architecture Design and Development Contract with : Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery

and business metrics.

D. You would define the Architecture Design and Development Contract with : scope, goals, objectives and constraints, Architecture Principles, Baseline Architecture, Architecture Models, Gap Analysis, Impact Assessment.

Correct Answer: A



QUESTION 3

Carter Woods, a global furniture firm, wants to improve the efficiency of its sales force by replacing their legacy configuration and ordering systems based on manual and paper based processes with an online ordering platform.

Carter Woods uses the Architecture Delivery Method from TOGAF 9. The CIO sponsored this activity and the Baseline Architecture was defined on the initial iteration defining: approach, scope and architectural vision including a set of architecture principles related to the Data domain:

Data is an asset.

Data is shared.

Data is accessible.

A set of aspects to clarify arose from the business analysis from the assumption to replace the legacy systems with an online centralized one. These main concerns are:

To identify the changes to existing business processes.

To identify the data entities that can be shared among the sales agents.

To clarify how to keep the data secured.

To identify the list of non-sales application to be integrated with the sales applications

Refer to the scenario above

You, as Lead Enterprise Architect, need to identify the most appropriate architecture viewpoints to address the concerns above mentioned.

Choose one of the following answers

A. Depict the Business Architecture using a Role catalog and a Process/Event/Control/Product catalog. Depict the Data Architecture using a System/Data matrix, a Data Entity/Data Component catalog and Data Security diagram. Depict the Application Architecture using an Interface catalog. Define the Technology Architecture via a Network Computing/Hardware diagram.

B. Depict the Business Architecture using a Business Interaction matrix and a Location catalog. Depict the Data Architecture using a Data Lifecycle diagram and a Data Migration diagram. Depict the Application Architecture using a Software Engineering diagram. Depict the Technology Architecture using a Communications Engineering diagram.

C. Depict the Business Architecture using a Business Footprint diagram and a Location catalog. Depict the Data Architecture using a Data Migration diagram, System/Data matrix and Data Lifecycle diagram. Depict the Application Architecture using an Application Communication diagram. Depict the Technology Architecture using a Network Computing/Hardware diagram.

D. Depict the Business Architecture using a Role catalog and Location catalog. Depict the Data Architecture using a System/Data matrix, Data Entity/Business Function matrix and Data Security diagram. Depict the Application Architecture using an Application Interaction matrix. Define the Technology Architecture via a Network



Computing/Hardware diagram.

Correct Answer: A

QUESTION 4

FreshFruit Int. is an online American grocer. The Executive Board decided to implement a new strategy to expand the business to other markets.

The CIO is sponsoring an enterprise activity to support the expanded operations.

A new solution is rolled-out to replace the legacy online sales platform. A compliance review was performed to assess the solution implementation.

The result of the review highlighted a complaint from the development team stating that the new system is difficult to integrate with the existing warehouse automation systems. The Chief Architect is concerned that the complaint is not related to a real problem of the solution but is based on personal preferences of the development teams. Another interview with the project team is scheduled.

Refer to the scenario above You are the Lead Architect and an architect from your team leads the review team. You have to answer how, based on TOGAF 9, you should enable the review team to conduct the reviews successfully.

Choose one of the following answers

- A. Meeting with the project architect you clarify the purpose of the review. You ask to perform an objective and fair review using the checklists to frame the review and clarify that you want them to identify the issues behind the implementation team complaints.
- B. You organize a meeting with the review team and state the importance to identify any non-compliance that may have come from the implemented solution.
- C. You organize a meeting with the review team and stress the importance of a high degree of compliance without any exception. The review should cover every aspect of the implementation and should criticize the implementation techniques.
- D. You verify that criteria for the program and the business objectives are mapped in the checklists that the project team prepared for the interviews. You confirm the checklist content to the project architect and stress the need to be objective and fair during the review process.

Correct Answer: D

QUESTION 5

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 so as to keep inventory costs low.

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

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. 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 and Application Architectures. Key stakeholder concerns that should be addressed by these architectures include:

1.

What groups of people should be involved in the supply chain management-related business processes?

2.

What non-supply chain management applications will need to be integrated with any new supply chain management applications?

3.

What data will need to be shared?

Refer to 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 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 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.

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 a Data Entity/Data Component catalog. You would describe the Target Application Architecture with an Application Interaction matrix and Application Communication diagrams.

C. 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.

D. 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 Environments and Locations diagram.

Correct Answer: C

QUESTION 6

Scenario: Zephyr Enterprises

Please read this scenario prior to answering the question Zephyr Enterprises specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. Zephyr has manufacturing facilities located in Palm Springs, California, Omaha, Nebraska, and Winnipeg, Ontario. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturers 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. Zephyr 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.

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

Zephyr 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 recently updated to TOGAF 9 and have adapted the Zephyr Enterprise Architecture to closely follow the TOGAF 9 framework. All of Zephyr's IT 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 Zephyr Enterprises 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 envelopment 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 to 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.

Correct Answer: C

QUESTION 7

Scenario: Vittronics Ltd.

Please read this scenario prior to answering the question

Vittronics 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 Vittronics has been engaged in an architecture development project to create a Secure Private Immersive Collaborative Environment (SPICE) that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials.

The Vittronics Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. They have recently upgraded to TOGAF 9. The Vittronics Architecture Development Method (VADM) is strictly based on the TOGAF 9 Architecture Development Method (ADM) with extensions required to support current good manufacturing practices and good laboratory practices in their target markets.

The SPICE 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 in SPICE, 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 SPICE 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 SPICE architecture 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 Vittronics Ltd Scenario

You are serving as the Lead Architect for the SPICE 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 CRLO 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.

Correct Answer: A

QUESTION 8

Please read this scenario prior to answering the question You are serving as the Lead Architect for a chain of convenience stores, which has over 2000 retail outlets throughout the Asia-Pacific region. The stores operate 24 hours a day and 7 days a week and use the latest 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 9 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 also 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.

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

Correct Answer: A

QUESTION 9

Scenario: Sollace Manufacturing Please read this scenario prior to answering the question Sollace Manufacturing 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. Sollace Manufacturing 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 Sollace Manufacturing 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 Sollace Manufacturing Scenario You are serving as the Lead Enterprise Architect for the Common ERP



Deployment architecture project. One of the earliest initiatives in the Enterprise Architecture program at Sollace Manufacturing was the definition of a set of IT principles and architecture principles that are well aligned with the overall enterprise 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. [Note: You should assume that Sollace Manufacturing has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.] Based on TOGAF 9, which of the following is the best answer?

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

Correct Answer: C

QUESTION 10

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 15,000 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. Roughly half of its turnover comes from the private sector and half from the public sector.

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 has recently had a number of high profile projects that have overrun on budget and under delivered, thereby damaging its reputation. The company has an established an Enterprise Architecture program based on TOGAF 9, sponsored jointly by the Chief Executive Officer and Chief Information Officer. An Architecture Board has been formed comprised of IT staff executives and executives from the major service areas and consulting practice.

The Enterprise Architecture (EA) team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The EA team has defined a framework and held workshops with key stakeholders to define a set of architecture principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the

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

This 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 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 apply an interoperability analysis to evaluate any potential issues across the 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.
- B. The EA team should bring together information about potential solutions from the appropriate sources. Once the target 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.
- C. 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.
- D. Before preparing the detailed Implementation and Migration plan, the EA team should review and consolidate the gap analysis results from Phases B to D. This 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.

Correct Answer: C

QUESTION 11

Scenario: AGEX Inc.

Please read this scenario prior to answering the question

AGEX 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, AGEX 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.

After reviewing the available alternatives, and based on recommendations from the ERP vendor, AGEX 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 AGEX Inc. Scenario

You are serving as the Chief Architect.

As part of the process for establishing the Enterprise Architecture department, you have decided to create a set of principles to guide the activities.

You have been asked to recommend the best approach for this work.

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

- A. 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.
- B. 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.
- C. You examine the mission statements for AGEX 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 AGEX. You then seek the endorsement of the CIO and senior management.
- D. You examine the mission statements for AGEX and each of its businesses, together with the corporate value statements. Based on that, you work with the Architecture Review Board to define the principles. When developing the principles you ensure that they actively promote the alignment of IT with the AGEX business strategies. You then run a series of reviews with all the relevant stakeholders, including senior management, ensuring their support.

Correct Answer: D

QUESTION 12

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 the 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 will allow the production of significantly more salable energy. This new design is ready to go into production.

The company has a mature Enterprise Architecture practice supported by a cross-functional Architecture Board and uses the TOGAF standard. The Chief Information Officer and the Chief Operating Officer cosponsor the Enterprise Architecture program.



As part of putting the new design into production, a pilot architecture project has defined an updated standard 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 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, which of the following is the best answer?

- A. You create an Architecture Contract to manage and govern 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.
- 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 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.
- C. 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 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 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 steam turbine 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.

Correct Answer: D

QUESTION 13

Please read this scenario prior to answering the question

Your role is that of the Lead Enterprise Architect at a multinational automotive corporation. The company is headquartered in Germany, and manufactures cars, trucks and buses. It has manufacturing plants across North America, South America, Europe and Asia. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

The company has an ongoing initiative to improve the efficiency of all of its production operations, and in particular to



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

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

Refer to the Scenario

You have been asked to select the most appropriate recommendation to ensure that the team evaluated 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 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.
- 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 concerns among the key stakeholders.
- C. The team should perform a shallow architecture development iteration, developing Baseline and Target Architectures 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.
- D. 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.

Correct Answer: A

QUESTION 14

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.

Correct Answer: C

QUESTION 15

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 goal 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.

Correct Answer: C

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