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OG0-093

TOGAF 9 Combined Part 1 and Part 2

Sections

1. Part 1
2. Part 2

Exam A

QUESTION 1

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



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

Correct Answer: B

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 2

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

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

Correct Answer: C

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 3

Which of the following is defined by TOGAF as a representation of a system from the perspective of a related set of concerns?

- A. Architecture Building Block
- B. Capability Architecture
- C. Statement of Work
- D. View
- E. Viewpoint



Correct Answer: D

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 4

Complete the sentence. The TOGAF Architecture Governance Framework includes _____.

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

Correct Answer: B

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 5

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 6

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 7

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 8

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 9

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 10

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 11

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



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- 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 12

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 13

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 14

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 15

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 16

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 17

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 18

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 19

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 20

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 21

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 22

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



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- 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 23

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 24

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 25

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

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

Correct Answer: E

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 26

Which ADM phase provides architectural oversight of the implementation?

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

Correct Answer: D

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 27

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 28

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 29

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 30

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 31

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 32

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 33

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 34

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

- | | |
|----------|---|
| A. Phase | 3 |
| B. Phase | 3 |
| C. Phase | 3 |
| D. Phase | 3 |
| E. Phase | 3 |

Correct Answer:

Section: Part

3
3

Explanation/Reference:QUESTION**Explanation**

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

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

Correct Answer: A

Section: Part 1

Explanation**Explanation/Reference:**
QUESTION 36

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 37**

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 38

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 39

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 40

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 41

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

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

Correct Answer: A

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 42

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 43

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

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



Correct Answer: D

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 44

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

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

Correct Answer: E

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 45

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

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

Correct Answer: D

Section: Part 1

Explanation

Explanation/Reference:



QUESTION 46

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



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- 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 47

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

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

Correct Answer: B

Section: Part 1

Explanation

Explanation/Reference:



QUESTION 48

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

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

Correct Answer: D

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 49

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

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

Correct Answer: A

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 50

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

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

Correct Answer: A

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 51

When using a cycle of the ADM to establish an Architecture Capability as described in TOGAF Part VII, which architecture would describe the infrastructure requirements?

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

Correct Answer: D

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 52

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

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

Correct Answer: C

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 53

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 54

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 55

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 56

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 57

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

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

Correct Answer: E

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 58

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 59

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 60

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 61

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 62

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 63

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 64

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 65

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 66

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

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



Correct Answer: A

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 67

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

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

Correct Answer: B

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 68

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

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

Correct Answer: E

Section: Part 1

Explanation

Explanation/Reference:



QUESTION 69

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

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

Correct Answer: E

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 70

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

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

Correct Answer: A

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 71

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

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

Correct Answer: A

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 72

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

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

E. Solutions Architectures to Solution Building Blocks

Correct Answer: B

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 73

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 74

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 75

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 76

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 77

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



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

Correct Answer: B

Section: Part 1

Explanation

Explanation/Reference:



QUESTION 78

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 79

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 80

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 81

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 82

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 83

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 84

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

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

Correct Answer: A

Section: Part 1

Explanation

Explanation/Reference:



QUESTION 85

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 86

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 87

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 88

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 89

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 90

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 91

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 92

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 93

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

- A. Application Platform Interface
- B. Artifact
- C. Building Block
- D. Deliverable
- E. Framework

Correct Answer: B

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 94

Which part of the TOGAF document describes taxonomies for categorizing the outputs of architecture activity?

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

Correct Answer: D

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 95

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 96

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 97

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 98

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 99

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 100

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 101

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=ACfU3U22CWhlkyjhrUjm_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 102

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

- A. Critical
- B. Residual
- C. 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 103

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 through 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 104

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

- A. Identifying the Lead Enterprise Architect to manage an architecture compliance review
- 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. Establishing targets for re-use of components

Correct Answer: C

Section: Part 1

Explanation

Explanation/Reference:

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

QUESTION 105

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 106

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 107

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 108

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 109

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 110

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?



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- 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 111

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

- 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 112

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.orbusoftware.com/resources/videos/the-adm-phases/adm-architecture-requirements-management/>

QUESTION 113

In which part of the ADM cycle do the earliest building block definitions start as abstract entities?

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

Correct Answer: A

Section: Part 1

Explanation

Explanation/Reference:

Reference: <http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap32.html>

QUESTION 114

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

- A. Identifying business transformation risks for an architecture project
- B. Identifying where standards may require modification
- C. Identifying relationships between management frameworks
- D. Identifying stakeholders and their concerns

Correct Answer: B

Section: Part 1

Explanation

Explanation/Reference:

Reference: <http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap24.html>

QUESTION 115

Within the Architecture Repository, what does the class of information known as the Architecture Capability include?

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

Correct Answer: C

Section: Part 1

Explanation

Explanation/Reference:

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

QUESTION 116

Which is the final step in the architecture development Phases B, C, and D?

- A. Conduct formal stakeholder review
- B. Define Roadmap components
- C. Resolve impacts across the Architecture Landscape
- D. Create Architecture Definition Document
- E. Select reference models, architecture viewpoints and tools

Correct Answer: D

Section: Part 1

Explanation

Explanation/Reference:

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

QUESTION 117

Complete the sentence. The TOGAF standard covers the development of four architecture domains. Application, Data, _____.

- A. Business and Technology
- B. Information and Knowledge

- C. Baseline and Transition
- D. Vision and Requirements
- E. Capability and Segment

Correct Answer: A

Section: Part 1

Explanation

Explanation/Reference:

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

QUESTION 118

Which of the following is an interest important to a stakeholder in a system?

- A. A concern
- B. A principle
- C. An architecture viewpoint
- D. A requirement
- E. An architecture view



Correct Answer: A

Section: Part 1

Explanation

Explanation/Reference:

Explanation:

Concerns are the key interests that are crucially important to the stakeholders in the system, and determine the acceptability of the system. Concerns may pertain to any aspect of the system's functioning, development, or operation, including considerations such as performance, reliability, security, distribution, and evolvability. Reference: <http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap31.html>

QUESTION 119

Complete the sentence. The major information areas managed by a governance repository should include _____.

- A. Catalogs, Matrices and Diagrams
- B. Capability, Segment and Transition Architectures
- C. Audit Information, Process Status and Reference Data

- D. Common Systems Solutions, Organization-Specific Solutions and Industry Solutions
- E. Artifacts, Best Practices and Standards

Correct Answer: C

Section: Part 1

Explanation

Explanation/Reference:

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

QUESTION 120

Which of the following are considered as generic Building Blocks in the Solutions Continuum?

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



Correct Answer: D

Section: Part 1

Explanation

Explanation/Reference:

QUESTION 121

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

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

Correct Answer: C

Section: Part 1**Explanation****Explanation/Reference:**

Reference: <http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap06.html>

QUESTION 122

In which ADM phase does the value and change management process determine the circumstances under which the Enterprise Architecture is permitted to change after deployment?

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

Correct Answer: D

Section: Part 1**Explanation****Explanation/Reference:**

Reference: <http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap14.html>

QUESTION 123

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 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 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 124

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 125

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 126

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 127

Scenario:

Please read this scenario prior to answering the Question

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

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

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

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

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

Refer to the Scenario

During the initial meeting of the Common ERP Deployment architecture project team, a number of alternative recommendations for how to proceed are put forward by members of the team.

You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture.

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

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

Correct Answer: A

Section: Part 2

Explanation

Explanation/Reference:**QUESTION 128****Scenario**

Please read this scenario prior to answering the Question

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

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

The operations of the corporation are subject to legal and regulatory requirements for each country where they operate. The production of prescription pharmaceutical products has governmental controls that are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was conducting a clinical trial for a new regulated drug.

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

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

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

Refer to the Scenario

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

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

- A. You recommend that a stakeholder map be developed. This will allow the architects to define groups of stakeholders that share common concerns. A set of views should be defined to address the concerns for each group of stakeholders. Architecture models should then be created for each view to address the stakeholders' concerns.
- B. You recommend that each project architecture activity is developed using a consistent modeling approach that is uniform across all architecture projects. Each architecture should be defined based on this fixed set of models so that all concerned parties can examine the models to ensure that their issues and concerns have been addressed.

- C. You recommend that a special report be created for those groups that have sufficient power and level of interest. This report should summarize the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders' requirements.
- D. You recommend that a set of models be created for each project architecture that can be used to ensure that the system will be compliant with the local regulations. Stakeholders should then view the models to verify that their concerns have been properly addressed.

Correct Answer: A

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 129

Scenario

Please read this scenario prior to answering the Question

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

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

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

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

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

Refer to the Scenario

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

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

- A. The EA team should gather information about potential solutions from the appropriate sources. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures. A value realization process should then be established to ensure that the concerns raised are addressed.
- B. Before preparing the detailed Implementation and Migration plan, the EA team should review and consolidate the gap analysis results from Phases B to D to understand the transformations that are required to achieve the proposed Target Architecture. The EA team should then assess the readiness of the organization to undergo change. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.
- C. The EA team should apply an interoperability analysis to evaluate any potential issues across the Solution Architecture. This should include the development of a matrix showing the interoperability requirements. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.
- D. The EA team should apply the Business Transformation Readiness Assessment technique. This will allow the risks associated with the transformations to be identified and mitigated for. It will also identify improvement actions to be worked into the Implementation and Migration Plan. The Business Value Assessment technique should then be used to determine the business value and associated risks for the transformation.

Correct Answer: D

Section: Part 2

Explanation

Explanation/Reference:



QUESTION 130

Scenario

Please read this scenario prior to answering the Question

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

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

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

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

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

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

Refer to the scenario

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

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

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

Correct Answer: D

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 131

Scenario

Please read this scenario prior to answering the Question

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

The company has defined a strategic architecture to improve its ability to meet customer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

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

The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Based on the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase A. Based on all of these factors they have produced a risk assessment. They have also completed the Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables.

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

Refer to the Scenario

You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

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

- A. You recommend that the enterprise architects apply the Business Value Assessment Technique to prioritize the implementation projects and project increments. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation. They should confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the projects. They should then document the lessons learned and generate the final Implementation and Migration Plan.
- B. You recommend that the enterprise architects conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contract. The Compliance Assessment should verify that the implementation team is using the proper development methodology. It should include deployment of monitoring tools and ensure that performance targets are being met. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.

- C. You recommend that the enterprise architects assess how the plan impacts the other frameworks in use in the organization. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management frameworks. They should then assign a business value to each project, taking into account available resources and priorities for the projects. Finally, they should generate the Implementation and Migration Plan.
- D. You recommend that the enterprise architects place the Architecture Definition Document under configuration control. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise. They should then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan. You recommend that lessons learned be applied as changes to the architecture without review.

Correct Answer: C

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 132

Scenario

Please read this scenario prior to answering the Question

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

The agency has an established enterprise architecture (EA) capability based on TOGAF 9. The Executive Director of the agency is the sponsor of the EA capability.

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

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

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

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

Refer to the Scenario

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

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

Correct Answer: C

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 133

Scenario

Please read this scenario prior to answering the question

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

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

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

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

Refer to the Scenario

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

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

the architecture, you recommend an iteration of the Migration Planning phase occur, so as to develop a coordinated transition to a new baseline using the last known good architecture. Once the artifacts are consistent and correct, these can be applied to this new baseline.

Correct Answer: C

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 134

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for an enterprise architecture project team within a leading multinational pharmaceutical and medical devices manufacturer. Its brands include numerous household names for medications and first aid supplies.

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

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

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

The Enterprise Architecture group is a mature organization. They use the TOGAF 9 ADM with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant.

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

Refer to the Scenario

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

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

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

Correct Answer: D

Section: Part 2

Explanation



Explanation/Reference:

QUESTION 135

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

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

Correct Answer: B

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 136

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

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

Correct Answer: B

Section: Part 2

Explanation

Explanation/Reference:



QUESTION 137

Which one of the following lists the main components within the TOGAF Architecture Repository?

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

Correct Answer: D

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 138

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 139

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 140

Which one of the following describes classification methods for architecture and solution artifacts within the Architecture Repository?

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

E. Standards Information Base

Correct Answer: C

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 141

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 142

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 143

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 144

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 145

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 146

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 147

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 148

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 149

Complete the sentence. The Business Transformation Readiness Assessment technique is primarily focused on ____





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- 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 150

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 151

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 152

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

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

Correct Answer: A

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 153

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

- A. Common Systems Architecture

- B. Foundation Architecture
- C. Industry Architecture
- D. Organization Specific Architecture
- E. Product Line Architecture

Correct Answer: B

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 154

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

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



Correct Answer: D

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 155

In which ADM phase are the business principles, business goals and strategic drivers first validated?

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

Correct Answer: B

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 156

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

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

Correct Answer: E

Section: Part 2

Explanation

Explanation/Reference:



QUESTION 157

Which of the following is NOT an objective for Phase B, Business Architecture?

- A. Defining the Strategic Business Plan
- B. Describing the Baseline Business Architecture
- C. Developing the Target Business Architecture
- D. Selecting relevant viewpoints for key stakeholders "Pass Any Exam. Any Time."

Correct Answer: A

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 158

Which one of the following is NOT an objective for Phase C, Data Architecture?

- A. Defining an architecture that can be understood by the stakeholders
- B. Defining an architecture that is complete and consistent
- C. Defining an architecture that is stable
- D. Defining data entities that are normalized to minimize update anomalies
- E. Defining data entities relevant to the enterprise

Correct Answer: D

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 159

Which one of the following is the most relevant model for use in Phase C, Application Architecture?

- A. The ARTS data model
- B. The Integrated Information Infrastructure Reference Model
- C. The Resource-Event-Agent model
- D. The STEP framework
- E. The TOGAF Technical Reference Model

Correct Answer: B

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 160

In Phase G, what document establishes the connection between the architecture organization and the implementation organization?

- A. Architecture Contract
- B. Architecture Landscape

- C. Architecture Roadmap
- D. Requirements Impact Statement
- E. Transition Architecture

Correct Answer: A

Section: Part 2

Explanation

Explanation/Reference:

QUESTION 161

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 162

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 163

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 164

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 165

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 166

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 167

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 168

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 169

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 170

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

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