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TOGAF 9 Combined Part 1 and Part 2

Sections
1. Part 1
2. Part 2

Exam A

QUESTION 1
Which of the following describes a key objective of the Technology Architecture Phase?

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

Correct Answer: B
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 2
Which one of the following statements best describes why the ADM should be adapted?

A. To align it closer to the business
B. To make the use more realistic

C. To move through the cycle faster

D. To suit the specific needs of the enterprise

Correct Answer: D
Section: Part 1

Explanation

Explanation/Reference:
QUESTION 3
In which phase of the TOGAF ADM are Gap Analysis results from earlier phases consolidated?

A. Phase D

B. Phase E

C. Phase F

D. Phase G

E. Phase H

Correct Answer: B
Section: Part 1

Explanation

Explanation/Reference:

QUESTION 4
Which of the following best describes the purpose of a business scenario?

A. To define and plan an enterprise architecture transformation based on Capability-Based Planning

B. To develop a set of general rules and guidelines for the architecture being developed

C. To develop a set of security guidelines for the architecture being developed

D. To help identify and understand the business requirements that an architecture must address

E. To identify and mitigate the risks when implementing an architecture project

Correct Answer: D

Section: Part 1
Explanation

Explanation/Reference:

QUESTION 5
According to TOGAF, which of the following best describes the classification of architectural change in the case where multiple server systems are being consolidated to a single system?

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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 6
Which of the following statements best describes the purpose of enterprise architecture?

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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 7

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

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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 8

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

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 9

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 10
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 11
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 12
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 13
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 14
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 15
According to TOGAF, in which phase of the ADM should an initial assessment of business transformation readiness occur?
A. Preliminary Phase
B. Phase A
C. Phase B
D. Phase F
E. Phase G

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 16
Complete the sentence. A gap analysis will enable the architect to do all of the following except _____.

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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 17
Which of the following best describes an approach for adapting the ADM in the situation where the business case for doing architecture is not well recognized?

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

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 18
What technique does TOGAF recommend for evaluating the status of an organization to undergo change?

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 19
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 20
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 21
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 22
 Which of the following best describes the state of architecture artifacts as a project progresses through ADM Phases A to D?

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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 23
 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 24
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 25
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 26
Which of the following best completes the sentence? The Architecture Repository _____.

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:
QUESTION 27
What level of the Architecture Landscape provides a long-term summary view of the entire enterprise?

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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 28
A key step in validating a proposed target architecture is to consider what may have been forgotten. What technique does TOGAF recommend to address this issue?

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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 29
Complete the sentence. In the Preliminary Phase, all of the following are part of preparing the organization to undertake successful enterprise architecture, except
_____.

A. defining architecture principles
B. defining relationships between management frameworks
C. defining the enterprise
D. evaluating the enterprise architecture maturity
E. identifying stakeholders and their concerns

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 30
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 31
In which Phase of the ADM does the business scenario technique figure most prominently?

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

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 32
Complete the sentence. The Solutions Continuum represents implementations of the architectures at corresponding levels of the _____.

A. Architecture Capability
B. Architecture Continuum
C. Architecture Landscape
D. Architecture Metamodel
E. Architecture Repository

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 33
According to TOGAF, how is the Enterprise Continuum used in organizing and developing an architecture?

A. To aid communication and understanding between architects
B. To coordinate with the other management frameworks in use
C. To describe how an architecture addresses stakeholder concerns

D. To evaluate how best to develop and implement an architecture

E. To help identify and understand business requirements

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:
QUESTION 34
Which one of the following provides a foundation for making architecture and planning decisions, framing policies, procedures, and standards, and supporting resolution of contradictory situations?

A. Architecture principles

B. Buy lists

C. Procurement policies

D. Requirements

E. Stakeholder concerns

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 35
According to TOGAF, which of the following best describes the purpose of the Architecture Roadmap?

A. To ensure that architecture information is communicated to the right stakeholders at the right time

B. To evangelize the architecture to the end user community

C. To govern the architecture through to implementation

D. To keep the Architecture Review Board informed of changes to the architecture

E. To show progression of change from the Baseline Architecture to the Target Architecture

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 36
What technique does TOGAF recommend that focuses on achieving business outcomes rather than just technical deliverables?

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

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 37
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 38
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 39
In which of the following ADM Phases do building blocks become implementation-specific?

A. Phase A
B. Phase   3
C. Phase   3
D. Phase   3
E. Phase   3
Correct Answer: 3
Section: Part Explanation   3
Explanation/Reference:QUESTION   3

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

QUESTION 41

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 42

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 43

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 44
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 45
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 46

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

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 47

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 48

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 49
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 50
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

Explanation/Reference:
QUESTION 51
Which of the following best describes the Integrated Information Infrastructure Reference Model?

A. It is used to determine the capability level of an enterprise
B. It is a deliverable from Phase A
C. It focuses on Application Software
D. It provides a conceptual structure for architecture governance
E. It supports all the Common Systems Architectures

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 52
Complete the sentence. The practice by which the enterprise architecture is managed and controlled at an enterprise level is known as_____.

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 53
Which of the following best describes the TOGAF classification in Phase H for a re-architecting change?

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

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 54
Which of the following best describes the purpose of the Business Transformation Readiness Assessment technique?

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 55
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 56
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 57
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 58

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 59

Which of the following describes how the Enterprise Continuum is used when developing an Enterprise Architecture?

A. To describe how an architecture addresses stakeholder concerns
B. To identify and understand business requirements
C. To classify architecture and solution assets
D. To coordinate with the other management frameworks in use

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 60

Complete the sentence by selecting the applicable pair of words. A/an _____is used in Phase A to help identify and understand business _____that the architecture has to address.

A. activity model, perspective
B. business scenario, requirements
C. use case, interconnections

D. architecture view, concerns

E. business transformation readiness assessment, constraints

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 61
According to TOGAF, which of the following best describes the purpose of an Architecture Roadmap?

A. To act as a deliverable container for artifacts created during a project

B. To ensure that architecture information is communicated to the right stakeholders at the right time

C. To govern the architecture throughout its implementation process

D. To provide a high-level view of the end architecture product

E. To show progression of change from the Baseline Architecture to the Target Architecture

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 62
According to TOGAF, which of the following best describes an Architecture Pattern?

A. A detailed description of the interfaces between building blocks

B. An implementation specific solution building block

C. A package of functionality defined to meet the business needs of the organization.

D. A way to identify combinations of building blocks that have been proven to deliver solutions

E. A work product describing an aspect of an architecture

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:
QUESTION 63
Complete the sentence. The TOGAF risk categorization after the implementation of mitigating actions is known as the level of risk.

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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 64
Which of the following statements best describes the Requirements Management process?

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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 65
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 66
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 67
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 68
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 69
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 70

Which of the following does the TOGAF standard 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 71

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 72

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 73

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 74

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

A. To guide decision making throughput the enterprise

B. To catch errors in a project architecture early

C. To identify and understand requirements

D. To identify risk when implementing an architecture project

E. To highlight shortfalls between the baseline and target architectures

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 75
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 76
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 77
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 78
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 79

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

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 80
Which ADM Phase includes obtaining approval for the Statement of Architecture Work?

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

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 81
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 82
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 83
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 84
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 85
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 86
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 87
Which one of the following best describes an Architecture Compliance Review?

A. A review of an architecture project against established criteria and business objectives
B. A review of the readiness and ability of an organization to accept change
C. A review of the organization's ability to share information and services
D. A review of the baseline and target architectures to identify gaps
E. A review of the plans for enterprise transformation

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 88
Complete the sentence. The Architecture Landscape is divided into three levels, Capability, Segment, and _____.

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

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 89
Which of the following is a re-usable artifact that is used to create architecture models addressing stakeholder concerns?

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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 90
Complete the sentence. TOGAF describes the role of an Architecture Contract as_____.

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

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 91
Which of the following does TOGAF describe as "the structure of components, their inter-relationships, and the principles guiding their design and evolution over time"?

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

Correct Answer: E
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 92
Which part of TOGAF describes a step-by-step approach to developing an enterprise architecture?

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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 93
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 94
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 95
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 96
Which one of the following best describes Capability-Based Planning?

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

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 97
Complete the sentence, The Architecture Landscape is divided into three levels, Capability Architectures, Segment Architectures, and _____.

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

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 98
Which of the following does the TOGAF document define as the representation of a related set of concerns?

A. Catalog
B. Matrix
C. Diagram

D. View

E. Viewpoint

Correct Answer: D
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 99

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 100

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 101
Which section of the TOGAF template for Architecture Principles should clearly state the impact to the business and consequences of adopting the principle?
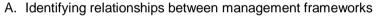
A. Implications
B. Name
C. Rationale
D. Statement

Correct Answer: A
Section: Part 1
Explanation

Explanation/Reference:

QUESTION 102
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 103
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 104
Which of the following is part of the Preliminary Phase?

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

Correct Answer: D
Section: Part 1

Explanation

Explanation/Reference:
Reference: http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap06.html

QUESTION 105
Which of the following is an objective of the Preliminary Phase?

A. Develop a vision of the proposed Enterprise Architecture
B. Define the process for architecture governance
C. Create the initial version of the Architecture Roadmap
D. Document the baseline architecture

E. Obtain approval for the Statement of Architecture Work

Correct Answer: A
Section: Part 1

Explanation

Explanation/Reference:
Reference: https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap05.html

QUESTION 106
Complete the sentence. A set of architecture principles that cover every situation perceived meets the recommended criteria of _____.

A. completeness
B. understandability
C. consistency
D. stability
E. robustness

Correct Answer: A
Section: Part 1

Explanation

Explanation/Reference:
Reference: http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap23.html

QUESTION 107
Which one of the following best describes the purpose of a Change Request?

A. To act as a deliverable container for artifacts created during a project
B. To request a dispensation or to kick-start a further cycle of architecture work
C. To ensure that information is communicated to the right stakeholder at the right time
D. To review project progress and ensure the implementation is inline with the objectives
E. To ensure that the results of a Compliance Assessment are distributed to the Architecture Board

Correct Answer: B
Section: Part 1

Explanation

Explanation/Reference:
Reference: https://books.google.com.pk/books?id=e19eAgAAQBAJ&pg=PA174&lpg=PA174&dq=togaf+9+change+request+To+request+a+dispensation+or+to+kick-start+a+further+cycle+of+architecture+work&source=bl&ots=THcMNzDaWa&sig=ACfU3U22CWhIkyjhrUjm_XYQ2Ydt0d1ZmA&hl=en&sa=X&ved=2ahUKEwiYg564j4ngAhUMD2MBHbMtD9gQ6AEwAXoECAEQAQ#v=onepage&q=togaf%209%20change%20request%20To%20request%20a%20dispensation%20or%20to%20kick-start%20a%20further%20cycle%20of%20architecture%20work&f=false

QUESTION 108
What level of risk is the risk categorization prior to determining and implementing mitigating actions?

A. Critical
B. ResidualC. Low
D. Marginal
E. Initial

Correct Answer: E
Section: Part 1

Explanation

Explanation/Reference:
Reference: https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap27.html

QUESTION 109
Which of the following is an objective of Phase G, Implementation Governance?

A. Ensure that the enterprise's Architecture Capability meets current requirements
B. Establish the value realization process
C. Ensure that implementation projects conform with the Target Architecture
D. Prioritize the projects trough risk validation
E. Assess the performance of the architecture and make recommendation for change

Correct Answer: C
Section: Part 1

Explanation

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

QUESTION 110
Which of the following is a responsibility of an Architecture Board?

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

Correct Answer: C
Section: Part 1
Explanation

Explanation/Reference:
Reference: http://pubs.opengroup.org/architecture/togaf7-doc/arch/p4/board/ab.htm#Responsibilities

QUESTION 111
Which ADM phase includes establishing the Architecture Capability and definition of Architecture Principles?

A. Phase B: Business Architecture
B. Preliminary Phase
C. Phase A: Architecture Vision
D. Phase F: Migration Planning
E. Phase C: Data Architecture

Correct Answer: B
Section: Part 1

Explanation

Explanation/Reference:
Reference: https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap02.html

QUESTION 112
Which one of the following is considered a relevant architecture resource in ADM Phase D?

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

Correct Answer: C
Section: Part 1
Explanation

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

QUESTION 113
The TOGAF ADM uses version numbering to illustrate the evolution of Baseline and Target Architecture Definitions. Which version number is used to indicate a high-level outline of the architecture?

A. Version 0.1
B. Version 0.7
C. Version 1.0
D. Version 0.9
E. Version 0.5

Correct Answer: A
Section: Part 1

Explanation

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

QUESTION 114
Which ADM phase defines the scope for the architecture development initiative and obtains approval to proceed with the architecture development?

A. Phase D: Technology Architecture
B. Phase A: Architecture Vision
C. Requirements Management
D. Phase B: Business Architecture

E. Preliminary Phase

Correct Answer: B
Section: Part 1

Explanation

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

QUESTION 115
What part of the TOGAF standard discusses the processes, skills and roles to operate an architecture function within an enterprise?

A. Architecture Development Method
B. Architecture Capability Framework
C. Enterprise Continuum & Tools
D. Architecture Content Framework
E. TOGAF Reference Models

Correct Answer: B
Section: Part 1

Explanation

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

QUESTION 116
In which Phase of the TOGAF ADM is the focus the creation of an Implementation and Migration Plan in co-operation with the portfolio and project managers?

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

Correct Answer: A
Section: Part 1

Explanation

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

QUESTION 117
Complete the sentence. According to the TOGAF standard, an _____ is a representation of a system from the perspective of a related set of

_____.

https://vceplus.com/

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

Correct Answer: E
Section: Part 1

Explanation

Explanation/Reference:
Reference: https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap03.html

QUESTION 118
Which of the following best describes ADM Requirements Management?

A. Addressing and prioritizing architecture requirements
B. Managing architecture requirements throughout the ADM cycle
C. Developing requirements that deliver business value

D. Reviewing business requirements

E. Validating requirements between ADM phases

Correct Answer: B
Section: Part 1
Explanation

Explanation/Reference:
Reference: https://www.orbussoftware.com/resources/videos/the-adm-phases/adm-architecture-requirements-management/

QUESTION 119
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 120
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 121
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 122
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 123
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 124
Scenario:
Please read this scenario prior to answering the question
Your role is consultant to the Lead Architect within a company that manufactures a variety of small electromechanical devices. As part of a corporate-wide Lean Manufacturing initiative, the company has defined a strategic architecture to improve its ability to meet consumer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in several of the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

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

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

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

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

Refer to the Scenario
The Implementation and Migration Plan v0.I, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete. You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

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

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

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

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

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

Correct Answer: A
Section: Part 2

Explanation

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

QUESTION 125
Scenario:
Please read this scenario prior to answering the Question
You are serving as the Lead Architect for the enterprise architecture team at the prime contractor for the Dreadnought Unmanned Aircraft System program.

Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. The decision has been made to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.

TOGAF 9 Is used for internal Enterprise Architecture activities, with an iterative approach for executing Architecture Development Method (ADM) projects.

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

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

The Information Systems Architectures must address stakeholder concerns such as:

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

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

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

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

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

C. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a Data Entity/Business Function matrix and a System/Data matrix. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.

D. In the early iterations of Architecture development, you would describe the Baseline Application Architecture with a Technology Portfolio catalog, and describe the Baseline Data Architecture with a Data diagram. In the later iterations of Architecture development, you would describe the Target Application Architecture with a System/Technology matrix, and describe the Target Data Architecture with a Data Dissemination diagram.

Correct Answer: C
Section: Part 2

Explanation

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

Reference: 19.4 Approaches to Architecture Development.

QUESTION 126
Scenario:
Please read this scenario prior to answering the Question
You have been appointed as a consultant to the Lead Enterprise Architect of an international agricultural company that exports bulbs, flowers and seeds worldwide. The company has its headquarters in the Netherlands, and has sales and distribution centers in over 30 countries worldwide. Several of these centers include administrative, manufacturing, and research facilities.

To achieve full integration of their research capabilities with their development centers located in various climate zones, the company wants to develop strong 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 team is deeply committed to ensuring that the company is a world leader in socially responsible seed development with a business strategy that focuses on profitability through environmentally friendly operating processes.

The international operations of the company are subject to legal and regulatory requirements for each country where they operate. The production of genetically modified seeds has governmental controls that are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was developing pest-resistant seeds.

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

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

Refer to the Scenario
You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of the Governing Board, legal staff, auditors and the research organization.
Based on TOGAF 9, which of the following is the best answer?

A. You recommend that each project architecture activity is developed using a consistent modeling approach that is uniform across all architecture projects. Each architecture should be defined based on this fixed set of models so that all concerned parties can examine the models to ensure that their issues and concerns have been addressed.
B. You recommend that a special report be created for those groups that have sufficient power and level of interest. This report should summarize the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders1 requirements.
C. You recommend that a set of models be created for each project architecture that can be used to ensure that the system will be compliant with the local regulations. Stakeholders should then view the models to verify that their concerns have been properly addressed.

D. You recommend that a stakeholder map be developed. This will allow the architects to define groups of stakeholders that share common concerns. A set of views should be defined to address the concerns for each group of stakeholders. Architecture models should then be created for each view to address the stakeholders' concerns.

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 127
Scenario:
Please read this scenario prior to answering the question
Your role is that of a consultant to the Lead Enterprise Architect in a company that develops wind turbines for use in wind farms. The company has three manufacturing facilities, one in North America, one in Asia, and one in Europe. Each of these facilities supplies the power industry in its region.
The company recognizes that the long-term technical potential of wind energy can address the current global dependency on carbon fuels. In order to do so this will require wind turbines to be installed over large areas of higher wild resources. In particular offshore wind farms can contribute substantially more energy than land stationed trubines.
The research arm of the company has pioneered the development of an offshore wind turbine design, with an improved turbine blade and power system that will produce up to 20% more energy. This will allow the production of significantly more saleable energy. This new design is ready to go into production.

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

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

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

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

A. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract.

You schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

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

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

D. You use the issued Architecture Contracts to manage the architecture governance processes for the project across the locations. You deploy monitoring tools to assess the performance of the completed blade assembly at each location and develop change requirements if necessary.
You recommend that if a deviation from the contract is detected, the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local needs. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

Correct Answer: D
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 128
Scenario:
Please read this scenario prior to answering the Question
You are serving as the Chief Architect for a large, global commodities trading company which has been growing rapidly through a series of acquisitions.

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

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

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

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

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

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

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

Correct Answer: B
Section: Part 2

Explanation

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

QUESTION 129
Scenario:
Please read this scenario prior to answering the Question

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

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

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

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

In planning this change, the Chief Architect engaged the services of a well-known consulting firm that specializes in business strategy. An initial study has been conducted to identify the strategic changes needed to implement the CEO's vision. This recently completed with approval of a strategic architecture encompassing the entire firm, including detailed requirements and recommendations.
Based on the recommendations from the initial study, the firm has taken the decision to adopt a packaged suite of integrated applications that is tailored to the needs of the hospitality industry.

Refer to the scenario
You have been asked by the Chief Architect to justify the best approach for architecture development to realize the CEO's vision.
Based on TOGAF 9, which of the following is the best answer?

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

C. You recommend that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This is because the initial study identified the need to change. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

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

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 130
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 131
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 132
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 133
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 134
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 135
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 136

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 137
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 138
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 139
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 140
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 141
Which one of the following is a key objective of Phase A of the TOGAF ADM?

A. To create a roadmap that describes the evolution of the architecture over time
B. To prepare a Solution Architecture for the enterprise
C. To define an IT Strategy that maps out the technology infrastructure
D. To allocate the resources needed to implement the architecture project
E. To articulate an Architecture Vision

Correct Answer: E
Section: Part 2

Explanation

Explanation/Reference:
QUESTION 142
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 143

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 144
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 145
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 146
The Requirements Management Phase is responsible for which one of the following activities?

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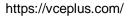D. Managing the flow of requirements
E. Prioritizing requirements

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 147
Complete the sentence. The Business Transformation Readiness Assessment technique is
primarily focused on ___

A. determining if the organization is ready to accept change
B. planning the migration steps needed to achieve the transformation
C. ensuring that there are adequate trained developers and engineers to implement the solution
D. ensuring that there is sufficient financial capacity to execute the desired transformation
E. determining if there is adequate stakeholder support for the implementation process

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 148
Which of the following statements does NOT correctly describe Architecture Principles?

A. They are most effective when they are embraced and used across the organization
B. They are based on enterprise principles
C. They are detailed policies that prescribe behaviors and requirements
D. Even though they may appear generic, they should be tailored to reflect an organization's cul-ture and goals

Correct Answer: C
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 149
Complete the sentence. All of the following are sections of the recommended template for defining Architecture Principles, except _____
A. Name
B. Statement of Principle
C. Rationale
D. Enforcement Policy
E. Implications

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 150
Which one of the following lists the five quality criteria for defining Architecture Principles?

A. Rational, Explained, Precise, Stated, Identifiable
B. Comprehensive, Future proof, Short, Concise, Consistent
C. Open, Enabling, Flexible, Agile, Dynamic
D. Stable, Understandable, Complete, Robust, Consistent

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 151
Complete the sentence. The key purpose of Gap Analysis is to _____ ActualTests.com

A. establish quality parameters for the architecture
B. identify potential missing or overlapping functions
C. validate nonfunctional requirements
D. identify commercial building blocks to be purchased
E. determine the required service levels for the architecture

Correct Answer: B
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 152
Which phase of the ADM focuses on the governance and management of the Architecture Con-tracts that cover the overall implementation and deployment process?

A. Requirements Management
B. Phase E

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

Correct Answer: D
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 153
Complete the sentence. All of the following are parts of the conceptual structure of the TOGAF Architecture Governance Framework, except _____

A. Content
B. Context
C. Process Flow Control
D. Repository
E. Vision

Correct Answer: E
Section: Part 2

Explanation

Explanation/Reference:
QUESTION 154
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 155
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 156
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 157

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 158
Complete the sentence. In TOGAF, architecture viewpoints represent _____

A. observations of the CIO/CTO
B. opinions of the sponsors
C. observations of the architect staff
D. concerns of stakeholders
E. stakeholder requirements

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

QUESTION 159
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 160
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 161
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 162
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

Correct Answer: E
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 163
Which one of the following is NOT part of the approach to Phase H -Architecture Change Management?

A. Business Scenarios
B. Capacity Measurement
C. Change Management
D. Measuring Business Growth

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 164
When determining the requirements for enterprise architecture work in the Preliminary Phase, which of the following is not a business imperative that should be considered?

A. Business requirements
B. Cultural aspirations
C. Forecast financial requirements
D. Strategic Intent
E. Technical elegance

Correct Answer: E
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 165
Which phase of the ADM is an on-going activity that is visited throughout a TOGAF architecture project?

A. Architecture Change Management
B. Implementation governance
C. Migration planning
D. Preliminary Phase
E. Requirements Management

Correct Answer: E
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 166
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 167
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 168
Which of the following is a technique recommended by TOGAF to help identify and understand requirements?

A. Architecture Maturity Models
B. Business Scenarios
C. Gap Analysis

D. Mind Maps

E. SWOT Analysis

Correct Answer: B
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 169
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 170
Which one of the following is recommended to define requirements and articulate the Architecture Vision created in Phase A?

A. Business scenario

B. Impact analysis

C. Mission statement

D. Requirements analysis

E. Solution architecture

Correct Answer: A

Section: Part 2
Explanation
Explanation/Reference:

QUESTION 171
Gap Analysis is a technique used in Phases B, C, D and E. Which one of the following statements best describes the gap analysis technique?

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

Correct Answer: C
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 172
Which one of the following is the practice by which the enterprise architecture and other architectures are managed and controlled at an enterprise level?

A. Architecture governance
B. Corporate governance

C. IT governance

D. Technology governance

E. The program management office

Correct Answer: A
Section: Part 2

Explanation
Explanation/Reference
:

QUESTION 173
Which one of the following does TOGAF Part VII recommend in order to implement an Enter-prise Architecture Capability?

A. Develop an Architecture Roadmap

B. Populate the Architecture Repository

C. Populate the Enterprise Continuum

D. Use the Architecture Development Method

E. Use the Implementation Governance Phase

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 174
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 175
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 176
Complete the sentence by selecting the applicable pair of words. According to TOGAF, a/an _____ is used to describe the ____ of a stakeholder.

A. activity model, perspective
B. viewpoint, requirements
C. view, concerns
D. Node Connectivity Diagram, interconnections
E. Architecture trade-off analysis, constraints

Correct Answer: C
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 177
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 178
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:

QUESTION 179
Complete the sentence. The TOGAF Technical Reference Model _____

A. is an example and should be tailored to the needs of an organization
B. must be used "as is" for developing comprehensive architecture models

C. contains several industry specific frameworks

D. is intended to contain the Enterprise Continuum

E. contains only solution building blocks

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 180
Which phase of the ADM is used to finalize a set of transition architectures that will support implementation?

A. Phase D

B. Phase E

C. Phase F

D. Phase G

E. Phase H
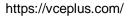
Correct Answer: C
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 181
Complete the sentence. TOGAF 9 Part III provides techniques, such as developing principles and gap analysis, to support tasks within the _____

A. Architecture Capability Framework

B. Architecture Continuum

C. Architecture Development Method

D. Architecture Landscape

E. Architecture Repository

Correct Answer: C
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 182
According to TOGAF, the recommended dimensions used to define the scope of an architecture include all the following, except:

A. Architecture Domains
B. Enterprise Focus
C. Level of Detail
D. Subject Matter
E. Time Period

Correct Answer: D
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 183
In the Solutions Continuum, which of the following is the correct order of Solutions from most-specific to most-generic?

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

Correct Answer: E
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 184
Complete the sentence. In a gap analysis, a building block that appears in the Target Architecture but does not appear in the Baseline Architecture indicates _____

A. nonconformant solution building blocks
B. an error has occurred and the architecture must be re-evaluated
C. requirements have not been properly documented
D. functionality that should be eliminated
E. a new function that must be built or procured

Correct Answer: E
Section: Part 2

Explanation

Explanation/Reference:
QUESTION 185
According to TOGAF, which of the following is the usual approach for developing the Baseline Business Architecture if no architecture or few architecture assets exist?

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

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 186
Which phase of the TOGAF ADM is the first phase directly concerned with the planning for the implementation of the target architecture(s)?

A. Phase D

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

Correct Answer: B
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 187
Scenario:
Please read this scenario prior to answering the Question

You have been assigned the role of Lead Enterprise Architect for a firm that is a major OEM parts supplier to the auto industry. Europe has been the primary market for its products, with just 20% of its output being exported to North America. The firm is planning to expand its exports to North America and also to establish sales in South America and the Asia Pacific region. This will enable them to better ride out recessions in key markets such as Europe. It will also enable the firm to exploit the auto industry move to global platforms.

The firm is organized into business units with each addressing different auto industry sectors. 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 joint sponsors of the EA program. The EA program is mature, with an active Architecture Board and a well-defined architecture process and standard content templated based on the TOGAF Architecture Content Framework. The EA program is well coordinated with the Project Management Office. Systems Development and Operations functions.

The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the 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 change 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 the TOGAF standard, 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 reorganization. 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 project.

B. In Phase A, the team should conduct a Business Scenario to describe the business problem, identify the stakeholders' concerns and the resulting requirements. Once the requirements have been identified, they can be assessed in terms of their risks. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigated. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

C. In Phase A, the team should evaluate the organization's readiness to undergo change. This will identify the factors that will influence the reorganization. This should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed project.

D. In Phase A, the team should analyze their risk by completing an implementation Factor Assessment and Deduction Matrix to identify the 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 be used to assess the initial risks associated with the proposed project.

Correct Answer: A
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 188
Scenario:
Please read this scenario prior to answering the question
Your role is that of the Lead Enterprise Architect at a multinational automotive corporation. The company is headquartered in Germany, and manufactures cars, trucks and buses. It has manufacturing plants across North America, South America, Europe and Asia. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

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

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

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

The architecture project team has now been formed, and 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 remote centralized system. The CIO wants to know how these concerns can be addressed. During the initial project team meeting a number of alternative recommendation for how to proceed have been put forward by members of the team.
Refer to the Scenario

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 the TOGAF standard, which of the following is the best answer?

A. 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 tam should define a preliminary Architecture Vision. The team should then use that model to build consensus among the key stakeholders.
B. The team should identify the individuals and groups within the organization who will contribute to the project in order to understand who has concerns about the initiative. The team should then hold a series of interviews at each of the manufacturing plants using the business scenario technique. This will then enable them to identify and document the key high-level stakeholder requirements for the architecture.
C. The team should utilize its approved supplier list, and conduct a pilot project that will enable those suppliers to demonstrate potential solutions that will address the concerns of the stakeholders. Based on the findings of that pilot project, a complete set of requirements will be developed that will drive the evolution of the architecture.
D. The team should perform a shallow architecture development iteration, developing Baseline and Target Architecture for each of the manufacturing plants. This should include development of a set of views corresponding to selected viewpoints that address key concerns of the stakeholders. A consolidated gap analysis between the architectures will then be used to validate the approach and determine the capability increments needed to achieve the target state.

Correct Answer: B
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 189
What does the TOGAF standard provide to guide architectural activity within the enterprise in terms of structures, roles, responsibilities, and processes?

A. Architecture Development Method

B. Architecture Capability Framework
C. Architecture Content Framework
D. Enterprise Continuum

Correct Answer: D
Section: Part 2

Explanation

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

QUESTION 190
Which of the following best describes the TOGAF Architecture Development Method?

A. A method for controlling change at an enterprise-wide level
B. A method for classifying architectures and solutions
C. A method for managing architecture requirements
D. A method for creating an Architecture Repository
E. A method for developing an organization-specific architecture

Correct Answer: E
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 191
Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the _____

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

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:
Reference: https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap30.html

QUESTION 192
What ADM Phase generates the initial complete version of the Architecture Roadmap?

A. Phase A: Architecture Vision
B. Phase E: Opportunities and Solutions
C. Phase B: Business Architecture
D. Phase D: Technology Architecture
E. Phase F: Migration Planning

Correct Answer: B
Section: Part 2

Explanation

Explanation/Reference:
Reference: https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap12.html

QUESTION 193
Which of the following does the TOGAF standard classify as catalogs, matrices and diagrams?

A. Building Blocks
B. Frameworks
C. Application Platform Interfaces
D. Deliverables
E. Artifacts

Correct Answer: E
Section: Part 2

Explanation

Explanation/Reference:
Reference: http://pubs.opengroup.org/architecture/togaf9-doc/arch/chap31.html

QUESTION 194
According to the TOGAF standard, what term describes an individual with an interest in a system?

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

Correct Answer: B
Section: Part 2
Explanation

Explanation/Reference:

QUESTION 195
Which of the following best describes the Reference Library within the Architecture Repository?

A. Guidelines and templates used to create new architectures
B. Processes to support governance of the Architecture Repository
C. A description of the organization specific architecture framework and method
D. Specifications to which architectures must conform
E. A record of the governance activity across the enterprise

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 196
Which of the following is the representation of a related set of concerns?

A. Architecture view

B. Architecture viewpoint
C. Diagram
D. Matrix
E. Catalog

Correct Answer: A
Section: Part 2
Explanation

Explanation/Reference:
Reference: https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap03.html

QUESTION 197
Which of the following statements best describes the Requirements Management process?

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

Correct Answer: C
Section: Part 2

Explanation

Explanation/Reference:
Reference: http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap15.html **QUESTION 198**
Which of the following best describes the Standards Information Base?

A. A repository area that defines the parameters, structures, and processes to support governance.
B. A repository area that describes the organization specific architecture framework and methodologies.
C. A repository area that provides guidelines, templates, and pattern used to create new architectures.
D. A repository area that lists a set of specifications to which architectures must conform
E. A repository area that provides a record of the governance activity across the enterprise.

Correct Answer: D

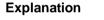**Section: Part 2**

Explanation

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

QUESTION 199
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 provide a high-level view of the end architecture product
D. To govern the architecture throughout its implementation process
E. To show progression of change from the Baseline Architecture to the Target Architecture

Correct Answer: A
Section: Part 2

Explanation

Explanation/Reference:
Reference https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap36.html

QUESTION 200
Which of the following is an objective of Phase G, Implementation Governance?

A. Establish the resources for architecture governance
B. Develop the Target Technology Architecture
C. Ensure conformance for the target architecture
D. Operate the governance framework
E. Finalize the Implementation and Migration Plan

Correct Answer: C
Section: Part 2

Explanation

QUESTION 201
During a TOGAF ADM cycle, an architecture is denoted as Version 10. What does this indicate?

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

Correct Answer: B
Section: Part 2

Explanation

Explanation/Reference:

QUESTION 202
According to the TOGAF standard, what term describes an individual with an interest in a system?

A. Sponsor
B. Consumer
C. Lead architect
D. Stakeholder

Correct Answer: D
Section: Part 2
Explanation
Explanation/Reference
:
Reference https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap03.html#tag_03_72

QUESTION 203
Which of the following describes an objective of the Preliminary Phase?

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

Correct Answer: D
Section: Part 2

Explanation

Explanation/Reference:
Reference https://pubs.opengroup.org/architecture/togaf91-doc/arch/chap06.html

QUESTION 204
In which ADM phase is the Implementation and Migration Plan coordinated with other activities in the enterprise?

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

Correct Answer: E
Section: Part 2

Explanation

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

QUESTION 205
The TOGAF Architecture Capability Framework recommends use of an ADM cycle for establishing an architecture practice. In this scenario, which of the following would describe the organizational structure for the architecture practice?
A. Technology Architecture
B. Business Architecture
C. Transition Architecture

D. Application Architecture
E. Data Architecture

Correct Answer: B
Section: Part 2

Explanation

Explanation/Reference: