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OG0-093

TOGAF 9 Combined Part 1 and Part 2

Sections
1. Part 1
2. Part 2

Exam A

QUESTION 1
Which of the following statements about TOGAF Building Blocks and their use in the ADM cycle is correct?

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

Correct Answer: 2
Section: Part 2
Explanation/Reference
:QUESTION 3

Explanation

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

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

Correct Answer: E
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 3

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

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

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 4

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

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 5

Which of the following is an objective of Phase B, Business Architecture?

A. To confirm the ability of the enterprise to undergo change

B. To demonstrate how stakeholder concerns are addressed in the Business Architecture
C. To develop a Target Technology Architecture to support the business
D. To finalize the Architecture Vision and Architecture Definition documents
E. To maximize the business value from the architecture

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 6
Which section of the TOGAF template for Architecture Principles should highlight the business benefits for adhering to the principle?

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

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 7
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

Correct Answer: D

Section: Part 1

Explanation

Explanation/Reference:
QUESTION 8
Complete the sentence. The TOGAF Architecture Governance Framework includes _____.

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

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 9
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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 10
Which one of the following best describes the purpose of ADM Phase E?

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 11
 Which one of the following statements about TOGAF Building Blocks is true?

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

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 12

What part of the Architecture Repository shows the building blocks that are currently in use within the organization?

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 13
Which one of the following is responsible for the acceptance and sign-off of an Architecture Compliance review?

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 14
According to TOGAF, in which phase of the ADM should an initial assessment of business transformation readiness occur?

A. Preliminary Phase
B. Phase A
C. Phase B
D. Phase F

E. Phase G
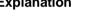
Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:
QUESTION 15
 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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 16
 Which of the following best describes an approach for adapting the ADM in the situation where the business case for doing architecture is not well recognized?

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

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 17
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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 18
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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 19
Complete the sentence. According to TOGAF, a view is used to describe how the _____ of a stakeholder are being met.

A. concerns
B. constraints

C. interests
D. perspective
E. requirements

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 20
 Complete the sentence. The Architecture Development Method produces content to be stored in the Repository, which is classified according to the
_____.

A. ADM Guidelines and Techniques
B. Architecture Capability Framework
C. Architecture Capability Model
D. Enterprise Continuum
E. Standards Information Base

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 21
 Which of the following best describes the state of architecture artifacts as a project progresses through ADM Phases A to D?

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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 22
Which of the following describes the Phase H classification for an Incremental change?

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 23
Which one of the following statements about viewpoints is correct?

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

Correct Answer: C

Section: Part 1
Explanation

Explanation/Reference:

QUESTION 24
According to TOGAF, in which sequence should Application Architecture and Data Architecture be developed in Phase C?

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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 25
Which of the following best completes the sentence? The Architecture Repository _____.

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 26

What level of the Architecture Landscape provides a long-term summary view of the entire enterprise?

A. Capability Architecture
B. Operational Architecture
C. Segment Architecture
D. Strategic Architecture
E. Tactical Architecture

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 27
A key step in validating a proposed target architecture is to consider what may have been forgotten. What technique does TOGAF recommend to address this issue?

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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 28
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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:
QUESTION 29
 Which phase of the ADM establishes a set of Principles?

A. Preliminary Phase

B. Phase A

C. Phase D

D. Phase GE. Phase H

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 30
 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

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 31
 Which one of the following best describes the Architecture Vision document?

A. An agreement between development partners and the sponsor on architecture deliverables
B. A description of how the new capability will address stakeholder concerns
C. A description of the scope and approach for completion of the architecture project
D. A set of quantitative statements outlining requirements on the implementation
E. A set of rules and guidelines to support fulfilling the mission of the organization

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 32
 Which of the following best describes TOGAF?

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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

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 33
Which ADM phase establishes the connection between the architecture organization and the implementation organization through the Architecture Contract?

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

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 34
Which one of the following statements about the Requirements Management phase is true?

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

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 35

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

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

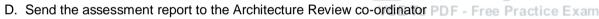**Correct Answer:** A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 36

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

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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 37

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

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

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 38
Complete the sentence. All of the following describe a purpose of an Architecture Compliance review, except _____.

A. determining the technical readiness of a project
B. ensuring the application of best practices
C. identifying business transformation risks for an architecture project
D. identifying errors in an architecture project
E. identifying where architecture standards require modification

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 39
According to TOGAF, which of the following steps in Phases B, C, and D occurs before development of the baseline or target architectures?

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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 40
Which ADM phase is responsible for assessing the performance of the architecture and making recommendations for change?

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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 41
Which ADM phase provides architectural oversight of the implementation?

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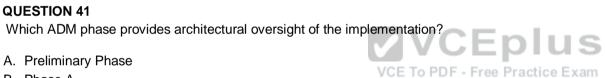B. Phase A
C. Phase E
D. Phase G
E. Phase H

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 42
Complete the sentence. The Solutions Continuum represents implementations of the architectures at corresponding levels of the _____.

A. Architecture Capability
B. Architecture Continuum

C. Architecture Landscape
D. Architecture Metamodel
E. Architecture Repository

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 43
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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 44
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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 45
According to TOGAF, which of the following best describes the purpose of the Architecture Roadmap?

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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 46
What technique does TOGAF recommend that focuses on achieving business outcomes rather than just technical deliverables?

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

E. Quality Function Deployment

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 47
Which of the following is a responsibility of an Architecture Board?

A. Allocating resources for architecture projects
B. Creating the Statement of Architecture Work
C. Enforcement of architecture compliance
D. Determining the scope of an architecture compliance review
E. Conducting assessments of the maturity level of architecture discipline within the organization

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 48
According to TOGAF, which of the following is the reason why Business Architecture is recommended to be first architecture developed?

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

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 49
Which of the following best describes the Integrated Information Infrastructure Reference Model?

A. It can be used to determine the capability level of an enterprise
B. It is a deliverable from Phase A
C. It is an Application Architecture Reference Mode!
D. It provides a conceptual structure for architecture governance
E. It supports all the Common Systems Architectures

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:
QUESTION 50
Complete the sentence. The practice by which the enterprise architecture is managed and controlled at an enterprise level is known as_____.

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 51
Which of the following best describes the TOGAF classification in Phase H for a re-architecting change?

A. A change driven by a requirement to derive additional value from the existing investment
B. A change driven by a requirement to increase investment in order to create new value for exploitation
C. A change driven by a requirement to reduce costs
D. A change driven by a requirement to reduce investment

E. A change driven by a requirement to re-align with the business strategy

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 52
Which of the following best describes the purpose of the Business Transformation Readiness Assessment technique?

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 53
In which ADM phase is the Implementation and Migration Plan coordinated with other frameworks?

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

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 54
Which of the following is described by the TOGAF Architecture Content Framework as a type of artifact that shows lists of things?

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

Correct Answer: B
Section: Part 1
Explanation
Explanation/Reference:

QUESTION 55
According to TOGAF, which of the following types of architecture has major characteristics that include open system standards and general building blocks?

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

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 56
TOGAF uses a version numbering convention to illustrate the evolution of the Baseline and Target Architecture Definitions. Which version number in this convention indicates a formally reviewed, detailed architecture?

A. Version 0.1

B. Version 0.5
C. Version 0.9
D. Version 1.0
E. Version 1.5

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 57
Which of the following best describes the TOGAF Architecture Development Method?

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A. A process for managing architecture requirements
B. A classification mechanism for architectures and solutions
C. A process for managing and controlling change at an enterprise-wide level
D. A view of the Architecture Repository
E. A process for developing an organization-specific enterprise architecture

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 58
Which of the following best describes the need for the ADM process to be governed?

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

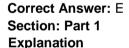**Correct Answer:** D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 59
Which one of the following is an objective of Phase A, Architecture Vision?

A. Defining architecture principles
B. Defining relationships between management frameworks
C. Defining the enterprise
D. Evaluating the enterprise architecture maturity
E. Identifying stakeholders and their concerns

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 60
Which of the following does TOGAF recommend for use in developing the Architecture Vision?

A. Architecture principles
B. Business scenarios
C. Business Transformation Readiness Assessment
D. Capability-based planning
E. Gap analysis

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 61
Which one of the following is considered a relevant architecture resource in Phase D?

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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 62
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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 63

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

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 64
When using a cycle of the ADM to establish an Architecture Capability as described in TOGAF Part VII, which architecture would describe the infrastructure requirements?
A. Application Architecture
B. Business Architecture
C. Data Architecture
D. Technology Architecture
E. Transition Architecture

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 65
Which of the following best describes the class of information known as the Reference Library within the Architecture Repository?

A. A description of the organization specific architecture framework and method
B. A record of the governance activity across the enterprise
C. Guidelines and templates used to create new architectures

D. Processes to support governance of the Architecture Repository
E. Specifications to which architectures must conform

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 66
Complete the sentence. TOGAF defines five criteria for a good set of principles: Understandable, Robust, Complete, Consistent and_____.

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

Correct Answer: E
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 67
Complete the sentence. According to TOGAF, a _____is a representation of a system from the perspective of a related set of_____.

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 68
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

Correct Answer: E
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 69
Which of the following best describes the purpose of the Gap Analysis technique?

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

Correct Answer: D

Section: Part 1
Explanation

Explanation/Reference:

QUESTION 70
Which of the following describes how the Enterprise Continuum is used when developing an enterprise architecture?

A. To coordinate with the other management frameworks in use
B. To describe how an architecture addresses stakeholder concerns
C. To identify and understand business requirements
D. To provide a system for continuous monitoring
E. To structure re-usable architecture and solution assets

Correct Answer: E
Section: Part 1

Explanation

Explanation/Reference:
QUESTION 71
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. view, concerns
E. business transformation readiness assessment, constraints

Correct Answer: B
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 72
According to TOGAF, which of the following best describes the purpose of an Architecture Roadmap?

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

Correct Answer: E
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 73
According to TOGAF, which of the following best describes an Architecture Pattern?

A. A detailed description of the interfaces between building blocks
B. An implementation specific solution building block
C. A package of functionality defined to meet the business needs of the organization.
D. A way to put building blocks together into context
E. A work product describing an aspect of an architecture

Correct Answer: D
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 74
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

Correct Answer: C
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 75
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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 76
Complete the sentence. The ADM can be viewed as the process of populating the enterprise's own _____with relevant re-usable building blocks taken from the more generic side of the Enterprise Continuum.

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

E. Strategic Architecture

Correct Answer: A
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 77
Which of the following best describes the concept of Boundaryless Information Flow?

A. Enabling the vision of an integrated information infrastructure
B. Getting information to the right people at the right time in a secure, reliable and timely manner
C. Enabling effective global communications between countries
D. Enabling the flow of information to all stakeholders
E. Providing a visual representation of information provider, consumer and brokering applications

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 78
According to TOGAF, which of the following terms describes people who have key roles in, or concerns about, a system?

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

Correct Answer: E
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 79
In which phase of the ADM cycle do building blocks become implementation-specific?

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

Correct Answer: E
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 80
According to TOGAF, which of the following best describes the purpose of an Architecture Definition Document?

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 81
Complete the sentence: Building Blocks that are viewed as being at the left-hand side of the Solutions Continuum are known as_____.

A. Common Systems Solutions
B. Foundation Solutions

C. Industry Solutions
D. Organization-Specific Solutions
E. Strategic Solutions

Correct Answer: B
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 82
Which of the following best describes the TOGAF Architecture Governance Framework?

A. An approach to ensure the effectiveness of an organization's architectures
B. An architecture of building blocks and corresponding standards, together with associated graphics
C. An example set of Architecture Principles
D. A reference model that includes information provider applications and brokering applications
E. A model intended to assist with the release management of the TOGAF specification itself

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 83
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

Correct Answer: B
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 84
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

Correct Answer: D
Section: Part 1

Explanation

Explanation/Reference:
QUESTION 85
Complete the sentence. TOGAF covers the development of four architecture domains, Application, Business, Data and_____.

A. Capability

B. Segment
C. Technology
D. Transition
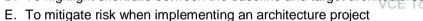E. Vision

Correct Answer: C
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 86
Which of the following best describes a purpose of the Gap Analysis technique?

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

Correct Answer: D
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 87
According to TOGAF, which of the following define general rules and guidelines for the use of assets across the enterprise?

A. Architecture principles
B. Business scenarios
C. Functional Requirements
D. Procurement policies

E. Stakeholder concerns

Correct Answer: A
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 88
Which ADM Phase includes obtaining approval for the Statement of Architecture Work?

A. Preliminary Phase
B. Phase A: Architecture Vision
C. Phase B: Business Architecture
D. Phase F: Migration Planning
E. Phase G: Implementation Governance

Correct Answer: B
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 89
Which section of the TOGAF template for Architecture Principles highlights the requirements for carrying out the principle?

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 90
TOGAF uses a version numbering convention to illustrate the evolution of the Baseline and Target Architecture Definitions. Which version number in this convention indicates a high-level outline of the architecture?

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

Correct Answer: E
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 91
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

Correct Answer: D
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 92

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

Correct Answer: A
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 93

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

A. Building Block

B. Catalog

C. Diagram

D. Matrix

E. Deliverable

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 94

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

A. Agile,

B. Dynamic

C. Comprehensive
D. Robust
E. Strategic

Correct Answer: D
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 95
Which one of the following best describes an Architecture Compliance Review?

A. A review of an architecture project against established criteria and business objectives

B. A review of the plans for enterprise transformation
C. A review of the ability to share information and services
D. A review of the readiness of an organization to accept change
E. A review to highlight the shortfall between baseline and target architectures

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 96
Complete the sentence. The Architecture Landscape is divided into three levels, Capability, Segment, and _____.

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

Correct Answer: C
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 97
Which of the following is a re-usable artifact that is used to create architecture models addressing stakeholder concerns?

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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 98
Complete the sentence. TOGAF describes the role of an Architecture Contract as_____.

A. an agreement between development partners and sponsors on the architecture deliverables
B. a plan to ensure that architecture information is communicated to the right stakeholders at the right time
C. a set of general rules and guidelines to support development of the enterprise architecture
D. a timeline showing progression from the Baseline Architecture to the Target Architecture

Correct Answer: A
Section: Part 1

Explanation

Explanation/Reference:
QUESTION 99
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

Correct Answer: E
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 100
Which part of TOGAF describes a step-by-step approach to developing an enterprise architecture?

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

Correct Answer: D
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 101
Which of the following does TOGAF provide as a set of reference materials for establishing an architecture function within an organization?

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

Correct Answer: E
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 102
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

Correct Answer: B
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 103
Which of the following does the TOGAF ADM recommend for use in developing the Architecture Vision?

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

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 104
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. DeliverableE. Framework

Correct Answer: B
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 105
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

Correct Answer: D
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 106

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

A. Architecture

B. Artifact

C. Deliverable

D. Model

E. View

Correct Answer: A
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 107

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

A. defines the parameters, structures, and processes to support governance of the Architecture Repository

B. describes the organization specific architecture framework and method

C. lists the set of specifications to which architectures must conform

D. provides a record of the governance activity across the enterprise

E. provides guidelines, templates, and patterns used to create new architectures

Correct Answer: C

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 108
Which of the following does the TOGAF document describe as the risk categorization prior to determining and implementing mitigating actions?

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

Correct Answer: B
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 109
In Phases B, C, and D of the ADM cycle the first step defined is to select reference models, viewpoints, and tools. Which of the following is the next step in each of these phases?

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

Correct Answer: C
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 110
In which part of the ADM cycle are building blocks evolved using a common platform of steps?

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

D. Phases Grid H

Correct Answer: B
Section: Part 1

Explanation

Explanation/Reference:
QUESTION 111
Which section of the TOGAF template for Architecture Principles should describe situations where one principle would be given precedence over another?

A. Implications
B. Name
C. Rationale

D. Statement
E. Trade-oils

Correct Answer: C
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 112
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

Correct Answer: B
Section: Part 1

Explanation

Explanation/Reference:
QUESTION 113
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

Correct Answer: D
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 114
Complete the sentence, The Architecture Landscape is divided into three levels, Capability Architectures, Segment Architectures, and _____.

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

Correct Answer: C
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 115
Which of the following does the TOGAF document define as the representation of a related set of concerns?

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

Correct Answer: D
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 116
In which Phase of the TOGAF ADM are the Architecture Roadmap and the Implementation and Migration Plan integrated with other change activity in the enterprise?

A. PhaseA
B. PhaseD

C. PhaseE
D. PhaseF
E. PhaseG

Correct Answer: D
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 117
Which part of the TOGAF document describes an overview of typical architecture deliverables?

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

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 118
Which section of the TOGAF template for Architecture Principles should clearly state the impact to the business and consequences of adopting the principle?

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

Correct Answer: A

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 119
Which of the following describes a purpose of an Architecture Compliance review?

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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:
Reference:http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap48.html#tag_48_03

QUESTION 120
Complete the sentence. There are five criteria that distinguish a good set of principles: Understandable, Robust, Complete, Consistent and _____.
A. Agile
B. Dynamic
C. Comprehensive
D. Rational
E. Stable

Correct Answer: E
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 121
Scenario: Turbonix Enterprises
Please read this scenario prior to answering the question

Turbonix Enterprises specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. Turbonix 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. Turbonix 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.

Turbonix 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.

Turbonix 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 Turbonix'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 Turbonix Enterprises Scenario
You are the Lead Architect for this activity.
You have been asked to recommend the best approach to adopt to address the Chief Engineer's concern.

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

A. You create an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization.
You recommend that if a deviation from the contract is detected, the Manufacturing Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

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

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

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

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:
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 cr iter ia that must be enforced during the lifespan of the dispensation. Dispensations are not granted indefinitely, but are used as a mechanism to ensure that service levels and operational levels, etc. are met while providing a level flexibility in their implementation and timing. The timebound nature of dispensations ensures that they are a trigger to the Architecture Compliance activity.

QUESTION 122
Scenario: Glacier Ridge LLC
Please read this scenario prior to answering the question

Glacier Ridge LLC is a vacation property management firm that is growing through acquisition. It manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently, the only requirement that has been placed in each property is that they use a standard financial reporting system to report their financials ID the headquarters on a weekly basis.

The CEO has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the Glacier Ridge property business by standardizing its operations across the network to provide consolidated financial, human resources, logistics, sales and marketing, and yield management. He has also stated that he expects results by the end of the current fiscal year.

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

Glacier Ridge has a mature enterprise architecture (EA) practice and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity.

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

Based on the recommendations from the initial engagement, Glacier Ridge has embraced an Architecture Vision to adopt an enterprise application that is tailored to the needs of the hospitality industry.

Refer to the Glacier Ridge scenario
Your role is that of Chief Architect. You have been asked to recommend the best approach to take in this architecture engagement to realize the CEO's vision. Based on TOGAF 9, which of the following is the best answer?

A. Since the initial engagement has identified the need to change, you recommend that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

B. Since the vision is well understood and the strategic architecture agreed, you recommend that the target architecture is defined first, followed by transition planning. This will ensure that the current inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial architecture engagement.

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

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

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 123

Scenario: Summer Seeds BV
Please read this scenario prior to answering the question

Summer Seeds BV 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 selfdirected 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.

Summer Seed's 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 Summer Seeds BV Scenario
You have been appointed as the Lead Consultant.
You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of all these parties.
Based on TOGAF 9, which of the following is the best answer?

A. Depending on the nature of the architecture, a set of models should be created that can be used to ensure that the system will be compliant with the local regulations. Stakeholders should be able to view the models to see that their concerns have been properly addressed.

B. Each architecture activity should be developed using a consistent modeling approach that is uniform across all architecture projects. Each architecture should be defined based on this fixed set of models so that all concerned parties can examine the models to ensure that their issues and concerns have been addressed,

C. A stakeholder map should be developed that allows the architects to define groups of stakeholders sharing common concerns. A set of views should then be defined that addresses the concerns for each group- Architecture models can then be created for each view to address the stakeholders' concerns.

D. For those groups that have sufficient power and level of interest, a special report should be created that summarizes the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders' requirements.

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 124
Scenario: Intrepid Space Industries
Please read this scenario prior to answering the question

Intrepid Space Industries is the prime contractor for the Telesto Unmanned Spacecraft program. Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. Intrepid is moving aggressively to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.

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

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

At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch.
The company prefers to implement existing package applications from systems vendors with little customization.

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

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

Refer to the Intrepid Space Industries Scenario.
You are serving as the Lead Architect.
You have been asked to identify the most appropriate architecture viewpoints for this situation.
Based on TOGAF 9, which of the following is the best answer?

A. In the early iterations of the Architecture Definition:
  ▪ Describe the Baseline Business Architecture with a Baseline Business Process catalog
  ▪ Describe the Baseline Application Architecture with a Technology Portfolio catalog ▪
  Describe the Baseline Data Architecture with a Data diagram

  In the later iterations of the Architecture Definition:
  ▪ Describe the Target Business Architecture with an Actor/Process/Data catalog
  ▪ Describe the Target Application Architecture with a System/Technology matrix
  ▪ Describe the Target Data Architecture with a Data Dissemination diagram

B. In the early iterations of the Architecture Definition:
  ▪ Describe the Target Business Architecture with a Business Service/Function catalog and a Business Interaction matrix
  ▪ Describe the key business objects with Product Lifecycle diagrams
  ▪ Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix ▪
  Describe the Target Data Architecture with a Data Entity/business Function matrix and a System/Data matrix

  In the later iterations of the Architecture Definition:
  ▪ Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix
  ▪ Describe the Baseline Application Architecture with a System/Organization matrix and a System/function matrix ▪
  Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

C. In the early iterations of the Architecture Definition:
  ▪ Describe the Target Business Architecture with a Business Service/Function catalog and an Organization/Actor catalog
  ▪ Describe the key business objects with Data Lifecycle diagrams
  ▪ Describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix ▪
  Describe the Target Data Architecture with a System/Data matrix

In the later iterations of the Architecture Definition:
▪ Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrix
▪ Describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix ▪
Describe the Baseline Data Architecture with a Data Entity/Data Component catalog

D. In the early iterations of the Architecture Definition:
  ▪ Describe the Baseline Business Architecture with an Organization/Actor catalog
  ▪ Describe the Baseline Application Architecture with a System/Function matrix
  ▪ Describe the Baseline Data Architecture using a Data Entity/Data Component catalog

  In the later iterations of the Architecture Definition:
  ▪ Describe the Target Business Architecture with an Organization/Actor catalog
  ▪ Describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix
  ▪ Describe the Target Data Architecture with a System/Data matrix

Correct Answer: C
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 125
Scenario: Sollace Manufacturing
Please read this scenario prior to answering the question

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

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

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

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

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

Refer to the Sollace Manufacturing Scenario
You are serving as the Lead Enterprise Architect for the Common ERP Deployment architecture project.

One of the earliest initiatives in the Enterprise Architecture program at Sollace Manufacturing was the definition of a set of IT principles and architecture principles that are well aligned with the overall enterprise principles. These now need to be updated to address the concerns raised. You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution.

[Note: You should assume that Sollace Manufacturing has adopted the example set of principles that are listed and defined in TOGAF 9, Section 23.6.]
Based on TOGAF 9, which of the following is the best answer?

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

Correct Answer: D
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 126
Scenario: Acme Widgets Inc.
Please read this scenario prior to answering the question

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

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

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

The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Based on the results of the gap analysis, the architects have reviewed the functional requirements and interoperability requirements needed to integrate the new ERP environment into the existing environment. Based on all of these factors, the architects have assessed the organization's readiness to conduct the business transformation and have produced a risk assessment.

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

Refer to the Acme Widgets Scenario
Your role is consultant to the Lead Architect.

The Implementation and Migration Plan v.0.l, the Transition Architectures v1.0, and the Capability Assessment deliverables are now complete. You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan. Based on TOGAF 9, which of the following is the best answer?

A. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. Thus assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the projects. You would then document the lessons learned and generate the final plan.

B. You would conduct a set of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contract(s). The Compliance Assessment should also ensure that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.

C. You would assess how the plan impacts the other frameworks in use. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. You would then assign a business value to each project, taking into account available resources and priorities for the projects. Finally, you would generate a time-lined Implementation and Migration Plan.

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

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 127
Scenario: Global Traders Inc.
Please read this scenario prior to answering the question

Global Traders 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, Global Traders 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.Global Traders 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 Global Traders Inc. Scenario
You are serving as the Chief Architect.
You have been asked to recommend the approach to take in the Preliminary Phase to ensure that the Corporate Board's concern is addressed.
Based on TOGAF 9, which of the following is the best answer?

A. You evaluate the implications of the Board's concern in terms of regulatory and security policy requirements. You then update the Global Traders security policy to reflect the concern, ensuring that this policy is communicated across the organization.

You allocate a security architecture team to ensure that security considerations are included in ongoing architecture planning. You then assess the security implications and agreements within the Global Traders businesses and their suppliers.

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

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

D. You evaluate the implications of the Board's concern by examining the potential impacts on business goals and objectives. Based on your understanding, you then update the current Global Traders 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.

Correct Answer: D
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 128
Scenario: St. Christopher Consulting
Please read this scenario prior to answering the question

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

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

The Enterprise Architecture team has been working to create St. Christopher's Enterprise Architecture framework to address these issues. The team has defined a preliminary framework and held workshops with key stakeholders to define a set of principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a fiveyear period.

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

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of the Enterprise Architecture program. The Enterprise Architecture framework is based en TOGAF 9.

As the EA team prepare to formulate an Implementation plan, they have been asked by the CIO to assess the risks associated with the proposed architecture. He has received concerns from senior management that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

Refer to the St Christopher Consulting Scenario
You have been assigned to the role of Chief Enterprise Architect.
You have been asked to recommend an approach to satisfy the concerns raised.
Based on TOGAF 9, which of the following is the best answer?

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

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 129
Scenario: Sollace Manufacturing
Please read this scenario prior to answering the question

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

Sollace Manufacturing is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in process waste could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland data center. This central system would

provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. A reduced number of IT staff could support the remaining applications. In some cases, a third-party contractor could provide those staff.

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

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

Refer to the Sollace Manufacturing Scenario
You are serving as the Lead Enterprise Architect of the newly-formed Common ERP Deployment architecture project team.

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

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

A. The team should hold a series of interviews at each of the manufacturing plants using the business scenario technique. This will then enable them to identify and document the characteristics of the architecture from the business requirements.
B. The team should exercise due diligence and carefully research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list. Based on the findings from the research, the team should define a preliminary target Architecture Vision. The team should then use that model to build consensus among the key stakeholders.
C. The team should create Baseline and Target Architectures for each of the manufacturing plants. A gap analysis between the architectures will then validate the approach, and determine the Transition Architecture needed to achieve the target state.
D. The team should conduct a pilot project that will enable vendors on the short list to demonstrate potential solutions that will address the concerns of the stakeholders. Based on the findings of that pilot project, a complete set of requirements can be developed that will drive the evolution of the architecture.

Correct Answer: C
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 130
Scenario: MedInc Products Ltd.
Please read this scenario prior to answering the Question.

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

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

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

Refer to the MedInc Products Ltd. Scenario
You are serving as the Lead Architect for the project team.
You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture(s).
Based on TOGAF 9, which of the following is the best answer?

A. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar solutions together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures and documented in an Architecture Definition Increments Table.
B. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procured. Eliminate any duplicate building blocks. Group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.
C. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work packages. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

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

Correct Answer: C
Section: Part 2

Explanation

Explanation/Reference: