The-Open-Group

Exam Questions OG0-093

OG0-093 TOGAF 9 Combined Part 1 and Part 2

NEW QUESTION 1
- (Exam Topic 1)
Which one of the following is considered a relevant architecture resource in ADM Phase D?

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

Answer: C

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

NEW QUESTION 2
- (Exam Topic 1)
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

NEW QUESTION 3
- (Exam Topic 1)
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

NEW QUESTION 4
- (Exam Topic 1)
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

NEW QUESTION 5
- (Exam Topic 1)
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

NEW QUESTION 6
- (Exam Topic 1)
Which one of the following best describes the purpose of the Communications Plan?

A. To act as a deliverable container for artifacts created during a project
B. To ensure that information is communicated to the right stakeholders at the right time
C. To ensure that the results of a Compliance Assessment are distributed to the Architecture Board
D. To inform the Architecture Board of changes to the architecture
E. To show progression of change from the Baseline Architecture to the Target Architecture

Answer: B

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

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

Answer: E

NEW QUESTION 8
- (Exam Topic 1)
In which section of the TOGAF template for Architecture Principles would a reader find the answer to the question of 'How does this affect me"?

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

Answer: A

NEW QUESTION 9
- (Exam Topic 1)
Complete the sentence. The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from.

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

Answer: B

NEW QUESTION 10
- (Exam Topic 1)
Which of the following describes an objective of Phase F: Migration Planning Phase?

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

Answer: D

NEW QUESTION 10
- (Exam Topic 1)
Which of the following best describes the purpose of the Statement of Architecture Work?

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

Answer: B

NEW QUESTION 15
- (Exam Topic 1)
Complete the sentence. The Architecture Landscape is divided into three levels, Strategic Architectures, Segment Architectures and _____.

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

Answer: B

NEW QUESTION 16
- (Exam Topic 1)
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

NEW QUESTION 21
- (Exam Topic 1)
In which ADM phase is the goal to ensure that the architecture achieves its original target business value?

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

Answer: D

NEW QUESTION 25
- (Exam Topic 1)
In which Phase of the ADM does the business scenario technique figure most prominently?

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

Answer: B

NEW QUESTION 27
- (Exam Topic 1)
In Phases B, C, and D which is the first step in each phase?

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

Answer: E

NEW QUESTION 31
- (Exam Topic 1)
An ADM cycle can be used to establish an Architecture Capability within an organization. Which architecture produced in such a cycle would describe the architecture processes and organization structure?

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

Answer: A

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

NEW QUESTION 33
- (Exam Topic 1)
Which component within the Architecture Repository holds best practice or template materials that can be used to construct architectures?

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

Answer: E

NEW QUESTION 34
- (Exam Topic 1)
Complete the sentence. According to TOGAF, all of the following are responsibilities of an Architecture Board, except _____.

A. Ensuring consistency between sub-architectures
B. Ensuring flexibility of the enterprise architecture to meet business needs

C. Improving the maturity of the organization's architecture discipline
D. Monitoring of architecture contracts
E. Preparing architecture review reports

Answer: E

NEW QUESTION 39
- (Exam Topic 1)
Which part of the TOGAF document describes taxonomies for categorizing the outputs of architecture activity?

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

Answer: D

NEW QUESTION 44
- (Exam Topic 1)
Which of the following best describes the meaning of "Initial Level of Risk" in Risk Management?

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

Answer: D

NEW QUESTION 49
- (Exam Topic 1)
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

NEW QUESTION 52
- (Exam Topic 1)
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

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

NEW QUESTION 55
- (Exam Topic 1)
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 trough risk validation
E. Assess the performance of the architecture and make recommendation for change

Answer: C

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

NEW QUESTION 58
- (Exam Topic 1)

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

NEW QUESTION 63
- (Exam Topic 1)
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

NEW QUESTION 67
- (Exam Topic 1)
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

NEW QUESTION 68
- (Exam Topic 1)
Within the Architecture Repository, what does the class of information knows as the Architecture Capability include?

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

Answer: C

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

NEW QUESTION 71
- (Exam Topic 1)
Which of the following is a responsibility of an Architecture Board?

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

Answer: C

NEW QUESTION 73
- (Exam Topic 1)
Which section of the TOGAF document contains a structured metamodel for architectural artifacts?

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

Answer: C

NEW QUESTION 77
- (Exam Topic 1)
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

NEW QUESTION 79
- (Exam Topic 1)
Which of the following is part of the Preliminary Phase?

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

Answer: D

NEW QUESTION 82
- (Exam Topic 1)
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

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

NEW QUESTION 83
- (Exam Topic 1)
Which of the following best describes the TOGAF Technical Reference Model?

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

Answer: C

NEW QUESTION 84
- (Exam Topic 1)
Which of the following statements best describes the Requirements Management process?

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

Answer: D

NEW QUESTION 87
- (Exam Topic 1)
Which of the following best describes the need for the ADM process to be governed?

A. To enable development of reference architectures
B. To enable a fast response to market changes
C. To build a top-down, all-inclusive architecture description
D. To permit the architecture domains to be integrated
E. To verify that the method is being applied correctly

Answer: E

NEW QUESTION 90
- (Exam Topic 1)
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

NEW QUESTION 94
- (Exam Topic 1)
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

NEW QUESTION 98
- (Exam Topic 1)
According to TOGAF, which of the following is a characteristic of a Foundation Architecture?

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

Answer: C

NEW QUESTION 102
- (Exam Topic 1)
Complete the sentence. TOGAF covers the development of four architecture domains, Business, Data, Technology and _____.

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

Answer: A

NEW QUESTION 104
- (Exam Topic 1)
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

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

NEW QUESTION 107
- (Exam Topic 1)
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

NEW QUESTION 112
- (Exam Topic 1)
Complete the sentence. In the Preliminary Phase, all of the following are part of preparing the organization to undertake successful enterprise architecture, except _____.

A. defining architecture principles
B. defining relationships between management frameworks
C. defining the enterprise
D. evaluating the enterprise architecture maturity

E. identifying stakeholders and their concerns

Answer: E

NEW QUESTION 113
- (Exam Topic 1)
Which one of the following best describes Capability-Based Planning?

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

Answer: D

NEW QUESTION 116
- (Exam Topic 1)
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

NEW QUESTION 118
- (Exam Topic 1)
According to TOGAF, which document should incorporate the actions arising from the Business Transformation Readiness Assessment technique?

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

Answer: D

NEW QUESTION 122
- (Exam Topic 1)
Complete the sentence. The TOGAF risk categorization after the implementation of mitigating actions is known as the level of risk.

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

Answer: D

NEW QUESTION 127
- (Exam Topic 1)
Complete the sentence. A gap analysis will enable the architect to do all of the following except .

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

Answer: E

NEW QUESTION 130
- (Exam Topic 1)
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

NEW QUESTION 132
- (Exam Topic 1)
Which ADM phase starts with the receipt of a Request for Architecture Work from the sponsoring organization?

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

Answer: A

NEW QUESTION 133
- (Exam Topic 1)
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

NEW QUESTION 135
- (Exam Topic 1)
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

NEW QUESTION 139
- (Exam Topic 1)
Which of the following best describes TOGAF?

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

Answer: C

NEW QUESTION 141
- (Exam Topic 2)
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, 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 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 cross-functional Architecture Review Board. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.
The company has used T0GAF 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 proces
B. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
C. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the 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 need
D. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.
E. You create an Architecture Contract to manage and govern the implementation and migration proces

F. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
G. 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.
H. You create an Architecture Contract to manage and govern the implementation and migration proces
I. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
J. 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.
K. You create an Architecture Contract to govern the implementation and migration process at each sit
L. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
M. You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk managemen
N. You then schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definitio
O. 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

Explanation:
 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.

NEW QUESTION 142
- (Exam Topic 2)
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

NEW QUESTION 145
- (Exam Topic 2)
Which of the following statements best describes the Requirements Management process?

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

Answer: C

Explanation:
 References:

NEW QUESTION 150
- (Exam Topic 2)
Gap Analysis is a technique used in Phases B, C, D and E. Which one of the following statements best describes the gap analysis technique?

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

Answer: C

NEW QUESTION 155
- (Exam Topic 2)
In which phase of the ADM cycle do building blocks become implementation-specific?

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

Answer: D

NEW QUESTION 158
- (Exam Topic 2)
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

NEW QUESTION 160
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the Question
You are serving as the Lead Architect for the enterprise architecture team at 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 catalo
B. You would describe the Baseline Data Architecture with a Data diagra
C. You would describe the Baseline Application Architecture with an Environment and Location diagram.
D. 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 diagram
E. You would describe the Target Application Architecture with an Application Interaction matrix and Application Communications diagrams.
F. You would describe the Baseline Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog and a Data Entity/Business Function matri
G. You would describe the Baseline Data Architecture using a Data Entity/Data Component catalo
H. You would describe the Baseline Application Architecture with an Application/Function matrix.
I. You would describe the Target Business Architecture with a Business Service/Function catalog, and a Business Interaction matri
J. You would describe the Target Data Architecture with a Data Entity/Business Function matrix and an Application/Data matri
K. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.

Answer: B

NEW QUESTION 164
- (Exam Topic 2)
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

NEW QUESTION 165
- (Exam Topic 2)
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

NEW QUESTION 167
- (Exam Topic 2)
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

NEW QUESTION 169
- (Exam Topic 2)
Which one of the following lists the main components within the TOGAF Architecture Repository?

A. OrganizationalMetamodel, Architecture Capability, Architecture Landscape, Best Practices, Reference Library, Compliance Strategy.
B. ArchitectureMetamodel, Organizational Capability Model, Application Landscape, SIB, Reference Library, Governance Model.
C. BusinessMetamodel, Architecture Capability, Architecture Landscape, SIB, Reference Library, Governance Log.
D. ArchitectureMetamodel, Architecture Capability, Architecture Landscape, SIB, Reference Library, Governance Log.

Answer: D

NEW QUESTION 174
- (Exam Topic 2)
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

NEW QUESTION 176
- (Exam Topic 2)
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

NEW QUESTION 179
- (Exam Topic 2)
What does the TOGAF standard describe as a structure which can be used for developing a broad range of architectures?

A. Architecture Viewpoint
B. Work Package
C. Metamodel
D. Architecture Framework
E. Deliverable

Answer: D

Explanation:
 References:

NEW QUESTION 182
- (Exam Topic 2)
Complete the sentence. In the TOGAF Architecture Content Framework, an artifact that is a list of things is known as a _____ .

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

Answer: C

NEW QUESTION 183
- (Exam Topic 2)

Which of the following statements best describes risk management in the ADM?

A. Risk analysis is best conducted in the Architecture Vision phase so that the risk is eliminated in subsequent phases
B. Risk analysis should be carried out first in the Migration Planning phase
C. Risk analysis is outside the scope of enterprise architecture projects
D. Risk is pervasive in all enterprise architecture activity and should be managed in all phases of the ADM
E. The only risks that are within the scope of enterprise architecture are technological risks

Answer: D

NEW QUESTION 184
- (Exam Topic 2)
Complete the sentence. In TOGAF, legacy systems and processes that are going to be used again in the future are considered _____

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

Answer: D

NEW QUESTION 185
- (Exam Topic 2)
Complete the sentence. All of the following are sections of the recommended template for defining Architecture Principles, except _____

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

Answer: D

NEW QUESTION 186
- (Exam Topic 2)
Which one of the following is the most generic artifact in the Architecture Continuum?

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

Answer: B

NEW QUESTION 188
- (Exam Topic 2)
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

NEW QUESTION 192
- (Exam Topic 2)
Which one of the following best describes the implications of TOGAF being a generic framework?

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

Answer: B

NEW QUESTION 197
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the Question
You are serving as the Lead Architect for an insurance company, which has been formed through the merger of three previously independent companies. The company now consists of three divisions with the same names and division headquarters as their predecessors.
The lack of integration between the three divisions has increasingly caused problems in the handling of customer and financial information. The inability to share information has resulted in lost opportunities to leverage the synergies that should have been possible as a result of the merger. At present, each division

maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, and claims information, each division has different ways of defining these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.

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

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

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

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

Refer to the Scenario

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

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

A. You would review the mission statements for the company and its divisions, together with the corporate business goals and business driver
B. Based on that review, you would work closely with the key stakeholders and the Architecture Board to define the architecture principle
C. You would ensure that they actively promote the alignment of IT with the corporate business strategie
D. You would then hold review meetings with the relevant stakeholders, including senior management, ensuring their support.
E. You would gather information from credible industry sources in the insurance busines
F. Based on that information, you would assess current trends and apply them to defining a set of principles that embody best practice
G. You would select architecture principles that do not conflict with each other and that should be stabl
H. You would ensure that all the principles are realistic and avoid including principles that are too obvious.
I. You would analyze the mission statements for the company and each of its divisions, together with the corporate business goal
J. Based on that analysis, you would define a set of architecture principles and review them with the CI
K. When developing the principles, you would ensure that they actively promote the alignment of IT with the business strategies and initiatives of the compan
L. You would then seek the endorsement of the CIO and senior management.
M. You would define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charte
N. You would publish the principles on the corporate intranet to ensure widespread acceptance and complianc
O. You would then schedule regular periodic Compliance Assessments with each of the divisions to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.

Answer: A

NEW QUESTION 199
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the Question
You are serving as the Lead Architect for an Enterprise Architecture project team within a multinational oil and gas corporation. It is organized into two major business groupings:
-Upstream operations which include exploration for crude oil and natural gas and operating the infrastructure necessary to deliver oil and gas to the market.
-Downstream operations which include the manufacturing, distribution and marketing activities for oil products and chemicals
Safety is a priority for the company, with the aim to ensure id causes zero harm to people and the environment. The company has to satisfy the regulatory requirements of each of the countries it operates in.
The downstream business generates a third of the company's profits worldwide and includes more than 30,000 petrol stations and various oil refineries. In some countries it also includes oil refining, a retail station network, lubricants manufacture and marketing, industrial fuel and lubricants sales. The practice for the downstream business has been to operate locally managed by local "operating companies".
The Governing Board is concerned about the risk posed by operating in this complex global environment with a large part of the downstream business represented by local operating companies. As a result, the Chief Executive Officer (CEO) has appointed a Chief Compliance Officer (CEO) to be responsible for overseeing and managing compliance issues for the corporation. The CCO reports directly to the CEO.
The CCO has approved the expenditure of resources to establish an Enterprise Architecture program, and has mandated the use of the TOGAF standard as the framework. He has requested to be informed about the status of downstream operations that could impact regulatory compliance. He also wants the corporate legal staff and auditors to analyze all proposed new downstream operations to ensure that they are within the legal guidelines for each country. In addition, the local operating companies should be able to see that the architecture is appropriate for their needs.
The architecture project team has worked within the sponsor to complete a detailed Request for Architecture Work providing the high level project description. As the project commences the next phase, the necessary approvals from corporate and line management have been …..
Refer to the Scenario
You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of the Chief Compliance Officer, legal staff, auditors and the local operating companies.
Based on the TOGAF standard, which of the following is the best answer?

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

Answer: B

NEW QUESTION 202
- (Exam Topic 2)

Complete the sentence. In TOGAF, every architecture view has an associated _____ that describes it, at least implicitly.

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

Answer: E

NEW QUESTION 205
- (Exam Topic 2)
Which one of the following is an objective of the Preliminary Phase of the ADM?

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

Answer: B

NEW QUESTION 208
- (Exam Topic 2)
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 project
B. 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 interes
D. This report should summarize the key features of the architecture with respect to the particular locatio
E. Each of these reports should reflect the stakeholders1 requirements.
F. You recommend that a set of models be created for each project architecture that can be used to ensure that the system will be compliant with the local regulation
G. Stakeholders should then view the models to verify that their concerns have been properly addressed.
H. You recommend that a stakeholder map be develope
I. This will allow the architects to define groups of stakeholders that share common concern
J. A set of views should be defined to address the concerns for each group of stakeholder
K. Architecture models should then be created for each view to address the stakeholders' concerns.

Answer: A

NEW QUESTION 212
- (Exam Topic 2)
What part of the Architecture Repository holds specifications to which architectures must conform?

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

Answer: A

NEW QUESTION 217
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the Question
Your role is consultant to the Lead Architect within a multinational semiconductor and software design company. Its largest business is in processors, although it

also designs system-on-a-chip infrastructure and manufactures memory chips. A characteristic feature of its processors is their low electric power consumption, which makes them particularly suitable for use in portable devices. As well as licensing its technology, the company has several manufacturing divisions.
The company has a mature enterprise architecture practice and uses TOGAF 9 for the basis of its architecture framework. In addition to the EA program, the company has a number of management frameworks in use, including business planning, portfolio/project management, and operations management. The EA program is
sponsored by the CIO.
The company has defined a strategic architecture to improve its ability to meet customer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.
Each division has completed the Architecture Definition documentation required to tailor and configure the environment to meet its own specific manufacturing requirements.
The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Based on the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase A. Based on all of these factors they have produced a risk assessment. They have also completed the Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables.
Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.
Refer to the Scenario
You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan. Based on TOGAF, which of the following is the best answer?

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

Answer: C

NEW QUESTION 222
- (Exam Topic 2)
What does the TOGAF standard provide to guide architectural activity within the enterprise in terms of structures, roles, responsibilities, and processes?

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

Answer: B

NEW QUESTION 225
- (Exam Topic 2)
Which one of the following is the practice by which the enterprise architecture and other architectures are managed and controlled at an enterprise level?

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

Answer: A

NEW QUESTION 229
- (Exam Topic 2)
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

NEW QUESTION 231
- (Exam Topic 2)
Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the _____

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

Answer: D

NEW QUESTION 232
- (Exam Topic 2)
According to TOGAF, which of the following is the usual approach for developing the Baseline Business Architecture if no architecture or few architecture assets exist?

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

Answer: A

NEW QUESTION 236
- (Exam Topic 2)
Which one of the following describes classification methods for architecture and solution artifacts within the Architecture Repository?

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

Answer: C

NEW QUESTION 240
- (Exam Topic 2)
Which of the following reasons best describes why the ADM numbering scheme for versioning output is an example and not mandatory?

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

Answer: B

NEW QUESTION 244
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the Question.
The ABC company is a mobile telecommunications company formed through a series of mergers and acquisitions. They are yet to fully integrate the customer service systems for the most recent acquisitions, and as result, customer service has been a major concern for the Chief Technology Officer. Results for the last two quarters have shown that Average Revenue Per User (ARPU) and the customer retention (Churn) rate have fallen below the industry average.
The Corporate Marketing group has published some new findings about customer satisfaction. The customers appear to be switching to AirLight, a competitor, because of superior customer service. The company actually has better coverage in nearly all markets than AirLight, and good roaming agreements that keep rates low for business travelers. But, customer satisfaction has remained low. The Business Strategy group and the Enterprise Architecture group have conducted a high-level project to develop the enterprise-wide strategic plan.
They have developed a business scenario which contains a good conceptual model of what needs to be done, and also identifies the key requirements. This was used in preparing the proposal presented to the Executive Council and the Corporate Board. The planning for the program has been underway for several months. The company has selected TOGAF 9 as the basis for its Enterprise Architecture. The Corporate Board has approved funding for a multi-million Euro conversion to transition to a packaged Customer Service System. It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation.
The Executive Council has stated that the program should define specific initiatives to enable each regional business unit to create an implementation of the Customer Service System. The implementation must meet the needs of the business unit and still provide the information needed to enable major improvements to the customer.
Refer to the Scenario
You are serving as the Lead Architect for the Performance and Integrity project of the Customer Service System program.
The project has been chartered to address the architecture(s) required to support the Customer Service System from an infrastructure perspective. At the present time, the project team is conducting an architecture development project that is focused on the customer self-service capability, which was defined as part of the earlier strategic planning activities. This capability will enable customers to access their accounts, pay bills, request account reviews, and provision services from any web-enabled device.
The project team has gathered information about the self-service capability, developed a business scenario, and used the results to define an Architecture Vision for achieving the capability.
You have been asked to recommend the course of action to complete the project. Based on TOGAF 9, which of the following is the best answer?

A. In the remaining architecture definition phases, the project team should map out the capability in the Technology domai
B. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that define the Target Architectur

C. Where possible, the Solution Building Blocks should be drawn from the Architecture Repository.The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approva

D. Upon approval, the architecture team will conduct Compliance Assessments to ensure that the Target Architecture is properly implemented.

E. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domain

F. In Phases E and F, the capability should be broken down into a set of increments that are sequenced into Transition Architectures that will lead to the realization of the Target Architecture.The resulting Solution Building Blocks will then provide the basis for the capability increment solution

G. The completed Architecture Definition Document and the implementation end Migration Plan will be submitted for approva

H. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.

I. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domain

J. In Ftiases E and F, the capability should be broken down into a set of increments that define the Target Architectur

K. The resulting Solution Building Blocks will provide the basis for the capability increment solution

L. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approva

M. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.

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

O. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that will be implemented to realize the Target Architecture.The Solution Building Blocks will provide the basis for the completed Architecture Definition Document that will be submitted for approva

P. Upon approval, the implementation team will conduct Compliance Assessments to ensure that the self-service capability is compliant with the overall Enterprise Architecture.

Answer: D

NEW QUESTION 247
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the question
The ABC company is a large, global commodities trading company which has been growing rapidly through a series of acquisitions.
Each new business is performing well in its markets. However, the lack of integration between headquarters and the business units has increasingly caused problems in the handling of customer and financial information. The inability to share information across businesses has resulted in lost opportunities to "leverage the synergies" that had been intended when the businesses were acquired. At present, each business unit maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, supplier, and inventory information, each business unit has different ways of defining each of these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.
As a result, the company has begun implementing a single Enterprise Resource Planning (ERP) system to consolidate information from several applications that exist across the lines of business.
The Corporate Board is concerned that the new ERP system must be able to manage and safeguard customer information in a manner that meets or exceeds the legal requirements of the countries in which the company operates. This will be an increasingly important capability as the company expands its online services offered to clients and trading partners.
The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the ERP implementation team and the business unit personnel who will be involved
in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture. The company has selected TOGAF 9 as the basis for its Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.
Refer to the Scenario
You are serving as the Chief Architect.
You have been asked to recommend the approach to take in the Preliminary Phase to ensure that the Corporate Board's concern is addressed.
Based on TOGAF 9, which of the following is the best answer?

A. You evaluate the implications of the Board's concern in terms of regulatory and security policy requirement

B. You then update the company security policy to reflect the concern, ensuring that this policy is communicated across the organization.You allocate a security architecture team to ensure that security considerations are included in ongoing architecture plannin

C. You then assess the security implications and agreements within the company businesses and their suppliers.

D. You start by clarifying the intent that the Board has for raising this concer

E. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objective

F. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture.

G. You evaluate the implications of the Board's concern in terms of regulatory requirements and their impact on business goals and objective

H. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the Board's concer

I. You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed.

J. You evaluate the implications of the Board's concern by examining the potential impacts on business goals and objective

K. Based on your understanding, you then update the current company security policy to include an emphasis on the Board's concern.In addition, you allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

Answer: D

NEW QUESTION 252
- (Exam Topic 2)
Which of the following best describes the Standards Information Base?

A. A repository area that defines the parameters, structures, and processes to support governance.

B. A repository area that describes the organization specific architecture framework and methodologies.

C. A repository area that provides guidelines, templates, and pattern used to create new architectures.

D. A repository area that lists a set of specifications to which architectures must conform

E. A repository area that provides a record of the governance activity across the enterprise.

Answer: D

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

NEW QUESTION 254
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the Question
You have been appointed as a consultant to the Chief Enterprise Architect of a multinational 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 too
B. For each gap, you would classify whether the solution is either a new development, purchased solution, or based on an existing produc
C. You would group the similar solutions together to define the work package
D. 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.
E. You would determine the set of Solution Building Blocks required by identifying which need to be developed and which need to be procure
F. You would eliminate any duplicate building blocks, and then group the remaining Solution Building Blocks together to create the work packages using a CRUD matri
G. You would then rank the work packages in terms of cost, and select the most cost-effective options for inclusion in a series of Transition Architecture
H. Finally, you would schedule a sequential roll out of the work packages across the geographic regions.
I. You would document the factors impacting the implementation and Migration Plan and group the gaps identified in the domain architecture gap analysis result
J. For each gap, you would identify a proposed solution and classify it as new development, purchased solution, or based on an existing produc
K. 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 schedule
L. Finally, you would regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures.
M. You would group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work package
N. Using the matrix as a planning tool you would then regroup the work packages to account for dependencie
O. You would sequence the work packages to account for dependencie
P. You would sequence the work packages into the Capability Increments needed to achieve the Target Architectur
Q. You would schedule the rollout one region at a tim
R. Finally, you would document the progression of the Enterprise Architecture using a state evolution table.

Answer: A

NEW QUESTION 259
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the question
Your role is that of a consultant to the Lead Enterprise Architect in a company that 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 meed customer demand, while maintaining quality. At the moment there are supply chain storages for key
electronic components related to the autonomous drive system. In response the this, the research arm of the company has pioneered the development of a new self-driving platform. This new design uses common
off-the-shelf components that will allow for a significant increase in overall vehicle production. This new design is ready to go into production.
The company has a mature Enterprise Architecture practice that is supported by a cross-functional Architecture Board. The TOGAF standard is used for developing the automated manufacturing process and systems used to design, manufacture and test the new design. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.
As part of putting the new self-driving platform into production, adjustments to the automated assembly processes need to be made. A pilot architecture project at a single location has defined an updated approach for controlling the automated test systems used to perform final quality assurance. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for immediate implementation at each plant.
Architecture Contracts have been developed that detail the work needed to implement and deploy the new automated test system controller for each location. The Chief Engineer has expressed concern that a uniform process be employed at each location to ensure consistency and quality.
Refer to the Scenario
The Lead Enterprise Architect has asked you to recommend the best approach to address the Chief Engineer's concern.
Based on the TOGAF standard, which of the following is the best answer?

A. You create an Architecture Contract to manage and govern the implementation and migration proces
B. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
C. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the implementation organization.You recommend that if a deviation from the Architecture Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.
D. You use the Architecture Contracts to manage the architecture governance processes for the project across the location
E. You deploy monitoring tools to assess the performance of each completed drive assembly at each location and develop change requirements if necessary.You recommend that if a deviation from the contract is detected, the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local need
F. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.
G. You create an Architecture Contract to manage and govern the implementation and migration process at each locatio
H. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organizatio

I. For contracts issued to an external party, you ensure that it is a fully enforceable legal contract.You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

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

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

L. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

Answer: A

NEW QUESTION 262
- (Exam Topic 2)
In which ADM phase is the Implementation and Migration Plan coordinated with other activities in the enterprise?

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

Answer: E

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

NEW QUESTION 265
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the Question
You are serving as the Lead Enterprise Architect at a major supplier in the automotive industry. The company
is headquartered in Cleveland, Ohio with manufacturing plants across the United States, Brazil, Germany, Japan and South Korea. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.
The company is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in process waste could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. A reduced number of IT staff could support the remaining applications. In some cases, a third-party contractor could provide those staff.
The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9.
At a recent meeting, the Architecture Board approved a Request for Architecture Work sponsored by the Chief Engineer of Global Manufacturing Operations. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation.
The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of diving their planning and production scheduling from a remote centralized system. The Chief Engineer wants to know how these concerns can be addressed.
Refer to the Scenario
During the initial meeting of the Common ERP Deployment architecture project team, a number of alternative recommendations for how to proceed are put forward by members of the team.
You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture.
Based on TOGAF 9, which of the following is the best answer?

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

Answer: A

NEW QUESTION 269
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the Question
Your role is that of Lead Enterprise Architect within the staff headquarters of a large hotel chain. The chain manages over 500 hotels across North America and Canada, with another 230 hotels internationally in the United Kingdom, Europe, Australia and New Zealand. Unlike other hotel chains, which are often a mix of company-owned and franchised units, each hotel in the chain is an independently owned and operated franchise. Many of the hotels use the same internal IT systems that they used before they joined the franchise. Until recently, the only requirement that has been placed on each hotel is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.

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

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

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

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

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

Refer to the scenario

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

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

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

Answer: D

NEW QUESTION 273
- (Exam Topic 2)
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

NEW QUESTION 278
- (Exam Topic 2)
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

NEW QUESTION 281
- (Exam Topic 2)
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 real-time, 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 EA. 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?

A. You recommend that a Communications Engineering view is created using the infrastructure consolidation extension from the Architecture Content Metamode
B. This view will allow architects to align the needed performance measurement communications across the syste
C. 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.
D. 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 requirement
E. The services extension can also be used to map terminology between the business services and the application components.
F. You recommend that the motivation and governance extension are incorporated into the Architecture Content Metamode
G. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance model
H. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.
I. You recommend all of the extensions be incorporated into the Architecture Content Metamode
J. 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 artifact
K. 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 servic
L. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.

Answer: B

NEW QUESTION 286
- (Exam Topic 2)
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

NEW QUESTION 288
- (Exam Topic 2)
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 organizatio
B. The plan should be coordinated with the business planning, portfolio/project management and operations management framework
C. You would then assign a business value to each project, considering available resources and priorities for the project
D. Finally, you would generate the Implementation and Migration Plan.
E. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increment
F. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformatio
G. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the project
H. You would then document the lessons learned and generate the final plan.
I. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycl
J. This will ensure that the architecture remains relevant and responsive to the needs of the enterpris
K. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the pla
L. You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.
M. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contrac
N. The Compliance Assessment should verify that the implementation team is using the proper development methodolog
O. It should include deployment of monitoring tools and ensure that performance targets are being me

P. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.

Answer: A

NEW QUESTION 291
- (Exam Topic 2)
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

NEW QUESTION 293
- (Exam Topic 2)
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

NEW QUESTION 298
- (Exam Topic 2)
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 regulation
B. Stakeholders should be able to view the models to see that their concerns have been properly addressed.
C. Each architecture activity should be developed using a consistent modeling approach that is uniform across all architecture project
D. 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,
E. A stakeholder map should be developed that allows the architects to define groups of stakeholders sharing common concern
F. 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.
G. 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 locatio
H. Each of these reports should reflect the stakeholders' requirements.

Answer: A

NEW QUESTION 303
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the question
Your role is that of the Lead Architect working for a government agency responsible for immigration, customs, and border control. The agency was formed by consolidating several smaller government agencies. The agency has established an Enterprise Architecture practice based on TOGAF 9. The CIO is the executive sponsor and has appointed an EA steering team to oversee the practice.
There has been a considerable increase in security requirements and immigration service requests in recent years, which have expanded the scope and size of the operations of the agency. As a result, the existing Information Technology architecture no longer meets the required service levels. A significant Enterprise Architecture (EA) initiative is in progress with the opal to improve customer responsiveness and satisfaction, and improve the overall operational efficiency of the agency.
The current EA staff members were internal appointments based on a request from the EA steering team to supply a number of suitable individuals for the EA effort. Collectively, they possess a broad range of IT and business analysis skills. However, the CIO has expressed concern about the diverse range of experience

within the team. There is concern that the EA staff may be lacking in some of the critical skills that are required to properly conduct EA activities. It had been assumed that any EA-related skill gaps would be overcome by on-the-job mentoring from the senior members of the EA staff. Each architect was expected to attend a TOGAF training course and participate in other skill development activities.

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

Refer to the Scenario

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

O. At the same time additional training should be provide

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

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

Answer: C

NEW QUESTION 307
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