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OG0-093

TOGAF 9 Combined Part 1 and Part 2

Sections
1. Part 1
2. Part 2
Exam A

QUESTION 1
Which 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
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 3
 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 4
 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 5
 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 6
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 7
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 8
 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 9
 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 10

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 11
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 12
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 13
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 14

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 15

Which phase of the ADM establishes a set of Principles?

A. Preliminary Phase
B. Phase A
C. Phase D
D. Phase GE. Phase H

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 16

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 17
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 18
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 19

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 20

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 21

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 22
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 23
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:

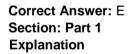**QUESTION 24**
Which ADM phase is responsible for assessing the performance of the architecture and making recommendations for change?

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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 25
Which ADM phase provides architectural oversight of the implementation?

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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 26
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 27
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 28

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

A. Phase   6
B. Phase   6
C. Phase   6
D. Phase   6
E. Phase   6
Correct Answer: 6
Section: Part
Explanation   6
Explanation/Reference
:QUESTION   6

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 30
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 31
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:

QUESTION 32
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 33

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 34

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 35

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

A. Application
B. CapabilityC. Segment
D. Transition
E. Vision

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 36
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 37
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 38
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:

QUESTION 39
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 40
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 41
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 42
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

QUESTION 43
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

QUESTION 44
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?

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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 45
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:

QUESTION 46
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 47

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

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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 48
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 49
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 50
In which section of the TOGAF template for Architecture Principles would a reader find the answer to the question of "How does this affect me"?

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 51
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 52
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 53
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 54
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 55
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 56
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 57
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 58
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 59
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:

QUESTION 60
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 61
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 62
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:

QUESTION 63
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:

QUESTION 64
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 65
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 66
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 67
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 68
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 69
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 70
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:

QUESTION 71
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 72
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 73
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 74
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:

QUESTION 75
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 76
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 77
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 78
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 79
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 80
Complete the sentence. The Enterprise Continuum provides methods for classifying architecture artifacts as they evolve from.

A. Foundation Architectures to re-usable architecture assets
B. generic architectures to Oganization-Specific Architectures
C. generic solutions to Industry Models

D. generic architectures to reusable Solution Building Blocks

E. Solutions Architectures to Solution Building Blocks

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 81
Which of the following describes an objective of Phase F: Migration Planning Phase?

A. Develop a Target Technology Architecture

B. Consolidate the Gap Analysis results from Phases B through D

C. Generate and gain consensus on an initial Architecture Roadmap

D. Coordinate the Implementation and Migration Plan with other frameworks E. Operate the governance framework and manage an architecture contract

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 82
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 83
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 84
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 85
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 86
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 87
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 88
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 89
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 90
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 91
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 92
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 93
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 94
Which of the following does the TOGAF document define as architectural work product that describes an aspect of the architecture?

A. Application Platform Interface
B. Artifact
C. Building Block
D. DeliverableE. Framework

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 95
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 96
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 97
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 98
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 99
In which part of the ADM cycle are building blocks evolved using a common platform of steps?

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

C. Phases E and FD. Phases Grid H

Correct Answer: B
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 100
Which section of the TOGAF template for Architecture Principles should describe situations where one principle would be given precedence over another?

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

E. Trade-oils

Correct Answer: C
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 101
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 102
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 103
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 104
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 105
Which of the following describes a purpose of an Architecture Compliance review?

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

Correct Answer: D
Section: Part 1

Explanation

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

QUESTION 106
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 107
Scenario:
Please read this scenario prior to answering the question

The ABC company specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. The company has manufacturing facilities located in Palm Springs, California, Omaha, Nebraska, and Winnipeg, Manitoba. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturer's design specifications.

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

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

The company has used T0GAF and its Architecture Development Method (ADM) to develop its automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies. They have adapted their Enterprise Architecture to closely follow the TOGAF 9 framework. All of the company's enterprise architects have been trained and certified on TOGAF 9. Recently, an architecture project was completed that defined a standard approach for controlling the Automated Test System that is used at each plant to perform final quality assurance tests on each completed blade assembly. The Manufacturing Architecture Board approved the plan for immediate implementation at each plant.

An Architecture Contract was developed that detailed the work needed to implement and deploy the new Automated Test System controller. The Chief Engineer, sponsor of the activity, has expressed concern that a uniform process be employed at each site to ensure consistency.

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

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

A. You create an Architecture Contract to manage and govern the implementation and migration 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 108
Scenario:
Please read this scenario prior to answering the question

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

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

The LLC 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, the company has embraced an Architecture Vision to adopt an enterprise application that is tailored to the needs of the hospitality industry.

Refer to the 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 109
Scenario:
Please read this scenario prior to answering the question

The ABC company is an international agricultural company exporting bulbs, flowers and seeds worldwide. It is headquartered in Rotterdam in the Netherlands, and has sales and distribution centers in over 60 countries worldwide. Several of these centers include administrative, manufacturing, and research facilities.

To achieve full integration of their research capabilities with their development centers located in various climate zones, the company wants to develop strong selfdirected teams in each location. It also wants to define new business models that are profitable while reducing their impact on the environment. The management is deeply committed to ensuring that the company is a world leader in socially responsible seed development with a business strategy that focuses on profitability through environmentally friendly operating processes.

The company international operations are subject to various legal and regulatory requirements. In areas such as genetically modified seeds, governmental controls are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was developing pestresistant seeds.

The Governing Board is concerned, and as a result has approved the expenditure of resources to establish an Enterprise Architecture program. They have requested information about the status of projects that could impact regulatory compliance. They also want to enable the corporate legal staff and auditors to analyze proposed architectures to ensure that they are within the legal guidelines for a given location. In addition, the research organization should be able to see that the architecture is appropriate for its needs. TOGAF 9 has been mandated as the guiding framework for the development and evolution of the Enterprise Architecture practice.

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

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

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 110
Scenario:
Please read this scenario prior to answering the question

The ABC company 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. The company 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, the company 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. The company 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 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 111
Scenario:
Please read this scenario prior to answering the question

The ABC company is a large, global commodities trading company which has been growing rapidly through a series of acquisitions.

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

As a result, the company has begun implementing a single Enterprise Resource Planning (ERP) system to consolidate information from several applications that exist across the lines of business.

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

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the ERP implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture. The company has selected TOGAF 9 as the basis for its Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

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

A. You evaluate the implications of the Board's concern in terms of regulatory and security policy 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 112
Scenario:
Please read this scenario prior to answering the question
The ABC company 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 the company's Enterprise Architecture framework to address these issues. The team has defined a preliminary framework and held workshops with key stakeholders to define a set of principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a fiveyear period.

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

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of the Enterprise Architecture program. The Enterprise Architecture framework is based 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 Scenario
You have been assigned to the role of Chief Enterprise Architect.
You have been asked to recommend an approach to satisfy the concerns raised.
Based on TOGAF 9, which of the following is the best answer?

A. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture. Once all of the concerns have been resolved, the EA team should finalize the Architecture Implementation Roadmap and the Migration Plan.

B. The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.

C. The EA team should create a consolidated gap analysis to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture.

D. Prior to preparing the Implementation plan, there are several techniques that should be applied to assess the risks and value of the proposed transformation. In particular, the EA team should pay attention to the Business Transformation Readiness Assessment and the Business Value Assessment.

Correct Answer: D
Section: Part 2
Explanation
Explanation/Reference:

QUESTION 113
Scenario:
Please read this scenario prior to answering the question

The ABC company 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.

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 company 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 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 114
Scenario:
Please read this scenario prior to answering the Question.

The ABC 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 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. The company 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 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 115
Scenario:
Please read this scenario prior to answering the Question.

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

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

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

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

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

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

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

A. In the remaining architecture definition phases, the project team should map out the capability in the Technology 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 Ftiases 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 116
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:

QUESTION 117
Scenario:
Please read this scenario prior to answering the question
You are serving as the Lead Enterprise Architect at a major supplier in the automotive industry. The company is headquartered in Cleveland, Ohio with manufacturing plants across the United States, Brazil, Germany, Japan and South Korea. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

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

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

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

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

Refer to the Scenario
[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 118
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 119
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 120
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 121
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 122
Scenario:
Please read this scenario prior to answering the Question
You are serving as the Lead Enterprise Architect at a major supplier in the automotive industry. The company is headquartered in Cleveland, Ohio with manufacturing plants across the United States, Brazil, Germany, Japan and South Korea. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

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

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

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

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

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

A. The team should develop Baseline and Target Architectures for each of the manufacturing plants, ensuring that the views corresponding to selected viewpoints address key concerns of the 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 retirements will be developed that will drive the evolution of the architecture.

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 123
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 124
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 an established an Enterprise Architecture program based on TOGAF 9, sponsored jointly by the Chief Executive Officer and Chief Information Officer. An Architecture Board has been formed comprised of IT staff executives and executives from the major service areas and consulting practice.

The Enterprise Architecture (EA) team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The EA team has defined a framework and held workshops with key stakeholders to define a set of architecture principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period. This 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 125

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 126

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

Preliminary

Catalogs
Principles Catalog

Architecture Vision

Matrices
Stakeholder Map Matrix

Core Diagrams
| Value Chain Diagram | Solution Concept Diagram |

Business Architecture

Catalogs
Organization/Actor Catalog

Driver/Goal/Objective Catalog

Role Catalog

Business Service/Function Catalog

Location Catalog

Process/Event/Control/Product Catalog

Contract/Measure Catalog

Matrices
Business Interaction Matrix

Actor/Role Matrix

Core Diagrams
Business Footprint Diagram

Business Service/Information Diagram

Functional Decomposition Diagram

Product Lifecycle Diagram

Extension Diagrams
Goal/Objective/Service Diagram

Business Use-Case Diagram

Data Architecture

Catalogs
Data Entity/Data Component Catalog

Matrices
Data Entity/Business Function Matrix

Application/Data Matrix

Core Diagrams
Conceptual Data Diagram

Logical Data Diagram

Data Dissemination Diagram

Extension Diagrams
Data Security Diagram

Data Migration Diagram

Data Lifecycle Diagram

Application Architecture

Catalogs
Application Portfolio Catalog

Interface Catalog

Matrices
Application/Organization Matrix

Role/Application Matrix

Application/Function Matrix

Application Interaction Matrix

Core Diagrams
Application Communication Diagram

Application and User Location Diagram

Application Use-Case Diagram

Extension Diagrams
Enterprise Manageability Diagram

Process/Application Realization Diagram

Software Engineering Diagram

Application Migration Diagram

Software Distribution Diagram

Technology Architecture

Catalogs
Technology Standards Catalog

Technology Portfolio Catalog

Matrices
Application/Technology Matrix

Core Diagrams
Environments and Locations Diagram

Platform Decomposition Diagram

Extension Diagrams
Processing Diagram

Networked Computing/Hardware Diagram

Communications Engineering Diagram

QUESTION 127
According to TOGAF, which of the following are the architecture domains that are commonly accepted subsets of an overall enterprise architecture?

A. Application, Business, Data, Technology
B. Capability, Segment, Strategic
C. Context, Definition, Governance, Transformation
D. Definition, Realization, Transition, Vision

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 128
According to TOGAF, which one of the following best describes an enterprise architecture?

A. An architecture of a commercial organization
B. An architecture that consists of more than one subsidiary company ActualTests.com
C. An architecture that crosses multiple systems, and multiple functional groups within the enter-prise
D. The highest level of architecture that can be achieved in a given organization

Correct Answer: C
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 129
Which one of the following describes classification methods for architecture and solution arti-facts within the Architecture Repository?

A. Architecture Landscape
B. Architecture Vision
C. Enterprise Continuum
D. Governance Log

E. Standards Information Base

Correct Answer: C
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 130
What part of the Architecture Repository holds specifications to which architectures must conform?

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

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 131
An association of companies has defined a data model for sharing inventory and pricing information.
Which of the following best describes where this model would fit in the Architecture Continuum?

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

Correct Answer: C
Section: Part 2

Explanation
Explanation/Reference:

QUESTION 132
What document is used to initiate a TOGAF ADM cycle?

A. Architecture Roadmap
B. Statement of Architecture Work
C. Architecture Landscape
D. Request for Architecture Work
E. Architecture Vision

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 133
Complete the sentence. A server consolidation project that does not change the operating characteristics of the applications would require _____.

A. a complete ADM cycle
B. a complete re-architecting change
C. a full revision of the enterprise architecture
D. an incremental change
E. a simplification change

Correct Answer: E
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 134
Which one of the following is an objective of the Preliminary Phase of the ADM?

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

Correct Answer: B
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 135
In the Preliminary Phase, which of the following drives the requirements and performance metrics when scoping the enterprise architecture work?

A. Architecture governance
B. Business imperatives
C. Solution architecture
D. Service level agreements
E. Time horizon

Correct Answer: B
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 136
The Requirements Management Phase is responsible for which one of the following activities?

A. Addressing requirements

B. Disposal of resolved requirements
C. Generating requirements
D. Managing the flow of requirements
E. Prioritizing requirements

Correct Answer: D
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 137
Complete the sentence. The Architecture Board is typically responsible and accountable for achieving all of the following goals except _____

A. ensuring consistency between sub-architectures
B. approving the strategic business plans proposed by individual organization units within the enterprise
C. enforcement of architecture compliance
D. identifying and approving components for reuse
E. providing the basis for all decision-making with regard to changes to the architecture

Correct Answer: B
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 138
Which of the following best describes the purpose of an architecture compliance review?

A. To review the validity of a project's Architecture Vision
B. To review a project for compliance to external laws and regulations
C. To review a project against established architecture criteria and business objectives
D. To ensure that stakeholder concerns are being addressed by a project

Correct Answer: C
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 139
TOGAF provides guidelines on how to use the ADM to establish an architecture capability. Which one of the following is NOT a correct guideline?
A. Use the same approach as with any other capability
B. Regard the establishment as an ongoing practice
C. Apply the ADM with the specific vision to establish the practice
D. Treat the establishment as a one-off project

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 140
Which one of the following is defined by TOGAF as: the fundamental organization of a system embodied in its components, their relationship to each other, and the principles guiding its design and evolution?

A. Architecture
B. Metamodel
C. Model
D. Ontology
E. Pattern

Correct Answer: A
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 141
Which one of the following statements about TOGAF Building Blocks is NOT true?

A. They should not be reused in other enterprise architecture projects
B. They should have stable, published interfaces that allow other building block to interoperate with them
C. They are packages of functionality intended to meet the business needs across the organiza-tion
D. They have defined boundaries

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 142
Which pair of the following responses best completes the sentence? Architecture building blocks
_____, whereas Solution Building blocks _____

A. are assembled; are single function components
B. are single function components; are groups of architecture building blocks
C. are reusable; are not reusable
D. define the architecture; provide the existing legacy system
E. define functionality; define the implementation of functionality

Correct Answer: E
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 143
According to TOGAF, which of the following best describes the purpose of the Architecture Definition Document?

A. An agreement between development partners and sponsors on the deliverables
B. A description to allow measurement of the compliance of the implementation

C. A description to communicate the intent of the architect
D. A document that triggers the start of an architecture development cycle
E. A set of general rules and guidelines

Correct Answer: C
Section: Part 2

Explanation

Explanation/Reference:
QUESTION 144
According to TOGAF, who usually initiates a Request for Architecture Work?

A. The architecture organization
B. The CIO/CTO
C. The corporate governance board
D. The senior management
E. The sponsoring organization

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Correct Answer: E
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 145
Which of the following is a true statement about the TOGAF Technical Reference Model?

A. The TOGAF Architecture Development Method mandates the use of the Technical Reference Model for large complex architecture projects
B. The Technical Reference Model is an integral part of the TOGAF Architecture Development Method
C. The Technical Reference Model should not be modified
D. The Technical Reference Model includes a set of graphical models and a corresponding tax-onomy
E. The Technical Reference Model provides a direct mapping to the Zachman Framework

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:
QUESTION 146
Complete the sentence. According to TOGAF, the simplest way of thinking about the Enterprise Continuum is as a _____

A. Configuration Database
B. library of architecture artifacts
C. Requirements Management System
D. Standards Information Base
E. view of the Architecture Repository

Correct Answer: E
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 147
What class of architectural information within the Architecture Repository defines processes that support governance of the Architecture Repository?

A. Architecture Capability
B. Architecture Landscape

C. Architecture Metamodel
D. Governance Log
E. Reference Library

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 148
Which one of the following is the most generic artifact in the Architecture Continuum?

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

Correct Answer: B
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 149
Complete the sentence. As the architecture evolves, the assets in the Solutions Continuum progress towards a (n) _____

A. Common Systems Architecture
B. Industry Specific Architecture
C. Foundation Solution
D. Organization Specific Solution
E. Technology Neutral Implementation

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 150
Which one of the following best describes a primary use of the Architecture Vision document?

A. A checklist for compliance reviews
B. An evaluation tool to select vendors to conduct a proof of concept demonstration
C. A tool for calculating detailed cost estimates
D. A tool for project planning the implementation activities ActualTests.com
E. A tool for selling the benefits of the proposed capability to stakeholders

Correct Answer: E
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 151
Which of the following statements best describes risk management in the ADM?

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

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 152
Which of the following best describes capability based planning?

A. A business planning technique that focuses on business outcomes
B. A business planning technique that focuses on horizontal capabilities
C. A business planning technique that focuses on vertical capabilities
D. A human resource planning technique that focuses on capable architects

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 153
The statement, "Getting information to the right people at the right time in a secure, reliable man-ner in order to support the operations that are core to the extended enterprise" describes the
concept of_____

A. Boundaryless Information Flow
B. Interoperability
C. Portability
D. Service Oriented Architecture
E. Semantic Web

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 154
Which one of the following is an essential aspect of architecture governance?

A. Authoring the Architecture Definition Document
B. Ensuring the compliance of individual projects to the enterprise architecture
C. Controlling the implementation and deployment organizations
D. Authoring the Communications Plan for a given architecture project
E. Conducting Business Scenarios

Correct Answer: B
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 155
Which one of the following describes a purpose of an Architecture Compliance review?

A. To define the capabilities of the organization
B. To communicate the technical readiness of the project
C. To evaluate the readiness of the organization to undergo change
D. To produce a new Request for Architecture Work
Correct Answer: B
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 156
Complete the sentence. In TOGAF, every architecture view has an associated _____ that describes it, at least implicitly.

A. architecture building block
B. architecture model
C. architecture vision

D. requirement
E. viewpoint

Correct Answer: E
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 157
Complete the sentence. In TOGAF, legacy systems and processes that are going to be used again in the future are considered _____

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

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:

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