

RealTest.OG0-093.350Questions

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Passing Score: 800  
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### REALTESTS Exam collection

TOGAF 9 Combined Part 1 and Part 2

OG0-093

- ◆ I have correct many of questions answers. If there is any more then update this vce and re-upload.
- ◆ Dump is completely Valid. I passed by 97% today, but still I suggest to read it properly.
- ◆ No doubt its unique in some ways,after wasting lot of money finally i got the right track leading my way towards success.
- ◆ Valid in US, UK, Australia ,passed with 850 . couple of new questions , some new variations . good Exam .
- ◆ I just passed the 510 and this dump is nearly perfect and still 99% valid. I memorized the entire dump over about 3 weeks and passed in the upper 400's. I didn't use any other dumps.

#### Sections

1. Part 1
2. Part 2

## **Exam A**

### **QUESTION 1**

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 2**

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 3**

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 4**

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 5**

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 6

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 7

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:**

valuable answer

## QUESTION 8

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 9**

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 10**

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

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

**Correct Answer:** B

**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:**

perfect answer

**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 G
- E. 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?

- 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:**

updated answer

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

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

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 42**

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 43**

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 44

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 45

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 46**

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:**

perfect answer

**QUESTION 47**

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 48**

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

- A. The ARTS data model
- B. The Architecture Governance Framework
- C. The Enterprise Continuum

- D. The Integrated Information Infrastructure Model
- E. The TOGAF Technical Reference Model

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

#### **QUESTION 49**

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

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

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

#### **QUESTION 50**

In which of the following ADM Phases do building blocks become implementation-specific?

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

**Correct Answer:** E

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 51**

Which of the following best describes an approach for adapting the ADM in the situation where business principles dictate that a packaged solution be used?

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

**Correct Answer:** A

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 52**

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

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

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 53**

Complete the sentence. According to TOGAF, all of the following are responsibilities of an Architecture Board, except \_\_\_\_\_.

- A. Ensuring consistency between sub-architectures
- B. Ensuring flexibility of the enterprise architecture to meet business needs
- C. Improving the maturity of the organization's architecture discipline
- D. Monitoring of architecture contracts

E. Preparing architecture review reports

**Correct Answer:** E

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

valid answer

## **QUESTION 54**

Which section of the TOGAF document contains a structured metamodel for architectural artifacts?

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

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

## **QUESTION 55**

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

- A. A good Building Block should not be composed of other Building Blocks
- B. Architecture Building Blocks should be first selected in Phase D
- C. Building Block specifications should be loosely coupled to implementation
- D. Custom developments are known as Architecture Building Blocks

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 56**

According to TOGAF, which of the following is a characteristic of a Foundation Architecture?

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

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 57**

Complete the sentence. TOGAF covers the development of four architecture domains, Business, Data, Technology and \_\_\_\_\_.

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

**Correct Answer:** A

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 58**

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

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



E. Develop the Target Technology Architecture

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 59**

Which of the following best describes the purpose of the Statement of Architecture Work?

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

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 60**

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

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

**Correct Answer:** E

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

specified answer

**QUESTION 61**

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

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

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 62**

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 63**

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 64**

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 Model
- 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 65**

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 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**

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

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

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 75**

Which of the following statements best describes the Requirements Management process?

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

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 76**

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

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

**Correct Answer:** A

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

specified answer

**QUESTION 77**

Complete the sentence. The Architecture Landscape is divided into three levels, Strategic, Segment and \_\_\_\_\_.

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

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 78**

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

- A. To catch errors in a project architecture early
- B. To guide decision making throughout the enterprise
- C. To help identify and understand requirements



- D. To highlight shortfalls between the baseline and target architectures
- E. To mitigate risk when implementing an architecture project

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

#### **QUESTION 79**

Complete the sentence. The Requirements Management process is used to\_\_\_\_\_.

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

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

valuable answer

#### **QUESTION 80**

Which of the following describes the TOGAF Technical Reference Model?

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

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 81**

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

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

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 82**

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

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

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 83**

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:**

correct answer

**QUESTION 84**

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 85**

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 86**

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 87**

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 88**

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 89**

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 90**

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 91**

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 92**

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 93**

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 94**

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 95**

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 96**

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 97**

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 98**

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:**

update answer

## **QUESTION 99**

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 100**

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 101**

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 102**

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 103**

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

- A. Application Platform Interface
- B. Artifact

- C. Building Block
- D. Deliverable
- E. Framework

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 104**

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 105**

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 106**

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 107**

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 108**

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 109

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

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

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

correct answer

## QUESTION 110

Which section of the TOGAF template for Architecture Principles should describe situations where one principle would be given precedence over another?

- A. Implications
- B. Name
- C. Rationale
- D. Statement
- E. Trade-offs

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 111**

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 112**

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

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

**Correct Answer: C**

**Section: Part 1**

**Explanation**

**Explanation/Reference:**

**QUESTION 113**

Which of the following types of architecture defines technology standards for building blocks and provides direction for products and services?

- A. Common Systems Architecture

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

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

#### **QUESTION 114**

Which one of the following best describes the purpose of the Communications Plan?

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

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

#### **QUESTION 115**

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

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

**Correct Answer:** B

**Section:** Part 1

## Explanation

## Explanation/Reference:

### QUESTION 116

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 117

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:

valid answer

### QUESTION 118

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 119**

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 120**

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 121**

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 122**

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](http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap48.html#tag_48_03)

**QUESTION 123**

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 124**

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 TOGAF and its Architecture Development Method (ADM) to develop its automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies. They have adapted their Enterprise Architecture to closely follow the TOGAF 9 framework. All of 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 an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization.  
You ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- D. You create an Architecture Contract to govern the implementation and migration process at each site. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. You then schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition. Based on the results, you ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

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

## QUESTION 125

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 to the headquarters on a weekly basis.

The CEO has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the 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: C**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

**QUESTION 126**

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 self-directed teams in each location. It also wants to define new business models that are profitable while reducing their impact on the environment. The management is deeply committed to ensuring that the company is a world leader in socially responsible seed development with a business strategy that focuses on profitability through environmentally friendly operating processes. 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: D**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

**QUESTION 127**

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 128

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 129**

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.0.1, 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 130**

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 131

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 five-year period.

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

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

Refer to the 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:** A

**Section:** Part 2

**Explanation**

**Explanation/Reference:**

### **QUESTION 132**

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 133**

Scenario

Please read this scenario prior to answering the Question Your role is consultant to the Lead Architect within a multinational semiconductor and software design company. Its largest business is in processors, although it also designs system-on-a-chip infrastructure and manufactures memory chips. A characteristic feature of its processors is their low electric power consumption, which makes them particularly suitable for use in portable devices. As well as licensing its technology, the company has several manufacturing divisions. The company has a mature enterprise architecture practice and uses TOGAF 9 for the basis of its architecture framework. In addition to the EA program, the company has a number of management frameworks in use, including business planning, portfolio/project management, and operations management. The EA program is sponsored by the CIO.

The company has defined a strategic architecture to improve its ability to meet customer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in

the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

Each division has completed the Architecture Definition documentation required to tailor and configure the environment to meet its own specific manufacturing requirements. The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Based on the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase

- A. Based on all of these factors they have produced a risk assessment. They have also completed the Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables.  
Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.  
Refer to the Scenario  
You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.  
Based on TOGAF, which of the following is the best answer?
- B. You recommend that the enterprise architects apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. They should confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the projects. They should then document the lessons learned and generate the final Implementation and Migration Plan.
- C. You recommend that the enterprise architects conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.
- D. You recommend that the enterprise architects assess how the plan impacts the other frameworks in use in the organization. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. They should then assign a business value to each project, taking into account available resources and priorities for the projects. Finally, they should generate the Implementation and Migration Plan.
- E. You recommend that the enterprise architects place the Architecture Definition Document under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. They should then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture without review.

**Correct Answer: C**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

**QUESTION 134**

## Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for an insurance company, which has been formed through the merger of three previously independent companies. The company now consists of three divisions with the same names and division headquarters as their predecessors.

The lack of integration between the three divisions has increasingly caused problems in the handling of customer and financial information. The inability to share information has resulted in lost opportunities to "leverage the synergies" that had been intended when the company was formed. At present, each division maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, and claims information, each division has different ways of defining these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.

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

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

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

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

## Refer to the Scenario

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

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

- A. You evaluate the implications of the concerns raised by the Corporate Board in terms of regulatory requirements and their impact on business goals and objectives. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the concerns. You allocate a security architect to oversee the implementation of the new application that is being developed.
- B. You start by clarifying the intent that the Board has for raising these concerns. This enables you to understand the implications of the concerns in terms of regulatory requirements and the potential impact on current business goals and objectives. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture and that this be considered an additional domain architecture.
- C. You evaluate the implications of the Board's concerns by examining the security and regulatory impacts on business goals, business drivers and objectives. Based on your understanding, you then update the current security policy to include an emphasis on the concerns. You define



architecture principles to form constraints on the architecture work to be undertaken in the project. You then allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

- D. You identify and document the security and regulatory requirements for the application and the data being collected. You ensure that written policies are put in place to address the requirements, and that they are communicated across the organization, together with appropriate training for key employees. You identify constraints on the architecture and communicate those to the architecture team. You establish an agreement with the security architects defining their role within the ongoing architecture project.

**Correct Answer:** D

**Section:** Part 2

**Explanation**

**Explanation/Reference:**

answer in detailed

### **QUESTION 135**

Scenario

Please read this scenario prior to answering the Question You are serving as the Lead Architect for an insurance company, which has been formed through the merger of three previously independent companies. The company now consists of three divisions with the same names and division headquarters as their predecessors.

The lack of integration between the three divisions has increasingly caused problems in the handling of customer and financial information. The inability to share information has resulted in lost opportunities to leverage the synergies that should have been possible as a result of the merger. At present, each division maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, and claims information, each division has different ways of defining these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.

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

The Corporate Board is concerned that the new application must be able to manage and safeguard confidential customer information in a secure manner that meets or exceeds the legal requirements of the countries in which the company operates. This will be an increasingly important capability as the company expands its online services in cooperation with its partners. The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the implementation team and the migration teams in each division. The CIO has also formed a cross-functional Architecture Board to oversee and govern the architecture. The company has an existing team of security architects.

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

Refer to the Scenario

[Note: You may need to refer to Chapter 35 of the reference text in order to answer this question.]

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

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

- A. In the next iteration of Architecture development, you would describe the Target Business Architecture with a Business Service function catalog, an Organization/Actor catalog, and Data Lifecycle diagrams. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.
- B. In the next iteration of Architecture development, you would describe the Baseline Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog, and a Data Entity/Business Function matrix. You would describe the Baseline Application Architecture with an Application/Function matrix.
- C. In the next iteration of Architecture development, you would describe the Baseline Business Architecture with a Baseline Business Process catalog, and an Object lifecycle catalog. You would describe the Baseline Application Architecture with a Technology Portfolio catalog.
- D. In the next iteration of Architecture development, you would describe the Target Business Architecture with a Business Service/Function catalog, a Business Interaction matrix, and Product Lifecycle diagrams. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.

**Correct Answer: B**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

answer in detailed

### **QUESTION 136**

Scenario

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

The agency has an established enterprise architecture (EA) capability based on TOGAF 9. The Executive Director of the agency is the sponsor of the EA capability. Since reliable, high-performance, and secure communications are essential to preserving national security, the Executive Director has placed more stringent requirements for the architecture for the upgraded system. It must be able to provide assurance and verification of specific performance measures on the key services that are most crucial for system operation. Focusing on these service-level details and specific measurements will allow more stringent requirements to be enforced in service contracts. It will also provide a high degree of assurance that necessary performance is being delivered and that notifications will occur if any critical service fails to perform as required.

A portion of the program budget has been allocated to context a review of the EA. The scope of the review is to evaluate the processes, content and governance of the EA capability to ensure that the higher target performance and service levels required by the upgraded system can be achieved.

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

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

Refer to the Scenario

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

- A. Since some artifacts will now require specific measurements and additional data will be needed to support the performance objectives linked to these measurements, you recommend that the motivation and governance extensions of the TOGAF 9 Content Metamodel are used. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance models. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.
- B. You recommend all of the TOGAF 9 Content Metamodel extensions be incorporated into the Architecture Content Metamodel. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needs to support the performance and measurement objectives linked to these artifacts. Once the new repository content has been implemented, on- demand queries can be used to generate a customized governance stakeholder view that isolates the artifacts and data needed to assess measurement for any particular service. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.
- C. Since this case requires extensions of the modeling and data details of the service, this is best done by using the services extension of the TOGAF 9 Content Metamodel. By using this extension, the service model is no longer constrained by what is expected in typical business service definitions, allowing more flexibility for adding customized models to support the more stringent measurement requirements. The services extension can also be used to map terminology between the business services and the application components.
- D. To support the type of stringent performance measurements needed for the more detailed governance views required for the upgraded system, the interfaces to the communication and network layer of the architecture must be highly visible at the application level. To accommodate the proper development of this, a Communications Engineering view should be created from the infrastructure extension models of the TOGAF Content Metamodel. This view will allow architects to align the required performance measurement communications across the system.

**Correct Answer: A**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

## QUESTION 137

Scenario

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

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

overall operational efficiency of the agency.

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

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

Refer to the Scenario

The CIO has asked you to recommend a professional development plan for the EA staff in order to address the findings raised in the recent review. Based on TOGAF, which of the following is the best answer?

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

**Correct Answer: C**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

## **QUESTION 138**

Scenario

Please read this scenario prior to answering the Question You are serving as the Lead Architect for an enterprise architecture project team within a leading multinational pharmaceutical and medical devices manufacturer. Its brands include numerous household names for medications and first aid

supplies.

The company has a long history of innovating new treatments for many common illnesses and diseases. Prior to launching a new treatment, the company has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the countries in the target markets. All clinical trials are undertaken by its research laboratories, which employ over 10,000 people at separate facilities in the United Kingdom, United States, Sweden, France, Canada, India, China and Japan. In addition to internal research and development activities the company is also involved in publicly funded collaborative research projects, with other industrial and academic partners.

The Enterprise Architecture group within the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners.

The Enterprise Architecture group within the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners. The Enterprise Architecture group is a mature organization. They use the TOGAF 9 ADM with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that the changes to the enterprise architecture for the new system will need to be rolled out in stages on a regional basis that minimizes disruptions to ongoing clinical trials.

Refer to the Scenario

You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture(s).

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

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

**Correct Answer: B**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

## **QUESTION 139**

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for an insurance company, which has been formed through the merger of three previously independent companies. The company now consists of three divisions with the same names and division headquarters as their predecessors.

The lack of integration between the three divisions has increasingly caused problems in the handling of customer and financial information. The inability to share information has resulted in lost opportunities to leverage the synergies that should have been possible as a result of the merger. At present, each division maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, and claims information, each division has different ways of defining these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.

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

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

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the implementation team and the migration teams in each division. The CIO has also formed a cross-functional Architecture Board to oversee and govern the architecture. The company has an existing team of security architects. TOGAF 9 has been selected as the core framework for use for the Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

Refer to the Scenario

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

You need to recommend the best approach for this work.

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

- A. You would review the mission statements for the company and its divisions, together with the corporate business goals and business drivers. Based on that review, you would work closely with the key stakeholders and the Architecture Board to define the architecture principles. You would ensure

that they actively promote the alignment of IT with the corporate business strategies. You would then hold review meetings with the relevant stakeholders, including senior management, ensuring their support.

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

**Correct Answer:** A

**Section:** Part 2

**Explanation**

**Explanation/Reference:**

#### **QUESTION 140**

What level of architecture planning is TOGAF best suited for?

- A. Enterprise IT Architecture
- B. Software Architecture
- C. Realtime automated systems architecture
- D. Human and organizational architecture
- E. Business Process Modeling for Service Oriented Architectures

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 141**

An organization with a mature architecture capability could elect to eliminate a ADM phase such as Architecture Vision based on \_\_\_\_\_.

- A. TOGAF's inherent flexibility.

- B. Consensus of the project's key sponsors and stakeholders
- C. Recommendations from the implementation governance committee.
- D. An explicitly documented decision including rationale
- E. TOGAF ability to convert architecture artifacts directly converted into working code.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 142**

Which of the following is not a typical component of an architecture principle

- A. Cost of implementation of the principle
- B. Name
- C. Statement of principle
- D. Rationale for the principle
- E. Implications of the principle

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 143**

Which of the following is not a major dimension that should be considered when scoping the architecture activity?

- A. Enterprise scope and focus
- B. Technical elegance
- C. Architecture domains
- D. Vertical scope or level of detail
- E. Time horizon

**Correct Answer:** B

**Section:** (none)



**Explanation**

**Explanation/Reference:**

**QUESTION 144**

What is the key objective of the Project Establishment activity in Phase A of the ADM?

- A. To define the business goals, objectives, and strategies needed to support the proposed architecture activity.
- B. To develop the detailed project plans needed to fulfill the architecture contract for the proposed architecture activity.
- C. To conduct the necessary (enterprise specific) procedures needed to secure recognition, endorsement, and commitment for the project.
- D. To assess the technical feasibility of the proposed architecture activity.
- E. Utilize business scenarios to determine the overall business requirements of the proposed architecture activity.

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 145**

The Architecture Vision phase of a TOGAF ADM cycle is intended to achieve all of the following objectives except \_\_\_\_.

- A. Defining key business requirements to be achieved
- B. Verification of relevant principles, business goals, and objectives
- C. Defining relevant stakeholders
- D. Define the framework and core architecture principles that will govern future architecture work
- E. Articulating an architecture vision

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

updated answer

**QUESTION 146**

Which of the following statements is most true?

- A. Architecture principles have the highest precedence in the hierarchy of principles
- B. Each project should define its own set of principles
- C. In a federated organization, each individual unit may need to define some principles that are unique.
- D. In a federated organization, each individual unit must, of necessity, be fully conformant to the federation's principles
- E. Architecture principles are generic, and can be shared between organizations without modification

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 147**

What is the scope of a super-domain architecture as described in TOGAF?

- A. A super-domain can span horizontally across multiple organizational units.
- B. A conglomerate enterprise architecture that spans multiple enterprises.
- C. A detailed vertical architecture that focuses on the implementation of a specific infrastructure service.
- D. It is a high level "meta architecture" that encapsulates the other domains.
- E. none of these

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 148**

When identifying project constraints, which of the following is not true?

- A. TOGAF allows project architects to set aside principles that they believe would interfere with the project as long as the decision to do so is explicitly documented
- B. Enterprise wide constraints are often derived from the organization's business and architecture principles
- C. Project specific constraints should not supercede enterprise wide constraints.
- D. Specific technology solutions are not considered constraints when formulating the architecture vision.
- E. Time, schedule, and resource availability are considered project constraints when formulating the architecture vision.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

## QUESTION 149

In the Architecture Vision phase, it is important to capture the concerns of the \_\_\_\_\_ .

- A. Key stakeholders
- B. Top management
- C. Implementation governance board
- D. Regulatory agencies
- E. User community

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

## QUESTION 150

Who should approve the Statement of Architecture Work for a given TOGAF ADM project?

- A. The Chief Architect
- B. All relevant stakeholders
- C. Key stakeholders
- D. The Chief Information Officer or Chief Technology Officer
- E. Management of the sponsoring organization

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

## QUESTION 151

Business processes that are not carried forward in the target architecture may have no intrinsic value unless \_\_\_\_\_.

- A. The interfaces to the architectural components can be documented
- B. They can be reengineered to conform to the baseline architecture
- C. The Chief Architect specifies that the process will be refactored
- D. The data architecture can be normalized
- E. They can be employed to describe the architectural elements of other architecture domains

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 152**

Which of the following methods can be used to understand and resolve conflicts between architecture views

- A. Correlation of organization and function matrix
- B. Gap Analysis
- C. Architecture Trade-Off Analysis
- D. Project Impact Analysis
- E. Node Connectivity Diagrams

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 153**

The TOGAF Technical Reference Model is considered to be (a/an) \_\_\_\_\_.

- A. Organization specific model
- B. Foundation architecture
- C. Industry specific model
- D. Common system architecture
- E. Solution architecture

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 154**

What is the primary container TOGAF uses to store existing architecture assets of the organization?

- A. Requirement management repository
- B. Views
- C. metadata repository
- D. Enterprise Continuum
- E. Foundation architecture

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 155**

In Phase B - Business Architecture, how does TOGAF recommend validating the proposed Business Architecture?

- A. Conduct a review with senior technical staff.
- B. Presenting the proposed architecture to executive management.
- C. Requesting the implementation governance body evaluate the architecture against the existing requirements.
- D. Conduct a design review with the IT governance board.
- E. By conducting a checkpoint review with the stakeholders.

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 156**

Which of the following is not an example of a nonfunctional criteria?

- A. Reliability
- B. Availability
- C. Scope
- D. Serviceability
- E. Security

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 157**

Which of the following is an important step in finalizing the Phase B - Business Architecture.

- A. Validating the architecture principles against the Statement of Work.
- B. Specifying the solution building blocks needed to satisfy the requirements of the proposed business architecture.
- C. Documenting final requirements traceability for the proposed Business Architecture
- D. Developing the proposed Baseline Business Architecture according to the Statement of Work.
- E. Seeking final approval for the Statement of Work.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 158**

In a top down design - bottom up implementation approach, which of the following is true?

- A. The architecture design is refactored frequently to facilitate alignment with the technology infrastructure
- B. Both design and implementation are done in reverse order.
- C. Design is centered on the development and implementation of the technology architecture.
- D. Both design and implementation begin with the business architecture

E. Design proceeds from the business domain down -- Implementation proceeds from the technology domain up.

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 159**

Which of the following is not part of the TOGAF Data Architecture?

- A. Data entity/business function matrix
- B. Conceptual data models
- C. Data dissemination view
- D. Data lifecycle view
- E. Query optimization plans

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 160**

A gap analysis of the Data architecture will reveal all of these except \_\_\_\_.

- A. Data not located where it is needed
- B. Data that lacks referential integrity
- C. Data is not created
- D. Data is created and not read
- E. Data not available when it is needed

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 161**

Once the data architecture model(s) have been completed, the next step in the Data Architecture phase is to \_\_\_\_.

- A. Conduct a checkpoint review with stakeholders to validate the data models and building blocks
- B. Select data architecture building blocks
- C. Perform a gap analysis to highlight omitted or unneeded data
- D. Use a CRUD matrix to relate data operations to business functions
- E. Create data definition modules to implement the architecture

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 162**

Which of the following is least appropriate for inclusion in a TOGAF Data Architecture?

- A. Logical schema
- B. CRUD Matrix
- C. Enterprise level data entities
- D. Stored procedures
- E. Entity relationship diagram

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 163**

Which of the following qualitative criteria is least appropriate for consideration in the Data Architecture

- A. Accuracy
- B. Security/privacy
- C. Availability
- D. Navigation methods



E. Minimum tolerable data losses

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 164**

Which of the following items will not be included in the Data Architecture?

- A. Logical data models
- B. Conceptual data models
- C. Data management process model
- D. Project impact analysis
- E. Data entity/business function matrix

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 165**

How much detail is needed for the Application Baseline Architecture?

- A. A fine grained analysis of the functionality of the baseline systems and applications.
- B. A detailed inventory of all systems and applications operated by the business unit(s) involved in the architecture project.
- C. A complete functional specification of the existing systems that will be eliminated or replaced.
- D. Sufficient detail to support description and definition of the target application architecture.
- E. A list of all reusable building blocks in the baseline environment.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 166**

The -----is a common view that could be employed in the Application Architecture.

- A. Software engineering view
- B. Financial view
- C. Communications view
- D. Network view
- E. All of these view should be included in the Application architecture

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

updated answer

**QUESTION 167**

In TOGAF, if a stakeholder's concerns cannot be addressed in the proposed architecture model, what is the proper response?

- A. If only one stakeholder is impacted, then eliminate those concerns and their related requirements from the current ADM iteration.
- B. Revise the architecture vision for this ADM iteration.
- C. Create new models that cover the stakeholder's concerns.
- D. Seek a dispensation from the Architecture Governance Board
- E. Create new models and viewpoints that cover the stakeholder's concerns.

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 168**

When selecting application architecture building blocks, which of the following methods are used to match application functions with business needs?

- A. Gap analysis
- B. Impact analysis
- C. Application-business function matrices
- D. Balanced scorecard

E. All of these methods can be used

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 169**

In the Application Architecture phase, the checkpoint review should compare the application-business function matrices against the \_\_\_\_\_.

- A. Architecture contract
- B. Baseline business architecture
- C. target business architecture
- D. Impact analysis
- E. Foundation architecture

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 170**

The sponsor of a TOGAF architecture project has indicated that she expects the resulting system to have high availability. This is an example of \_\_\_\_\_.

- A. Goldplating
- B. Scope creep
- C. Qualitative criteria
- D. Chasing technology
- E. Application function

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 171**

When completing the Applications Architecture, if the impact analysis reveals a significant change is needed to the business architecture, what may be warranted?

- A. Revisiting the business architecture phase.
- B. Adjust the technology architecture to align the application architecture with the business architecture.
- C. Requesting a formal checkpoint review with the sponsors.
- D. Conduct a trade off analysis to resolve the conflict.
- E. Seek a temporary dispensation from the architecture governance board.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 172**

The key purpose of the gap analysis is to \_\_\_\_\_.

- A. Establish quality parameters for the architecture
- B. Identify potential missing or overlapping functions
- C. Simplify the architecture by merging duplicate functions
- D. Identify building blocks to be purchased
- E. Refine the specification of new building blocks to be developed

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 173**

Which of the following would be least likely to be used as a resource in developing the baseline technology architecture?

- A. Current application portfolio
- B. Baseline business architecture
- C. Baseline data architecture

- D. Architecture contract
- E. Baseline application architecture

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

## QUESTION 174

The TOGAF Technical Reference Model \_\_\_\_\_.

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

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

## QUESTION 175

Which of the following is not a feature of the baseline technical architecture?

- A. New solution building blocks that will need to be purchased or created
- B. Candidate reusable building blocks
- C. Existing technical components that could be carried forward into the target architecture
- D. An inventory of existing hardware and software systems that are likely to be carried forward into the target technology architecture
- E. System interdependencies

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 176**

Which of the following views is least likely to be useful in the technology architecture model?

- A. Security view
- B. Network computing/hardware view
- C. Communications view
- D. Executive management view
- E. Standards view

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 177**

When creating a full technology architecture model, \_\_\_\_\_ can be used to resolve conflicts between views of the model.

- A. Balanced Scorecard
- B. CMU/SEI - Architecture Trade-off Analysis
- C. Five forces analyses
- D. Regression Analysis
- E. IDEF0 Modeling

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 178**

What is the original source of the service portfolio used to select services for the building blocks that are included in the technology architecture model?

- A. Specifications taken from the vendors' documentation
- B. The TOGAF Technical Reference Model or an organization specific model
- C. Industry standards

- D. The architecture vision
- E. IT Infrastructure Library (ITIL)

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 179**

How could you confirm that business goals and objectives are met by the final Technology Architecture?

- A. Verify specifications
- B. Sponsor focus groups
- C. Conduct a proof of concept project
- D. Conduct a formal checkpoint review
- E. Perform an architecture trade-off analysis between the architecture vision and the target technology architecture.

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 180**

When selecting the specifications for the Technology Architecture, which of the following would be least appropriate as a selection criteria?

- A. Should be based on a publicly available specification
- B. Should meet legal requirements
- C. All of these are appropriate
- D. Should comply with organization architecture standards
- E. Should provide adequate privacy safeguards for customer data

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 181**

How do you eat an elephant?

- A. Gently poached with spring potatoes in a demi glace
- B. One bite at a time
- C. Minced with scallions
- D. Dipped in a light beer batter and deep fat fried
- E. Grilled with a jamaican rub and sauteed mushrooms

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

correct answer

**QUESTION 182**

In Phase E - Opportunities and Solutions, what would be the best example of a business driver that constrains the sequence of implementation?

- A. System instrumentation to enhance manageability
- B. Advanced distributed computing technology
- C. Innovative user interface
- D. Cost reduction through consolidation of services
- E. Robust authentication and authorization capabilities

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 183**

Phase E - Opportunities and Solutions, is the first phase of the TOGAF ADM that is concerned with \_\_\_\_\_.

- A. Implementation
- B. Overall system performance
- C. Architecture governance



- D. Defining requirements
- E. Incorporating standards into the target architecture

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 184**

Upon completion of the Technology Architecture in Phase D, a \_\_\_\_\_ is used to compare the baseline and target architectures in terms of function.

- A. Gap analysis
- B. Requirements analysis
- C. Impact analysis
- D. Migration plan
- E. Architecture audit

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 185**

Sometimes during the process of identifying opportunities and solutions in Phase E, new applications or methods are discovered. What approach does TOGAF recommend in such an instance?

- A. Seek a dispensation from the implementation governance board to restart the ADM cycle to incorporate the innovation into the architecture.
- B. Create a Building Block that embodies the concept and store it in the Enterprise Continuum for later reuse.
- C. Capture the requirements and constraints for use the next time this architecture domain is evaluated.
- D. Iterate as needed with previous phases to enhance the target architecture.
- E. Do not change the target architecture.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 186**

Which of the following is not an output from Phase E?

- A. Project list
- B. Implementation and migration strategy
- C. High level implementation plan
- D. Impact analysis
- E. Detailed implementation plan

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 187**

Which of these activities is not essential to achieving the objective of Phase F?

- A. Conducting a final gap analysis to determine if the target architecture is fit for purpose.
- B. To sort the implementation projects into priority order for implementation and migration.
- C. Assessing the dependencies between work packages.
- D. Assess the costs and benefits of the various implementation projects.
- E. Consider implementation sequencing based on business drivers and constraints.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 188**

Why might you want to consider a staged, or incremental, implementation of a given architectural work package?

- A. To manage the impact of a large architectural change on the user community.
- B. Because adequate skilled resources are not available.

- C. All of these
- D. To allow sufficient time to do a gradual migration from a legacy system.
- E. To mitigate the risks of failure if the implementation project encounters difficulties.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 189**

Which of the following is not an appropriate consideration in Phase F - Migration Planning?

- A. Geographic separation for staged deployments
- B. Costs and benefits
- C. Retraining the user community
- D. Choice of application platforms
- E. Resource availability

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 190**

Which of the following is not typically part of the implementation recommendations that would be included in the Impact Analysis for Phase G?

- A. Architecture Building Blocks
- B. Criteria for measuring the success of the projects to be implemented
- C. Analysis of risks related to the implementation
- D. Specific details about the solution building blocks
- E. Other issues to be brought to the attention of the implementation governance body

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 191**

Which of the following is not a key input into Phase G - Implementation Governance?

- A. Statement of architecture work
- B. Competitive analysis reports
- C. Request for architecture work
- D. Reusable solution building blocks
- E. Impact analysis

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 192**

Ideally, the main output from the implementation governance phase is \_\_\_\_\_.

- A. An architecture-compliant implemented system
- B. Impact analysis
- C. Architecture contract
- D. Technology portfolio
- E. Updated architecture principles and policies

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 193**

What is the function of an architecture compliance review?

- A. To provide the CIO with recommendations that can support decision-making.
- B. Reviews projects to determine how their implementations will conform to the organization's architecture.

- C. All of these
- D. To allow the architecture organization to interact with development groups in a way that will promote cooperation.
- E. To catch errors and problems early in the development process thereby reducing costs and risks.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 194**

Which of the following is a rule of thumb suggested in TOGAF as a criteria for making decisions about architecture change?

- A. Any change resulting from a dispensation, shall require a full ADM cycle.
- B. Any proposed change that exceeds a threshold cost value must be conducted using a full ADM cycle.
- C. Changes brought about by new technologies always require a full ADM cycle.
- D. If two or more stakeholders are impacted by a change, then a full ADM cycle is needed.
- E. All of these

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 195**

Which of these is a trigger for initiating a new architecture cycle?

- A. New Technologies
- B. Business Innovations
- C. All of these
- D. Technology withdrawal
- E. New strategic initiative

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 196**

A server consolidation project that will not change the operating characteristics of the applications, would require \_\_\_\_\_.

- A. A complete ADM cycle
- B. Incremental change
- C. Re-architecting change
- D. A simplification change
- E. A full revision of the enterprise architecture

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 197**

What architecture governance process provides a formal method to register, validate, ratify, manage and publish new or updated architecture content?

- A. Compliance
- B. Policy management and take on
- C. Environment management
- D. Business control
- E. Monitoring and reporting

**Correct Answer: B**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 198**

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

- A. Creating/defining new requirements
- B. Disposal of resolved requirements

- C. Addressing requirements
- D. Prioritizing requirements
- E. Managing the flow of requirements

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 199**

2.2: Which of the following is not an element of an architecture principle?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 200**

Which of the following is not an important input to the Preliminary Phase of the TOGAF Architecture Development Method?

- A. Business principles
- B. Business goals and objectives
- C. Architecture vision
- D. Business strategies
- E. Business drivers

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 201**

2.4: Which of the following is not a characteristic of effective governance processes?

- A. All of these characteristics of effective governance
- B. Discipline
- C. Transparency
- D. Fairness
- E. Accountability

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 202**

2.5: Which of the following is not part of a Request for Architecture Work document?

- A. Budget and financial constraints
- B. Time constraints
- C. Gap analysis
- D. Business goals and desired changes
- E. Current IT architecture description

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 203**

2.6: Which of the following items would not normally be included in a Statement of Architecture Work?

- A. Architecture Vision
- B. Project plan and schedule



- C. Acceptance criteria and procedures
- D. All of these are included
- E. Signature approvals

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 204**

Which of the following is not typically part of the Architecture Vision document?

- A. Preliminary requirements based on a business scenario
- B. Problem statement
- C. Environment description
- D. Mapping of human and machine roles
- E. Compliance review

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 205**

The Target Business Architecture prepared at the end of Phase B should contain all of the following except \_\_\_\_.

- A. Candidate business solution building blocks
- B. Correlation of organization and function
- C. Business architecture building blocks
- D. Project impact analysis
- E. Technical requirements for subsequent phases

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 206**

In a gap analysis, a building block appears in the Baseline Architecture that doesn't appear in the Target Architecture. What does this indicate?

- A. Nonconformant solution building blocks
- B. An error has occurred and the architecture must be reevaluated
- C. Requirements have not been properly documented
- D. Functionality that should be eliminated
- E. The building block will be either intentionally or unintentionally eliminated

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

modified answer

**QUESTION 207**

A Technical Architecture Report should contain all of these items except \_\_\_\_.

- A. Requirements traceability analysis
- B. Project impact analysis
- C. Technology architecture models
- D. Technical specification for each building block
- E. Gap analysis report

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 208**

Which of the following TRM service qualities describes the ability to identify problems and take orrective action such as to repair or upgrade a component in a running system?

- A. Availability

- B. Manageability
- C. Extensibility
- D. Serviceability
- E. Usability

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 209**

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

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

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

#### **QUESTION 210**

Which of the following best describes the TOGAF Technical Reference Model?

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

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 211**

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

- A. Part I, the Enterprise Continuum, describes a model for structuring a virtual repository
- B. Part II, the Architecture Development Method, describes the definitions of terms used in TOGAF, and the changes between versions of TOGAF
- C. Part III, Tools and Support, describes a collection of guidelines and techniques used in the other parts of TOGAF
- D. Part VI, TOGAF Reference Models, includes a model for release management of the TOGAF specification
- E. Part VII, the Architecture Capability Framework, describes processes and skills to establish an enterprise function

**Correct Answer:** E

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 212**

Which phase of the ADM ensures that implementation projects conform to the defined architecture?

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

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 213**

Complete the sentence. The Requirements Management Phase \_\_\_\_\_.

- A. addresses and resolves requirements between ADM phases
- B. is a central process that prioritizes requirements for all ADM phases
- C. is used to dispose of resolved requirements for all ADM phases

- D. generates new requirements and passes them to all ADM phases
- E. stores requirements and manages their flow into relevant ADM phases

**Correct Answer:** E

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

## **QUESTION 214**

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

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

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

## **QUESTION 215**

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

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

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 216**

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

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

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 217**

Which of the following describes the Architecture Vision document?

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

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 218**

According to TOGAF, which of the following best describes how the Enterprise Continuum is used in organizing and developing an architecture?

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

**Correct Answer:** E

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 219**

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

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

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 220**

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

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

**Correct Answer:** E

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 221**

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

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

**Correct Answer:** E

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 222**

Which of the following best describes the class of information known as the Architecture Capability 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:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 223**

Complete the sentence. According to TOGAF, an objective of Phase G, Implementation Governance, is to\_\_\_\_\_.

- A. assess the performance of the architecture and make recommendations for change
- B. ensure the baseline architecture continues to be fit-for-purpose
- C. ensure conformance with the defined architecture by the implementation projects
- D. establish an architecture change management process for the architecture finalized in the previous ADM phase



E. operate the governance framework

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

accurate answer

**QUESTION 224**

According to TOGAF, which of the following activities is described as part of the approach in the Preliminary Phase of the ADM?

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

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 225**

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 226**

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 227**

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 228**

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 229**

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 230**

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 231**

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 232**

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 233**

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 234**

In Phases B, C, and D which is the final step in each phase?

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

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 235**

Which part of TOGAF describes taxonomies for categorizing the outputs of architecture activity in terms of reuse?

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

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

verified answer

**QUESTION 236**

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

- A. Identifying business transformation risks for an architecture project
- B. Identifying errors in the project architecture
- C. Identifying relationships between management frameworks
- D. Identifying stakeholders and their concerns

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

modified answer

**QUESTION 237**

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

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

**Correct Answer:** A

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 238**

Which of the following does TOGAF describe as a package of functionality defined to meet business needs across an organization?

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

E. A solution architecture

**Correct Answer:** C

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 239**

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

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

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 240**

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

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

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 241**

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

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

**Correct Answer: B**

**Section: Part 1**

**Explanation**

**Explanation/Reference:**

**QUESTION 242**

Scenario:

Please read this scenario prior to answering the Question You are serving as the Lead Architect for an enterprise architecture project team within a leading medical device manufacturer that specializes in miniature devices. The latest product under development is a tiny wireless device that can be 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 within the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials.

The Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. They use the TOGAF 9 ADM with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant 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. She has stated that the changes to the enterprise architecture for the new system will need to be rolled out on a geographic basis that will minimize disruptions to ongoing clinical trials. The work will need to be done in stages and rolled out in geographical regions.

Refer to the Scenario

You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture(s).

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



- A. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procured. Eliminate any duplicate building blocks. Group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architectures. Schedule the roll out of the work packages to be sequential across the geographic regions.
- B. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product. Group similar solutions together to form work packages. Identify dependencies between work packages factoring in the clinical trial schedules. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- C. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work packages. Using the matrix as a planning tool, regroup the work packages to account for dependencies. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture. Schedule the rollout one region at a time. Document the progression of the enterprise architecture using a state evolution table.
- D. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool. For each gap classify whether the solution is either a new envelopment, 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.

**Correct Answer: D**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

### **QUESTION 243**

Scenario:

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

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

As part of the implementation process, the Enterprise Architecture (EA) department has begun to implement an architecture process based on TOGAF 9. The CIO is the sponsor of the activity. The Chief Architect has directed that the program should include formal modeling using the Architecture Content Framework and the TOGAF Content Metamodel. This will enable support for the architecture tooling that the firm uses for its EA program.

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

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

Refer to the Scenario

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

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

- A. You recommend that the architecture team incorporate the Process Modeling and Infrastructure Consolidation extensions into their tailored Content Metamodel. As the environment is process-centric this will enable them to model the manufacturing processes and store information to support regulatory compliance. It also includes views useful for managing the consolidation of applications into a single data center.
- B. You recommend that the architecture team incorporate the Process Modeling and Governance extensions into their tailored Content Metamodel. This is suitable as this is a significant IT change that will impact its operational models. This will ensure that they include specific entities and attributes that will allow them to model the event-driven nature of the manufacturing processes more precisely.
- C. You recommend that the architecture team incorporates the Governance and Motivation Extensions into their tailored Content Metamodel. This would allow modeling of the target milestones they want to achieve with this consolidation of application to a single data center. These extensions will also enable demonstration of regulatory compliance for the manufacturing process.
- D. You recommend that the architecture team incorporates the Data and Services Extensions into their tailored Content Metamodel. This would allow modeling of the location of IT assets and ensure regulatory compliance for the manufacturing process. It will also allow for identification of redundant duplication of capability which will be needed for a successful consolidation to a single data center.

**Correct Answer: B**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 244**

Scenario:

Please read this scenario prior to answering the Question You are serving as the Chief Architect for a large, global commodities trading company which has been growing rapidly through a series of acquisitions.

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

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

Refer to the Scenario

As part of the process for establishing the Enterprise Architecture department, you are developing a set of architecture principles to guide the activities. You need to specify the best approach for this work.

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

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

**Correct Answer: D**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

### **QUESTION 245**

Scenario:

Please read this scenario prior to answering the Question You are serving as the Lead Enterprise Architect at a major supplier in the automotive industry. The company is headquartered in Cleveland, Ohio with manufacturing plants across the United States, Brazil, Germany, Japan and South Korea. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

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

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

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

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

Refer to the Scenario

During the initial meeting of the Common ERP Deployment architecture project team, a number of alternative recommendations for how to proceed are put forward by members of the team. You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture. Based on TOGAF 9, which of the following is the best answer?

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

**Correct Answer: A**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

## **QUESTION 246**

Scenario

Please read this scenario prior to answering the Question You have been appointed as a consultant to the Chief Enterprise Architect of a multinational pharmaceutical corporation. The corporation includes 30 subsidiary companies with operations in over 60 countries and products sold in over 125 countries. It has major research and development sites in over 45 locations worldwide.

The management team is deeply committed to ensuring that the corporation is a world leader in socially responsible pharmaceutical development with a business strategy that focuses on profitability through environmentally friendly operating processes as well as a commitment to disease eradication.

The operations of the corporation are subject to legal and regulatory requirements for each country where they operate. The production of prescription

pharmaceutical products has governmental controls that are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was conducting a clinical trial for a new regulated drug.

The Governing Board is concerned about the risks posed in this complex global environment. As a result the Chief Executive Officer (CEO) has appointed a Chief Compliance Officer (CCO) to be responsible for overseeing and managing compliance issues for the corporation. The CCO reports directly to the CEO.

The CCO has approved the expenditure of resources to establish an Enterprise Architecture program. He has requested to be informed about the status of projects that could impact regulatory compliance. He also wants the corporate legal staff and auditors to analyze all proposed architectures to ensure that they are within the legal guidelines for each country. In addition, the research organization should be able to see that the architecture is appropriate for its needs.

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

Refer to the Scenario

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

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

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

**Correct Answer: A**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

## **QUESTION 247**

Scenario

Please read this scenario prior to answering the Question Your role is that of a consultant to the Lead Enterprise Architect in a company that develops photovoltaic technologies for use in large-scale solar power farms. The company has three manufacturing facilities, two in the United States, and one in

Southern France. Each of these facilities supplies a different manufacturer that assembles and sells complete systems. The solar panels and photovoltaic arrays are custom engineered to meet each manufacturer's design specifications.

A challenge that the solar power industry has faced is the efficiency of energy conversion. When a conventional solar panel overheats, it becomes inefficient and generates less energy. In response to this, the research arm of the company has pioneered the development of a new solar panel design that will produce up to 50% more energy than standard solar panels when operating at elevated temperatures. This will allow the production of significantly more useable energy per square meter than from standard solar technology. This new design is ready to go into production.

The company has a mature Enterprise Architecture practice that is supported by a cross- functional Architecture Board. TOGAF 9 is used for developing the automated manufacturing process and systems used to design, manufacture and test the solar power technologies they produce. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new solar panel design into production, a pilot architecture project at a single location has defined an updated standard approach for controlling the automated test systems used to perform final quality assurance. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for immediate implementation at each plant.

Architecture Contracts have been developed that detail the work needed to implement and deploy the new automated test system controller for each location. The Chief Engineer has expressed concern that a uniform process be employed at each location to ensure consistency and high yields.

Refer to the Scenario

The Lead Enterprise Architect has asked you to recommend the best approach to address the Chief Engineer's concern.

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

- A. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract. You schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- B. You create an Architecture Contract to manage and govern the implementation and migration process at each location. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- C. You create an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.
- D. You use the Architecture Contracts to manage the architecture governance processes for the project across the locations. You deploy monitoring tools to assess the performance of each completed solar panel assembly at each location and develop change requirements if necessary. You recommend that if a deviation from the contract is detected, the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local needs. As a result, you then issue a new Request for Architecture

Work to implement the modified Architecture Definition.

**Correct Answer: A**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

### **QUESTION 248**

Scenario

Please read this scenario prior to answering the Question You have been assigned the role of Chief Enterprise Architect within a leading outsourcing services company. The company has over 20,000 outsourcing professionals and works on some of the world's largest outsourcing projects. Outsourcing services include business processes, infrastructure, and service management. The company also provides business consulting services.

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

The company has established an Enterprise Architecture program based on TOGAF 9, sponsored jointly by the Chief Executive Officer and Chief Information Officer. An Architecture Board has been formed comprised of IT staff executives and executives from the major service areas and consulting practice.

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

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

Refer to the Scenario

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

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

- A. The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.
- B. Before preparing the detailed Implementation and Migration plan, the EA team should review and consolidate the gap analysis results from Phases B to D to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should then assess the readiness of the organization to undergo change. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution

table to determine the Transition Architectures.

- C. The EA team should apply an interoperability analysis to evaluate any potential issues across the Solution Architecture. This should include the development of a matrix showing the interoperability requirements. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.
- D. The EA team should apply the Business Transformation Readiness Assessment technique.  
This will allow the risks associated with the transformations to be identified and mitigated for. It will also identify improvement actions to be worked into the Implementation and Migration Plan.  
The Business Value Assessment technique should then be used to determine the business value and associated risks for the transformation.

**Correct Answer: D**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 249**

Scenario

Please read this scenario prior to answering the Question You are serving as the Lead Architect for a chain of convenience stores, operating as a franchise, which has over 5000 retail outlets throughout the Asia-Pacific region. The stores operate 24 hours a day and 7 days a week and rely on point-of-sale technology to manage their inventory. Stores place all orders on-line. The back-office systems collect realtime data to support ordering and product selection decisions including the tailoring of product assortment based on sales history, customer demographics as well as the next day's weather forecast. In many cases, several stores are located in neighboring areas. This strategy makes distribution to each store cheaper, as well as making multiple deliveries per day possible.

An Enterprise Architecture practice exists within the company, with the CEO and CIO as joint sponsors. They have decided to adopt TOGAF 9 within the practice and the first project is to restructure the Enterprise Architecture so that it can better accommodate the changing strategies within the company and also better respond to changes in economic and technical environments.

The CIO has stated that the following issues need to be addressed in the restructuring:

The systems should be able to withstand any unforeseen disruptions which might affect day to day operations. This is highly critical for ensuring high levels of customer satisfaction and maintaining and growing revenue. Dependencies between the application components, the application platform, and technology infrastructure should be minimal and well defined. This will facilitate scalability and ease of enhancement of the service offerings. The company is adopting the ARTS Operational Data Model and Data Warehouse Model from the National Retail Federation. This will address past problems with data quality and inconsistent data.

To remain competitive, new products and promotions must undergo market trials and if these are successful, deployed across the retail chain. Information systems must be able to manage changes and updates without undue delays.

Refer to the Scenario

[Note: You should assume that the company has adopted the example set of principles that are listed and defined in TOGAF, Section 23.6. You may need to refer to Chapter 23 of the reference text in order to answer this question.]

You have been asked to identify the most relevant architecture principles for the current situation.



Based on TOGAF, which of the following is the best answer? [Note: The ordering of the principles listed in each answer is not significant.]

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

**Correct Answer: B**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

### **QUESTION 250**

Scenario

Please read this scenario prior to answering the Question You are serving as the Lead Architect for the enterprise architecture team at a large multinational aerospace and defense company. The company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. Several procurement processes have had problems related to the timing of purchases, which has led to excess inventory. The Vice President in charge of Supply Chain Management has made the decision to consolidate and reduce redundant procurement processes and systems. The company will move to a "Just-in-time" procurement system so as to keep inventory costs low.

TOGAF 9 is used for internal Enterprise Architecture activities. This project is using an iterative approach for executing the Architecture Development Method (ADM).

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

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

1. What groups of people should be involved in procurement-related business processes?
2. What are the overall lifetimes of the Request for Proposal and Purchase Order business objects?
3. What non-procurement applications will need to be integrated with any new procurement applications?

Refer to the Scenario

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

- A. In the next iteration of Architecture development, you would describe the Baseline Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog, and a Data EntityyBusiness Function matrix. You would describe the Baseline Application Architecture with an Application/Function matrix.
- B. In the next iteration of Architecture development, you would describe the Target Business Architecture with a Business ServiceyFunction catalog, an Organization/Actor catalog, and Data Lifecycle diagrams. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.
- C. In the next iteration of Architecture development, you would describe the Target Business Architecture with a Business Service/Function catalog, a Business Interaction matrix, and Product Lifecycle diagrams. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.
- D. In the next iteration of Architecture development, you would describe the Baseline Business Architecture with a Baseline Business Process catalog, and an Object lifecycle catalog. You would describe the Baseline Application Architecture with a Technology Portfolio catalog.

**Correct Answer:** C

**Section:** Part 2

**Explanation**

**Explanation/Reference:**

Figure 35-3 Artifacts Associated with the Core Content Metamodel and Extensions



**QUESTION 251**

What is the purpose of The Open Group's Standards Information Base?

- A. It provides specifications and standards that can be used to formulate building blocks and to guide procurement.
- B. It is a repository of all architecture standards and specifications that is created by each organization as their architecture matures.
- C. It provides links to all de jure standards that are available in the global information technology environment.
- D. It lists all standards and specifications that have been developed by the open sourcecode community.
- E. All of these

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 252**

What important TOGAF resource is maintained on The Open Group website?

- A. TOGAF Enterprise Continuum
- B. TOGAF Building Block Information Base
- C. None of these
- D. TOGAF Resource Base
- E. TOGAF Technical Reference Model Taxonomy

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

updated answer

**QUESTION 253**

The information in the TOGAF Standards Information Base can be used to \_\_\_\_.

- A. Provide a reference for developing or specifying architecture building blocks
- B. All of these
- C. Guide procurement based on industry standards
- D. Search for de facto and de jure standards that can be used to develop an organization specific architecture

E. Search for registered products that conform to Open Group Certification standards

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 254**

Where are architecture building blocks stored? A. the Architecture Governance Repository

- A. the Requirements Management System C. the Architecture Continuum D. the Standards Information Base E. sourceforge.org 4.1.1: Where are architecture building blocks stored?
- B. The Architecture Governance Repository
- C. The Requirements Management System
- D. The Architecture Continuum
- E. The Standards Information Base
- F. Sourceforge.org

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 255**

The Architecture Continuum \_\_\_\_\_ the Solutions Continuum.

- A. Is based on
- B. Is driven by
- C. None of these
- D. Contains
- E. Is unrelated to

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 256**

Where are solution building blocks stored?

- A. The requirements management system
- B. The Enterprise Continuum
- C. The Standards Information Base
- D. The Solutions Continuum
- E. The architecture governance repository

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 257**

If organizations in a given sector collaborate to develop a set of Electronic Data Interchange transactions, they could reside in what part of the Solutions Continuum?

- A. None of these
- B. Organization specific solutions
- C. Common systems solutions
- D. Foundation architecture
- E. Industry specific solutions

**Correct Answer: E**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 258**

What part of the Enterprise Continuum is the repository for reusable solution building blocks?

- A. The Architecture Continuum

- B. The Technical Reference Model
- C. The Solutions Continuum
- D. The Standards Information Base
- E. None of these

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 259**

\_\_\_\_\_ is an architecture reference model that supports the development of robust distributed applications.

- A. FEA-PMO
- B. ISO 14252
- C. ISO OSI Reference Model
- D. ITU RM-ODP
- E. DODAF

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 260**

The U.S. Department of Defense C4ISR Architecture framework (now DODAF) provides an integrated architecture model with three views. Which of these sets of views is provided?

- A. Global,theater, battlefield
- B. Operational, technical, systems
- C. Logical, physical, architectural
- D. Strategic, tactical, operational
- E. Strategic, systems, operations

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 261**

One of the strengths of the Zachman framework is that it \_\_\_\_\_.

- A. All of these
- B. It enables suboptimization of the architecture
- C. It enables TOGAF models of detailed representations of the technology components
- D. It provides a set of integrated views that facilitate business process modeling
- E. Allows the detailed analysis of a facet of the architecture without losing sight of the broader enterprise view

**Correct Answer: E**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 262**

According to TOGAF, \_\_\_\_\_ provides the framework and structure that links IT resources and information to enterprise goals and strategies.

- A. Requirements management
- B. Architecture governance
- C. Implementation governance
- D. IT strategy
- E. IT governance

**Correct Answer: E**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 263**

What is the purpose of COBIT?



- A. Outlines a set of processes for managing IT services.
- B. Provides an approved process for standards based procurement
- C. Provides an open standard for controlling information technology.
- D. Provides architects with a normalized schema for classifying architecture artifacts.
- E. Mandates policies regarding financial accountability and reporting practices.

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 264**

Which of the following is indicative of an organization that is operating at a high level of architecture maturity.

- A. Architecture documents are used by every decision maker in the organization for every IT- related business decision.
- B. focus on continuous improvement and optimizing its processes
- C. integrate IT architecture with capital planning and expenditures
- D. all of these
- E. There are no unplanned IT investments or acquisitions.

**Correct Answer: D**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 265**

A new procedure to integrate architecture development processes to existing program management processes has been proposed. Based on TOGAF, what level of governance would be most appropriate to authorize this change?

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 266**

In TOGAF, what level of governance is responsible for allocating IT resources to business units?

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

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 267**

In the conceptual TOGAF Governance Framework process, content and context are kept separate. This \_\_\_\_\_ allows the introduction of new governance material without unduly impacting processes.

- A. Configuration management method
- B. content-agnostic approach
- C. Context neutral policy
- D. Process flow control mechanism
- E. Structured governance model

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 268**

In TOGAF's Architecture Governance organizational structure, who is designated as the overall steward of the governance process?

- A. Organizational governing board
- B. Chief Information Officer/Chief Technology Officer
- C. Chief Architect
- D. IT Operations
- E. Program management office

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 269**

Which of the following is not a key factor in enterprise architecture governance strategy?

- A. Architecture principles
- B. Architecture governance board
- C. Architecture vision
- D. Architecture compliance strategy
- E. None of these

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 270**

Effective governance should provide all of the following characteristics to the organization except \_\_\_\_.

- A. Isolation
- B. Discipline
- C. Transparency
- D. Fairness

E. Accountability

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 271**

To state that a proposed architecture specification will be implemented "in accordance with" the standard specification, it is implied that all of these conditions are met except \_\_\_\_.

- A. That it adheres to the stated principles
- B. That it supports the stated strategy and futures directions
- C. That it provides the stated functionality
- D. That it adheres to the stated standards (including syntax and semantic rules specified)
- E. All of these are true

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 272**

Which of the following is the most important goal of the Preliminary Phase (Framework and Principles) of the ADM?

- A. To perform an initial gap analysis for the As Is and To Be architecture models
- B. Gather requirements for the architecture work
- C. To create a project plan for a specific iteration of the TOGAF ADM.
- D. To select the standards that will be mandated for the organization
- E. To define how the organization will do architecture

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 273**

When considering adapting TOGAF for use \_\_\_\_\_.

- A. Omitting phases, steps, and processes from the TOGAF ADM reduces the time and cost associated with the architecture work.
- B. TOGAF should not be customized.
- C. It is important to consider the consequences of eliminating phases, steps and processes from the TOGAF ADM.
- D. TOGAF should not be combined with other frameworks.
- E. A well designed ADM project does not require implementation governance.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 274**

Architecture principles should not \_\_\_\_\_.

- A. Guide the use and deployment of IT resources and assets across the enterprise
- B. Be applicable across a wide variety of situations
- C. Reflect consensus across various elements of the enterprise
- D. Be subject to frequent amendment
- E. Be related to business objectives

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

accurate answer

**QUESTION 275**

Which of the following items is not a major factor in determining the scope of an architecture activity?

- A. Feasibility
- B. Technical elegance
- C. Resource availability and finance issues

- D. Time constraints
- E. Breadth and depth of the proposed activity

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 276**

Which of the following is an essential goal of the Project Establishment activity in Phase A of the ADM?

- A. Conduct the necessary (enterprise-specific) procedures to secure enterprise-wide recognition of the project.
- B. Define an architecture contract for the proposed architecture activity.
- C. Seek guidance from external sources on the technical merits of the proposed activity.
- D. Define a policy framework for IT Governance
- E. Ensure that there is a clear articulation of policies from overall corporate governance down to architecture governance

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 277**

The goal of each TOGAF ADM cycle is to \_\_\_\_.

- A. Implement policies issued by the architecture governance board
- B. Create a comprehensive enterprise architecture that satisfies all stakeholders
- C. Create architecture principles that will be followed by all developers.
- D. Develop an organizational specific architecture solution
- E. Articulating an architecture vision

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 278**

Which of the following statements is not true?

- A. Architecture principles are most effective when they are embraced and used across the organization.
- B. Architecture principles are based on enterprise principles
- C. Architecture principles have the highest precedence in the hierarchy of principles
- D. In a federated organization, each individual unit may need to define some principles that are unique.
- E. Even though architecture principles may appear generic, they must be crafted to reflect the organization's culture and goals.

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 279**

What is a super-domain architecture as described in TOGAF?

- A. An enterprise architecture that is partitioned into business, application, data, and technology domains
- B. A conglomerate architecture that includes multiple enterprises in a single monolithic view
- C. A network of business application domains sharing a common technology infrastructure
- D. A high level "meta architecture"
- E. An enterprise architecture that is partitioned horizontally to group architecture domains across organizational units.

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 280**

During the Architecture Vision phase, what would be a typical source of enterprise wide constraints?

- A. The results of a detailed gap analysis
- B. The project plan for the given architecture activity
- C. External benchmarks

- D. The organization's business and architecture principles
- E. The architecture contract

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 281**

In the Architecture Vision phase, \_\_\_\_\_ are useful for discovering and documenting business requirements.

- A. Delphi studies
- B. Business Scenarios
- C. Five forces analyses
- D. UML diagrams
- E. Market segmentation studies

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 282**

Which document will not be completed as part of the Architecture Vision phase?

- A. Baseline and conceptual business architecture
- B. Revised business and architecture principles
- C. Architecture Contract
- D. Approved Statement of Architecture Work
- E. Business Scenarios

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**



**QUESTION 283**

In Phase B - Business Architecture, the development of the baseline description will usually be (a/an) \_\_\_\_\_ process.

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

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 284**

A ----- is used to describe the-----of a stakeholder.

- A. Activity model, perspective
- B. View, requirements
- C. Viewpoint, concerns
- D. Node Connectivity Diagram, interconnections
- E. Trade-off analysis, constraints

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 285**

When creating architecture models in TOGAF, which of the following is most true?

- A. Each viewpoint has its own unique set of building blocks.
- B. A single architecture model is created that can be viewed through multiple viewpoints
- C. A unified model is created such that a change in the model from one viewpoint will instantly be visible in other viewpoints.

- D. A representation is created for each viewpoint of a model using the appropriate tool or method
- E. Only standard TOGAF models, such as organization structure, business process, and business roles should be used.

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 286**

Which of the following is not an example of a organization specific architecture building block that would be useful in Phase B - Business Architecture?

- A. Entity relationship model
- B. Process components
- C. Job descriptions
- D. Business rules
- E. Organization chart

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 287**

What is the purpose of the checkpoint review in Phase B - Business Architecture

- A. To compare the proposed business architecture with the original motivation and statement of work.
- B. To ensure that top management are appraised of the resource requirements for subsequent phases.
- C. To validate the solution building blocks that have been selected.
- D. To validate the proposed architecture against the architecture contract.
- E. To evaluate the impact of the proposed architecture and prioritize it among other candidate projects.

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 288**

Serviceability is an example of what TOGAF calls a/an) \_\_\_\_\_?

- A. Constraint
- B. Quality characteristic
- C. Quality attribute
- D. Requirement
- E. Nonfunctional criteria

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 289**

Which of the following is not included in the completion of the Phase B - Business Architecture

- A. Documenting final requirements traceability for the proposed Business Architecture
- B. Fully documenting each Architecture Building Block that is part of the proposed Business Architecture
- C. Specifying the solution building blocks needed to satisfy the project requirements.
- D. Comparing the proposed Business Architecture against the Statement of work and original motivation for conducting the project
- E. Preparing and disseminating a Business Architecture report

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 290**

What types of entities would be relevant architecture building blocks for the task of defining a TOGAF data architecture?

- A. Query optimization plans
- B. Multidimensional schemas
- C. Physical storage schemas

- D. Indexes
- E. Logical schemas

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 291**

Which of the following is well suited for the TOGAF Data Architecture?

- A. Data models relevant to the organization's industry "vertical" sector
- B. Generic data models
- C. Data entities relevant to the enterprise
- D. All of these
- E. Gap analysis of current and planned data resources

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 292**

Once the data architecture building blocks have been selected, the next step in the Data Architecture phase is to \_\_\_\_.

- A. Use a CRUD matrix to relate data operations to business functions
- B. Conduct a checkpoint review with stakeholders to validate the data models and building blocks
- C. Create data definition modules to implement the architecture
- D. Perform a gap analysis to highlight omitted or unneeded data
- E. Define the Baseline Data Architecture

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

valuable answer

**QUESTION 293**

Which of the following is least appropriate for inclusion in a TOGAF Data Architecture?

- A. CRUD Matrix
- B. Field level integrity constraints
- C. Enterprise level data entities
- D. Logical schema
- E. Entity relationship diagram

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 294**

Which of the following qualitative criteria is least appropriate for consideration in the Data Architecture

- A. Accuracy
- B. Security/privacy
- C. Availability
- D. Referential integrity
- E. Minimum tolerable data losses

**Correct Answer:** D

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 295**

Which of the following items will be included in the Data Architecture?

- A. All of these
- B. Conceptual data models
- C. Data interoperability requirements

- D. Logical data models
- E. Data entity/business function matrix

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 296**

All of the following elements are required in the Application Architecture Baseline Document except \_\_\_\_.

- A. Architecture models of the candidate system(s)
- B. Business and organization units supported
- C. Precedent and successor applications
- D. Owner(s) or business unit(s) responsible for requirements
- E. Hardware and software platforms used

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 297**

Which of the following views could be used to analyze the characteristics of a Service Level Agreement for an application environment?

- A. Communications view
- B. Enterprise manageability view
- C. Executive management view
- D. Network view
- E. Software engineering view

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 298**

In TOGAF, \_\_\_\_\_ are used in architecture models to ensure that stakeholders concerns are addressed.

- A. Viewpoints
- B. Architecture contracts
- C. Requirements
- D. Specifications
- E. Reference models

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 299**

When selecting application architecture building blocks, what objects should be considered first?

- A. Reusable building blocks from the Enterprise Continuum
- B. Vendor provided components
- C. Custom components developed internally
- D. Integration methods
- E. Common systems components that conform to industry standards

**Correct Answer:** A

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 300**

Complete the sentence. According to TOGAF, all the following are responsibilities of an Architecture Board, except \_\_\_\_\_.

- A. Allocating resources for architecture projects
- B. Decision making for changes in the architecture
- C. Enforcing Architecture Compliance

- D. Improving the maturity of the organization's architecture discipline
- E. Production of governance materials

**Correct Answer:** A

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

#### **QUESTION 301**

According to TOGAF, which of the following best describes the purpose of a Compliance Assessment?

- A. To ensure that architecture information is communicated to the right stakeholders at the right time
- B. To govern the architecture throughout its implementation process
- C. To provide a high-level view of the end architecture product
- D. To show progression of change from the Baseline Architecture to the Target Architecture

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

answer is verified

#### **QUESTION 302**

Which of the following describes a key objective of the Technology Architecture Phase?

- A. To define the solution architecture needed to support the Application Architecture
- B. To define technology components into a set of technology platforms
- C. To define the Transition Architectures needed to achieve the Target Architecture
- D. To develop a migration plan to deliver incremental capabilities
- E. To select a set of technology products that will form the basis of a solution architecture

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**



**QUESTION 303**

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

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

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 304**

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

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

**Correct Answer:** B

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 305**

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

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

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 306**

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

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

**Correct Answer:** E

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 307**

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

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

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 308**

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

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

**Correct Answer:** D

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 309**

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:** A

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 310**

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 311**

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 312**

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 313**

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 314**

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 315**

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 316**

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

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

**Correct Answer:** E

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

updated answer

**QUESTION 317**

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 318**

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:**

modified answer

**QUESTION 319**

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 320**

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 321**

In which section of the TOGAF template for Architecture Principles would a reader find the answer to the QUESTION NO: of 'How does this affect me'?

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

**Correct Answer:** A

**Section:** Part 1

**Explanation**

**Explanation/Reference:**

**QUESTION 322**

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 323**

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 324**

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 325**

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:**

### **QUESTION 326**

Scenario: Mobile Telco

Please read this scenario prior to answering the Question.

Mobile Telco is a mobile telecommunications company formed through a series of mergers and acquisitions. They are yet to fully integrate the customer service systems for the most recent acquisitions, and as result, customer service has been a major concern for the Chief Technology Officer. Results for the last two quarters have shown that Average Revenue Per User (ARPU) and the customer retention (Churn) rate have fallen below the industry average.

The Corporate Marketing group has published some new findings about customer satisfaction. The customers appear to be switching to AirLight, a competitor, because of superior customer service. Mobile Telco actually has better coverage in nearly all markets than AirLight, and good roaming agreements that keep rates low for business travelers. But, customer satisfaction has remained low. The Business Strategy group and the Enterprise Architecture group have conducted a high-level project to develop the enterprise-wide strategic plan.

They have developed a business scenario which contains a good conceptual model of what needs to be done, and also identifies the key requirements. This was used in preparing the proposal presented to the Executive Council and the Corporate Board. The planning for the program has been underway for several months. Mobile Telco has selected TOGAF 9 as the basis for its Enterprise Architecture. The Corporate Board has approved funding for a multi-million Euro conversion to transition to a packaged Customer Service System. It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation.

The Executive Council has stated that the program should define specific initiatives to enable each regional business unit to create an implementation of the Customer Service System. The implementation must meet the needs of the business unit and still provide the information needed to enable major improvements to the customer.

Refer to the Mobile Telco Scenario

You are serving as the Lead Architect for the Performance and Integrity project of the Customer Service System program.

The project has been chartered to address the architecture(s) required to support the Customer Service System from an infrastructure perspective. At the present time, the project team is conducting an architecture development project that is focused on the customer self-service capability, which was defined as part of the earlier strategic planning activities. This capability will enable customers to access their accounts, pay bills, request account reviews, and provision services from any web-enabled device.

The project team has gathered information about the self-service capability, developed a business scenario, and used the results to define an Architecture Vision for achieving the capability. You have been asked to recommend the course of action to complete the project. Based on TOGAF 9, which of the following is the best answer?

- A. In the remaining architecture definition phases, the project team should map out the capability in the Technology domain. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that define the Target Architecture. Where possible, the Solution Building Blocks should be drawn from the Architecture Repository.  
The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will conduct Compliance Assessments to ensure that the Target Architecture is properly implemented.
- B. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domains. In Phases E and F, the capability should be broken down into a set of increments that are sequenced into Transition Architectures that will lead to the realization of the Target Architecture.  
The resulting Solution Building Blocks will then provide the basis for the capability increment solutions. The completed Architecture Definition Document and the implementation end Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the

implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.

- C. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information Systems, and Technology domains. In Phases E and F, the capability should be broken down into a set of increments that define the Target Architecture. The resulting Solution Building Blocks will provide the basis for the capability increment solutions. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approval. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.
- D. The remaining architecture definition work should be focused on mapping out the technology and infrastructure capability in the Technology domain. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that will be implemented to realize the Target Architecture. The Solution Building Blocks will provide the basis for the completed Architecture Definition Document that will be submitted for approval. Upon approval, the implementation team will conduct Compliance Assessments to ensure that the self-service capability is compliant with the overall Enterprise Architecture.

**Correct Answer: D**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

### **QUESTION 327**

Scenario: Reveille Bugle

Please read this scenario prior to answering the question

For over 100 years, Reveille Bugle has been manufacturing brass bugles and other musical instruments. North America has been the primary market for Reveille's products. However, the firm has now expanded into European markets and will soon establish a market in Latin America. A future expansion into the Asia Pacific region is also planned. The firm is organized into several business units that each focus on manufacturing particular families of instruments such as brass, woodwind, and percussion. Each business unit has acquired other producers to create its manufacturing capacity. This has resulted in a complex environment with a high diversity of business and manufacturing systems.

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

The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to four geographic market sectors: North America; Europe, Africa, and Middle East; Latin America; and Asia-Pacific. One of the goals of this reorganization is to improve the ability of Marketing to collect more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence.

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

Refer to the Reveille Bugle Scenario

Your role is consultant to the Lead Architect.

You have been asked how to address the concerns of the CIO. Based on TOGAF 9, which of the following is the best answer?

- A. In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting requirements. Once the requirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.
- B. In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organization. The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed architecture.
- C. In Phase A the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment. These factors can then be used to assess the initial risks associated with the proposed architecture.
- D. In Phase B, the team should create a set of views and viewpoints that will enable them to identify the factors that will influence the successful introduction of the architecture into the organization. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed architecture.

**Correct Answer: C**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

### **QUESTION 328**

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.

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

As part of the process for establishing the Enterprise Architecture department, you have decided to create a set of principles to guide the activities. You have been asked to recommend the best approach for this work. Based on TOGAF 9, which of the following is the best answer?

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

**Correct Answer: B**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

### **QUESTION 329**

Scenario: Mansfield Bearing

Please read this scenario prior to answering the question

Mansfield Bearing Inc. manufactures ball bearings used in industrial equipment applications. They have manufacturing operations in several cities in the United States, Germany, and the United Kingdom.

The firm has traditionally allowed each manufacturing plant to drive its own production planning systems. Each plant has its own custom Materials Requirements Planning, Master Production Scheduling, Bill of Materials, and Shop Floor Control systems. Mansfield employs "Just In Time" techniques

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

As part of the implementation process, the Enterprise Architecture (EA) department has begun to implement an architecture process based on TOGAF 9. The CIO is the sponsor of the activity. The Chief Architect has directed that the program should include formal modeling using the Architecture Content Framework and the TOGAF Content Metamodel. This will enable support for the architecture tooling that Mansfield utilizes for its EA program.

The Chief Architect has stated that in order to model the manufacturing process it will be necessary to model processes that are event-driven. Also, in order to consolidate applications across several data centers it will be necessary to model the location of IT services. In particular, the end goal is to have the single ERP application running in a single data center. Currently the project is in the Preliminary Phase, and the architects are tailoring the Architecture Development Method (ADM) and Architecture Content Framework to fit into the Mansfield Bearing environment.

Refer to the Global Traders Inc. Scenario

You are serving as the Chief Architect.

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

You have been asked to recommend the best approach for this work. Based on TOGAF 9, which of the following is the best answer?

Refer to the Mansfield Bearing Scenario

Your role is the Lead Architect.

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

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

- A. You recommend that the architecture team incorporates the Governance and Motivation Extensions into their tailored Content Metamodel. This would allow modeling of the target milestones they want to achieve with this consolidation of applications to a single data center. These extensions will also enable demonstration of regulatory compliance for the manufacturing process.
- B. You recommend that the architecture team incorporate the Process Modeling and Governance extensions into their tailored Content Metamodel. This is suitable as this is a significant IT change that will impact its operational governance models. This will ensure that they include specific entities and attributes that will allow them to model the event-driven nature of the manufacturing processes more precisely.
- C. You recommend that the architecture team incorporates the Data and Services Extensions into their tailored Content Metamodel. This would allow modeling of the location of IT services and ensure regulatory compliance for the manufacturing process. It will also allow for identification of redundant duplication of capability which will be needed for a successful consolidation to a single data center.
- D. You recommend that the architecture team incorporate the Process Modeling and Infrastructure Consolidation extensions into their tailored Content Metamodel. As the environment is process-centric this will enable them to model the manufacturing processes and store information to support regulatory compliance. It also includes views useful for managing the consolidation of applications into a single data center.

**Correct Answer: B**

**Section: Part 2**

**Explanation**

## Explanation/Reference:

### QUESTION 330

#### Scenario:

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

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

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

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

- A. Based on all of these factors they have produced a risk assessment.  
Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.  
Refer to the Scenario  
The Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete. You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.  
Based on TOGAF 9, which of the following is the best answer?
- B. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the projects. You would then document the lessons learned and generate the final plan.
- C. You would assess how the plan impacts the other frameworks in use in the organization.  
Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. You would then assign a business value to each project, taking into account available resources and priorities for the projects. Finally, you would generate the Implementation and Migration Plan.
- D. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.
- E. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture



development cycle. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.

**Correct Answer: A**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

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

### **QUESTION 331**

Scenario:

Please read this scenario prior to answering the Question You are serving as the Lead Architect for the enterprise architecture team at the prime contractor for the Dreadnought Unmanned Aircraft System program.

Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. The decision has been made to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program. TOGAF 9 Is used for internal Enterprise Architecture activities, with an iterative approach for executing Architecture Development Method (ADM) projects.

At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch. The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems.

The architect-re development project has put in place Its Architecture Capability for this project and has started a number of iteration cycles to develop the Architecture. Some tasks to address concerns related to the Business Architecture have been completed. The next immediate task is to address the Information Systems Architectures.

The Information Systems Architectures must address stakeholder concerns such as:

1. Which procurement-related business processes are supported by zero, one, or many existing applications?
2. What non-procurement applications will need to be integrated with any new procurement applications?
3. What data will need to be shared?

Refer to the Scenario

[Note: You may need to refer to TOGAF 9 Chapter 35 in order to answer this question.] You have been asked to identify the most appropriate catalogs, matrices, and diagrams for this situation.

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

- A. in the early iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture using a Data Entity/Data Component catalog. In the later Iterations of the Architecture Definition, you would

describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix.

- B. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.
- C. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a Data Entity/Business Function matrix and a System/Data matrix. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.
- D. In the early iterations of Architecture development, you would describe the Baseline Application Architecture with a Technology Portfolio catalog, and describe the Baseline Data Architecture with a Data diagram. In the later iterations of Architecture development, you would describe the Target Application Architecture with a System/Technology matrix, and describe the Target Data Architecture with a Data Dissemination diagram.

**Correct Answer: C**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

In this the company prefers to implement commercial off the shelf package application with little customization and not concerned about preserving existing processes or systems.

Reference: 19.4 Approaches to Architecture Development.

### **QUESTION 332**

Scenario:

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

To achieve full integration of their research capabilities with their development centers located in various climate zones, the company wants to develop strong self-directed teams in each location. It also wants to define new business models that are profitable while reducing their impact on the environment. The management team is deeply committed to ensuring that the company is a world leader in socially responsible seed development with a business strategy that focuses on profitability through environmentally friendly operating processes. The international operations of the company are subject to legal and regulatory requirements for each country where they operate. The production of genetically modified seeds has governmental controls that are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was developing pest-resistant seeds.

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

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

Refer to the Scenario

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

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

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

**Correct Answer:** A

**Section:** Part 2

**Explanation**

**Explanation/Reference:**

### QUESTION 333

Scenario:

Please read this scenario prior to answering the question You are the Lead Enterprise Architect in a company that specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. The company has manufacturing facilities located in Illinois, Nebraska, and Manitoba. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturer's design specifications.

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

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

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

Recently, a pilot architecture project was completed at a single location that defined a standard approach for controlling the Automated Test System that is used at each plant to perform final quality assurance tests on each completed blade assembly. The Architecture Board approved the plan for immediate implementation at each plant.

Architecture Contracts have been developed that detail the work needed to implement and deploy the new Automated Test System controller for each location. The Chief Engineer, sponsor of the activity, has expressed concern that a uniform process be employed at each location to ensure consistency. Refer to the Scenario

You have been asked to recommend the best approach to address the Chief Engineer's concern. Based on TOGAF 9, which of the following is the best answer?

- A. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract.  
You schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- B. You create an Architecture Contract to manage and govern the implementation and migration process at each location. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organization. For contracts issued to an external party, you ensure that it is a fully enforceable legal contract.  
You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- C. You create an Architecture Contract to manage and govern the implementation and migration process. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the implementation organization.  
You recommend that if a deviation from the Architecture Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.
- D. You use the issued Architecture Contracts to manage the architecture governance processes for the project across the locations. You deploy monitoring tools to assess the performance of the completed blade assembly at each location and develop change requirements if necessary.  
You recommend that if a deviation from the contract is detected, the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

**Correct Answer: D**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

### **QUESTION 334**

Scenario:

Please read this scenario prior to answering the Question You are serving as the Chief Architect for a large, global commodities trading company which

has been growing rapidly through a series of acquisitions.

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

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

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

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

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

Refer to the Scenario

In the Preliminary Phase you need to define suitable policies and ensure that the company has the appropriate capability to address the concerns of the Corporate Board. Based on TOGAF 9, which of the following is the best answer?

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

**Correct Answer: B**

**Section: Part 2**  
**Explanation**

**Explanation/Reference:**

Incorrect:

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

**QUESTION 335**

Scenario:

Please read this scenario prior to answering the Question Your role is that of Lead Enterprise Architect within a vacation property management firm that has been growing through acquisition. The firm manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently, the only requirement that has been placed on each property is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.

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

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

The firm has a mature enterprise architecture practice and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity.

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

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

Refer to the scenario

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

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

- A. You recommend that the target architecture is defined first, followed by transition planning.  
This is because the vision is well understood and the strategic architecture agreed. This will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.
- B. You recommend that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.
- C. You recommend that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements

needed to realize the vision.

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

**Correct Answer: D**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

### **QUESTION 336**

Scenario:

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

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

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

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

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

Refer to the Scenario

You have been asked to recommend an approach to satisfy these concerns. Based on TOGAF 9, which of the following is the best answer?

- A. You recommend that before preparing the detailed Implementation and Migration plan, the EA team should review and consolidate the gap analysis results from Phases B to D to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should assess the readiness of the organization to undergo change. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.
- B. You recommend that the EA team apply an interoperability analysis to evaluate any potential issues across the Solution Architecture. This should include the development of a matrix showing the interoperability retirements. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.

- C. You recommend that the EA team apply the Business Transformation Readiness Assessment technique which will allow the risks associated with the transformations to be identified and mitigated for, it will also identify improvement actions to be worked into the Implementation and Migration Plan. A Business Value Assessment should be used to determine the business value and associated risks for the transformation.
- D. You recommend that the EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.

**Correct Answer: B**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

updated answer

### **QUESTION 337**

Scenario:

Please read this scenario prior to answering the question You are serving as the Lead Enterprise Architect at a major supplier in the automotive industry. The company is headquartered in Cleveland, Ohio with manufacturing plants across the United States, Brazil, Germany, Japan and South Korea. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

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

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

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

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

Refer to the Scenario

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

One of the earliest initiatives in the Enterprise Architecture program was the definition of a set of architecture principles. These now need to be updated to address the concerns raised. You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution.

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



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

**Correct Answer: C**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

### **QUESTION 338**

Scenario:

Please read this scenario prior to answering the Question You have been assigned the role of Lead Enterprise Architect for a manufacturing firm that specializes in musical instruments. The firm has been established for over 100 years, operating in North America for most of that time. In the last ten years, the firm has expanded into European markets and will soon establish a market in Latin America. A future expansion into the Asia Pacific region is also planned.

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

The Enterprise Architecture (EA) program within the firm has been functioning for several years. It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are pint sponsors of the EA program. The EA program is mature, with an active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF 9 Architecture Content Framework. The EA process framework is well coordinated with the PMO, Systems Development, and Operations functions. The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the four target geographic markets. One of the goals of this reorganization is to improve the ability of Marketing to collect more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence.

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

Refer to the Scenario

You have been asked how to address the concerns of the CIO. Based on TOGAF 9, which of the following is the best answer?

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

- B. In Phase A the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account. These factors can then used to assess the initial risks associated with the proposed architecture.
- C. In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organization. The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then used to assess the initial risks associated with the proposed architecture.
- D. In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting retirements. Once the retirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

**Correct Answer: C**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

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

Incorrect:

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

### **QUESTION 339**

Scenario

Please read this scenario prior to answering the Question Your role is that of Lead Enterprise Architect within the staff headquarters of a large hotel chain. The chain manages over 500 hotels across North America and Canada, with another 230 hotels internationally in the United Kingdom, Europe, Australia and New Zealand. Unlike other hotel chains, which are often a mix of company-owned and franchised units, each hotel in the chain is an independently owned and operated franchise. Many of the hotels use the same internal IT systems that they used before they joined the franchise. Until recently, the only requirement that has been placed on each hotel is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis. The CEO of the chain has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new support services including worldwide reservations, global, national and regional marketing as well as consolidated financial, logistics, and yield management. This strategy is part of the long-term commitment to enhance the brand image and drive superior revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

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

The chain has a mature enterprise architecture practice based in its headquarters and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity. In planning this change, the Chief Architect engaged the services of a well-known consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO's vision. This recently completed with

approval of a strategic architecture encompassing the entire chain, including detailed requirements and recommendations.

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

Refer to the scenario

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

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

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

**Correct Answer: B**

**Section: Part 2**

**Explanation**

**Explanation/Reference:**

#### **QUESTION 340**

In TOGAF, architecture viewpoints represent \_\_\_\_\_.

- A. All of these
- B. Concerns of stakeholders
- C. Concerns of the sponsors
- D. Concerns of the architect staff
- E. Concerns of the CIO/CTO

**Correct Answer: A**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 341**

In TOGAF, every architecture view has an associated \_\_\_\_ that describes it, at least implicitly.

- A. Architecture building block
- B. Architecture model
- C. Architecture vision
- D. Requirement
- E. Viewpoint

**Correct Answer: E**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

**QUESTION 342**

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

- A. They are a package of functionality intended to meet the business needs across the organization.
- B. They should have interfaces that provide access to their functions.
- C. Architecture Building Blocks are equivalent to software component objects or web services.
- D. They may have multiple implementations but with different, interdependent Building Blocks.
- E. They may be assembled from other building blocks.

**Correct Answer: C**

**Section: (none)**

**Explanation**

**Explanation/Reference:**

valid answer

**QUESTION 343**

Architecture building blocks ----- where as Solution Building blocks \_\_\_\_.

- A. Are assembled from solution building blocks - are single function components
- B. Define the architecture - provide a definition of the existing legacy system
- C. Are reusable - are not reusable
- D. Are single function components - collections of architecture building blocks
- E. Define what functionality is included in the system - define what products will implement that functionality

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 344**

2.23: The final version of an Impact Analysis should contain all of the following except \_\_\_\_\_.

- A. Prioritized projects
- B. Enhanced budget forecasts
- C. Time ordered sequencing
- D. Implementation recommendations
- E. Measures of effectiveness

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 345**

2.26: The essential mechanism that drives TOGAF's Implementation Governance phase is the \_\_\_\_\_.

- A. Organization policy framework
- B. Architecture contract
- C. Project impact analysis
- D. Statement of architecture work
- E. None of these

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 346**

In Phase E - Opportunities and Solutions, which of the following types of product information would be most beneficial?

- A. Informative sales literature
- B. Architectural descriptions of elements that are candidates for the implementation
- C. Market research with vendor scorecards
- D. Product features and functions
- E. None of these

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 347**

Which of the following is a key element of a Requirements Impact Statement?

- A. Architecture scope
- B. Recommendations on managing requirements
- C. Gap analysis
- D. Product specifications
- E. All of these

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

**QUESTION 348**

3.1: Which of the following would be classified as a platform service in the TOGAF Technical Reference Model.

- A. Networking media
- B. Business application
- C. Internationalization
- D. Operating system
- E. Service qualities

**Correct Answer:** C

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 349**

Which of the following is not an example of a business application?

- A. A bank's customer relationship management system
- B. A manufacturing firm's internet e-mail server
- C. A retail firm's order management system
- D. A software vendor's custom software configuration software
- E. An airline's aircraft maintenance scheduling software

**Correct Answer:** B

**Section:** (none)

**Explanation**

**Explanation/Reference:**

#### **QUESTION 350**

Which of the following would not be appropriate for inclusion in the TOGAF Technical Reference Model's taxonomy of platform services?

- A. Naming and directory
- B. Data interchange
- C. Internationalization
- D. Access control
- E. Adaptability

**Correct Answer:** E

**Section:** (none)

**Explanation**

**Explanation/Reference:**