

Exam Questions OG0-092

TOGAF 9 Part 2

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NEW QUESTION 1

Chiamin Metals is a leading world-wide manufacturer for continuous casting and bottom pouring powders. In addition to mould powders, the company also produces cored wire for secondary metallurgy. Chiamin Metals offers a variety of products and uses a paper-based catalog to sponsor them. A new CIO has joined the enterprise and has set up a team of Enterprise Architects following the TOGAF 9 practice. The main challenge is now to offer to Chiamin Metals customers a centralized and reliable entry point for their request via the implementation of a global online portal. This will allow the management of new marketing activities and will enable the new Chiamin Metals' ecommerce service.

Refer to the scenario above

You are the Chief Architect and the CIO asked you to present an Architecture Vision to address the above business problem. Identify the best answer accordingly to the TOGAF 9.

Choose one of the following answers

- A. You identify key stakeholders, their concerns, and define the key business requirements to be addressed in the architecture engagement and generate a Stakeholder Map
- B. You Evaluate business capabilities and execute a Business Transformation Readiness Assessment
- C. You apply the Business Scenarios technique to create a high-level view of the Baseline and Target Architectures also based on the stakeholder concerns, business capability requirements, scope, constraints, and principles.
- D. As requested by the CIO you focus on the Architecture Vision documentation and apply the Business Scenarios technique to create a high-level view of the Baseline and Target Architectures also based on the stakeholder concerns, business capability requirements, scope, constraints, and principles.
- E. You create a high-level view of the Target Architectures and then present them to the CIO.
- F. As requested by the CIO you focus on the Architecture Vision and create a detailed view of the Baseline Architecture
- G. This is done for Business, Data, Application and Technology domains and then presented to the CIO using the Architecture Definition Document.

Answer: A

NEW QUESTION 2

An international Insurance company has grown with little consideration for rationalization and consolidation. There is no coordination between business unit and every one has managed its own applications. The CIO decided to establish an Enterprise Architecture program within the enterprise to enable the company to expand to other markets in the next two years. The company has not any Enterprise Architecture Capability in place and the CIO has set up an Architecture Board and called its first meeting. Refer to the scenario above

As Lead Architect you will establish a TOGAF 9 Enterprise Architecture program. Identify the best way to do this among the answers below.

Choose one of the following answers

- A. You tailor TOGAF 9 with the help of the Architecture Board to integrate it with the legacy procedures established by the PM
- B. You also examine the relationship of TOGAF with other processes and frameworks for governance, systems development and operations management
- C. You then define the footprint of the enterprise architecture.
- D. As Lead Architect you create a Request for Architecture Work to allocate resources to work on the Architecture Vision
- E. Based on the outcome of the Business Scenario technique you apply, you create the Common Systems Architecture to guide the choice of Solutions Building Block
- F. These will be then used for integrating the systems across business units.
- G. You clarify the agreement on key business drivers and the scope of the enterprise architecture
- H. You then clarify the requirements for architecture work
- I. You define the architecture principles together with the help of the Architecture Board in order to lead the architecture work
- J. You consider how to tailor TOGAF 9 for this enterprise.
- K. You conduct an Architecture Maturity Assessment
- L. You then use the TOGAF ADM to state the requirements for the integration of a new company information management system into the organization
- M. You then list a set of business goals together with the Architecture Board that will be a reference to the enterprise architecture program.

Answer: C

NEW QUESTION 3

Scenario:

Please read this scenario prior to answering the Question

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

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

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

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

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

Refer to the Scenario

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

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

- A. You recommend that each project architecture activity is developed using a consistent modeling approach that is uniform across all architecture projects
- B. 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
- D. This report should summarize the key features of the architecture with respect to the particular location
- E. Each of these reports should reflect the stakeholders' requirements.

- F. 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 regulation
- G. Stakeholders should then view the models to verify that their concerns have been properly addressed.
- H. You recommend that a stakeholder map be developed
- I. This will allow the architects to define groups of stakeholders that share common concern
- J. A set of views should be defined to address the concerns for each group of stakeholder
- K. Architecture models should then be created for each view to address the stakeholders' concerns.

Answer: D

NEW QUESTION 4

Scenario: AutoComp Corporation

AutoComp Corporation produces components for the Car industry. Driven by the global financial downturn they are looking to reduce IT costs. They believe there is a cost saving opportunity within IT but this is not quantified in terms of potential savings nor is there agreed target architecture.

Final decisions on the solutions are not yet fully agreed. They have completed their Vision Phase and first pass of the three architecture definition phases and now they want to finalize and plan their solutions. You are the Chief Architect from a consulting organization brought into review the work to date by AutoComp Corporation and to make recommendations to the CIO and the board on this.

Which of the following answers best describes how TOGAF recommends in this context?

- A. I would determine the business value of each solution, prioritize accordingly each set of solutions, conduct detailed Risk Assessment and Mitigation, do Compliance reviews and then implement the solution
- B. I would present my recommendations to the board for agreement
- C. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.
- D. I would after confirming Enterprise Change Attributes and constraints, do a Consolidated Gap Analysis then dependencies, then group and allocate the transition
- E. I would also assess Enterprise readiness and risks. Then I would also assess the business value of the solutions, do risk analysis with mitigation and then schedule the work products.
- F. I would do a Consolidated Gap Analysis by considering then dependencies, then group and allocate the transition
- G. I would then look to produce artifacts that describe the recommended projects, the risk, issues and dependencies
- H. This would also include transition architects to move us from current architecture to the recommended target architecture
- I. I would present my recommendations to the board for agreement
- J. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.
- K. I would look at the corporate culture and attitude to change, understand the constraints such as cost and the required time horizon
- L. I would then look at the architecture work to ensure it is complete and seek to address any gap
- M. I would review the functional requirements and ensure there are complete interoperability requirements
- N. I would then validate any dependencies and risk
- O. Then formulate an implementation and migration strategy identifies major work packages and the transition architecture requires
- P. Finally, once agreement is reached with the board I will create project charters and re-factor any changes needed from the board discussion into the architecture.

Answer: D

NEW QUESTION 5

Scenario:

Please read this scenario prior to answering the question

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

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

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

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

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

Board approved the plan for immediate implementation at each plant.

Architecture Contracts have been developed that detail the work needed to implement and deploy the new Automated Test System controller for each location.

The Chief Engineer, sponsor of the activity, has expressed concern that a uniform process be employed at each location to ensure consistency.

Refer to the Scenario

You have been asked to recommend the best approach to address the Chief Engineer's concern.

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

- A. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management
- B. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract. You schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition
- C. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- D. You create an Architecture Contract to manage and govern the implementation and migration process at each location
- E. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organization
- F. For contracts issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- G. You create an Architecture Contract to manage and govern the implementation and migration process
- H. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- I. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.

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

Answer: A

NEW QUESTION 6

Scenario: MegaMart

Case Study Title (Case Study):

MegaMart is a Retail Chain which has expanded throughout India and the Far East. The CEO and CIO decide that there is a crying need to put an Enterprise Architecture in

place to realize MegaMart's strategy to expand its revenue and diversify. The CIO has evaluated and decided to go in for TOGAF9 and adapt it to his enterprise requirements.

The Preliminary and Vision Phase have been completed.

As such very few architectural artifacts exist and the target architecture as of now is not very clear. As the Lead Architect how would you guide your team of architects for the Business Architecture definition?

- A. In the first iteration start with the definition of the Target Business Architecture using a Top down Approach. Then keep on iterating in Phase B till the Target Business Architecture is refined before going to Phase C and Phase
- B. After Phase C and Phase D are over, iterate again to Phase B and define the baseline Business Architecture, analyze the gaps finalize the Architecture Definitions documents and proceed to Phase C and Phase D.
- C. In the first iteration start with the definition of the Baseline Business Architecture using a Top Down approach
- D. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholder
- E. Then proceed to Phase C and Phase
- F. In the next iteration finalize the Target Business Architecture and proceed to Phase C and Phase D.
- G. In the first iteration start with the definition of the Baseline Business Architecture using a Bottom Up approach
- H. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders'. Proceed to Phase C and Phase
- I. In the next iteration finalize the Target Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition document
- J. after analyzing the impacts and reviewing with the stakeholder
- K. Then proceed with the iteration.
- L. In the first iteration start with the definition of the Target Business Architecture using a Top Down approach
- M. Define the Architecture Definition document after analyzing the impacts and reviewing with the stakeholders proceed to Phase C and Phase
- N. In the next iteration finalize the Baseline Business Architecture, determine the gaps and the roadmap, and the impact and update the Architecture Definition document
- O. After analyzing the impacts and reviewing with the stakeholder
- P. Then proceed with the iteration.

Answer: C

NEW QUESTION 7

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 stakeholder
- B. 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.
- C. 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
- D. Based on the findings from the research, the team should define a preliminary Architecture Vision
- E. The team should then use that model to build consensus among the key stakeholders.
- F. The team should use stakeholder analysis to understand who has concerns about the initiative
- G. The team should then hold a series of interviews at each of the manufacturing plants using the business scenario technique
- H. This will then enable them to identify and document the key high-level stakeholder requirements for the architecture.
- I. 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 stakeholder

J. Based on the findings of that pilot project, a complete set of retirements will be developed that will drive the evolution of the architecture.

Answer: C

NEW QUESTION 8

Scenario:

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for the enterprise architecture team at the prime contractor for the Dreadnought Unmanned Aircraft System program. Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. The decision has been made to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program. TOGAF 9 Is used for internal Enterprise Architecture activities, with an iterative approach for executing Architecture Development Method (ADM) projects. At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch. The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems.

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

The Information Systems Architectures must address stakeholder concerns such as:

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

[Note: You may need to refer to TOGAF 9 Chapter 35 in order to answer this question.]

You have been asked to identify the most appropriate catalogs, matrices, and diagrams for this situation.

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

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

Answer: C

NEW QUESTION 9

Dante Manufacturing is a big supplier in the automotive industry, head quarter in London with main plants in New York, Milan, Toronto and Tokio. Each one of these plants has been operating its own Manufacturing Requirements Planning (MRP II) system, production scheduling and custom applications for production automation. Dante's objective is to minimize waste production improving production operations. During an analysis of the process improvements was determined that a significant improvement on waste production could be achieved replacing the outdated MRPII system with a common Enterprise Resource Planning (ERP) located in London. Dante has well-developed governance and processes based on TOGAF 9. The Chief Engineer of Global Manufacturing operations is the business sponsor and issued a Request for Architectural Work. The architectural activity for the implementation of the new ERP platform is kicked off and the architectural vision is produced. Some concerns on the security, reliability, responsibility and time to manage change of driving the MRP II and production scheduling by a central system located in London are raised by the team of architects working on the project and by senior management of the various organizations. These last in particular, stressed the need to align the information management with the business.

Refer to the scenario above As Lead Architect you have been asked to update the IT architectural principles to address the concerns raised by the project stakeholders and the senior management. According to TOGAF 9 (assuming the enterprise is using the example set of principles in TOGAF 9 Section 23.6), which of the following is the best answer?

Choose one of the following answers

- A. Common Use Applications, Data is Shared, Data is Accessible, Data is Secure, Interoperability, Control, Technology Independence.
- B. Business Continuity, Service-Orientation, Data is Shared , Data is Accessible, Data is Secure, Responsive Change Management.
- C. Requirements-Based Change, Ease-of-Use, Data is Normalized.
- D. Information Management is Everybody's business, IT Responsibility, Data Trustee, Technology Independence, Responsive Change Management.

Answer: D

NEW QUESTION 10

SureFlight Air Carrier has received approval for the acquisition of a regional carrier.

To integrate the new acquisition, a TOGAF based enterprise architecture program has been initiated. The CIO sponsors the activity supported by the Chief Architect.

In Phase A within the initial iteration the CIO wants to ensure that the architecture activities are recognized among the various stakeholders of the enterprise.

Refer to the scenario above

You are a consultant supporting the Chief Architect that should explain how to identify and engage the stakeholders at this stage of the program.

Identify the best answer accordingly to the TOGAF 9 guidelines. Choose one of the following answers

- A. Using the business scenarios technique you would identify supporting and not supporting stakeholders. Then you would list the set of viewpoints that are addressing the stakeholder concerns and share these with them.
- B. You first priority is to communicate with the regional carrier stakeholders developing a Communications Plan to share main features and discuss opportunities with them.

- C. You conduct a pilot proof of concept during Phase A to demonstrate the technical feasibility to the stakeholders explaining the approach available from your preferred suppliers.
- D. You identify all the main stakeholders on both the acquired carrier and the rest of the enterpris
- E. Using a stakeholder map, you classify and record their power in relation to this activit
- F. You then focus on implementing the relevant viewpoints that can address the concerns of every main stakeholder identified in the stakeholders map.

Answer: D

NEW QUESTION 10

TotalComms is a telecommunications company formed from the merging of other 2 telecommunication companies. The business operating model has been unified, the TOGAF 9 Architecture Board approved the outline Implementation and Migration Plan the detailed migration planning must know be approved. Your help is needed to work on the migration planning with all the key stakeholders to achieve an agreement.

Refer to the scenario above

You are the Lead Architect asked to describe accordingly to TOGAF 9 the best way to address the following activities:

- ? The way the migration planning is conducted.
- ? What is going to be implemented.
- ? The stakeholders involved in the implementation.
- ? The definition of the deliverables to use

Choose one of the following answers

- A. The Chief Architect will conduct the Migration planning and then share it with the other domain architects. The migration plan will be formed by a list of projects, their priority, their costs and a recommendation on how to procee
- B. After the plan is shared with the Architectural Board members and any observation that may raise incorporated in the plan, any individual project will go in front of the board for the approval for resources for the next project incremen
- C. A GANT chart will be included to be used as a roadmap.
- D. The Migration planning will be conducted as a series of steps: confirming and then coordinating the corporate management frameworks involved; establishing clear business value for the deliverables; creating detailed resource estimates for the work to do; define priority of the work, sequence and then the Transition Architecture
- E. After this, an Implementation and Migration Plan can be confirme
- F. The Portfolio Management, Operations Management and Business Planning teams should be involved in the implementation of the major deliverable
- G. Once these have been completed, regular meetings will be done to enable the architecture to be kept up-to-date.
- H. Implementation and Migration Strategy will be used to define project plans focusing on scope, time and budge
- I. The business value of each project is assessed and Project Managers will prepare submissions to the IT governance Board to ask for their funding and the Lead Architect will be active part of the boar
- J. The collection of project roadmaps and plans will be used to detail the EA Implementation and Migration Plan.
- K. This step will be conducted by the Enterprise Architecture team involving Business, Application, Data, Technology, and Security architect
- L. They will implement the Transition Architectures and together will prioritize a list of activities and include the Architecture Building Blocks in an Implementation and Migration Plan and Roadma
- M. After this, the comments on the deliverables shared with lines of business and the members of the Executive Board are integrated, this to enable the funding on the Enterprise Architecture work.

Answer: B

NEW QUESTION 13

Scenario: Eight Twelve

Eight Twelve has retail outlets throughout North America. An Enterprise Architecture practice already exists in Eight Twelve. Now the CEO and CIO decide that they want to use TOGAF9 to re-architect their Enterprise Architecture to cater to the changing strategies of Eight Twelve to better respond to the changes in the economic and technology environments.

Some of the key issues which need to be addressed in this re-architecting work are:

1. Since Eight Twelve's retail chain operate 24 hours a day and are expanding to South America and Europe, the retail chain business ecosystem should be able to withstand any unforeseen disruptions which might affect the chain's day to day operations. This is highly critical to ensure high levels of customer satisfaction and thus maintaining and enhancing Eight Twelve's revenue chain.
2. Dependency between the application components, which are the nerve centers to Eight Twelve's sophisticated range of services both external and internal, and the application platform and technology infrastructure should be minimal. This would facilitate scalability and ease of enhancement of the service offerings.
3. Eight Twelve uses the ARTS Data Model and the quality of data is of utmost importance for its operation.
4. Users of the Enterprise Information ecosystem should have an environment which is able to cater to their needs without any undue delays.

Which one of the following set of Architecture Principles do you feel is the most appropriate for these guidelines stated above for the TOGAF 9 architecting work which Eight Twelve is embarking on?

- A. a) Maximize Benefit to the Enterprise b).Data Trusteec) Service Orientationd) Responsive Change Management
- B. a) Business Continuity b).Data is an Assetc) Data is Sharedd) Requirements Based Change
- C. a) Maximize Benefit to the Enterprise b).Data is an Assetc) Data is Sharedd) Requirements Based Change
- D. a) Business Continuity b).Data Trusteec) Technology Independenced) Responsive Change Management

Answer: D

NEW QUESTION 17

Scenario: Vittronics Ltd.

Please read this scenario prior to answering the question

Vittronics Ltd. is a leading medical device manufacturer in the highly competitive market for Migraine Headache Pain Management (MHPM) devices. These tiny wireless devices are implanted in the brain and can deliver a precise electric shock when the wearable Pain Control Unit (PCU) detects an increase in stress induced by the onset of a migraine headache.

This technology will be a breakthrough in the treatment of this condition, and several competitors are striving to be the first to introduce a product into the market. However, all of them must demonstrate the effectiveness and safety of their products in a set of clinical trials that will satisfy the regulatory requirements of the countries in the target markets.

The Enterprise Architecture group at Vittronics has been engaged in an architecture development project to create a Secure Private Immersive Collaborative Environment (SPICE) that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials.

The Vittronics Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. They have recently upgraded to TOGAF 9. The Vittronics Architecture Development Method (VADM) is strictly based on the TOGAF 9 Architecture Development Method (ADM) with extensions required to support current good manufacturing practices and good laboratory practices in their target markets.

The SPICE project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Due to the highly sensitive nature of the information that is managed in SPICE, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain. A corresponding SPICE Security Architecture has been defined.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity.

Refer to the Vittronics Ltd Scenario:

You are serving as the Lead Architect for the SPICE project team.

As required by TOGAF, the SPICE project team res completed a Business Transformation Readiness Assessment in Phase A (Architecture Vision). In that assessment, it was determined that there are risks associated with the adoption of the Immersive Collaborative Environment. Despite a clear expression of the vision and the business need for utilizing SPICE to accelerate the clinical trials, the researchers have been resisting the change because of concerns about safeguarding individually identifiable information about the subjects who were participating in the trials.

You have been asked to recommend how this situation be managed in the implementation planning phases.

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

- A. You decide that in Phase E, the team creates an overall solutions strategy that can guide the Target Architecture implementation and structure the Transition Architecture
- B. You check that there is consensus before proceeding.
- C. You decide to return to Phase A, where the team should brainstorm a technical solution that mitigates the residual risks presented by the privacy issu
- D. Then, during Phase D, you will direct the team to develop an Architecture Building Block to manage the security risk
- E. After that, the team should select Solution Building Blocks that mitigate all of the identified risks and revise the Requirements Impact Statement to reflect the changes to the high-level solutions strategy and migration plan.
- F. You decide that in Phase E, the team review the Business Transformation Readiness Assessment and identify, classify, and mitigate the risks associated with the identified readiness factor
- G. If the risks can be satisfactorily mitigated, then you would continue to define a high-level solutions strategy that includes the Transition Architectures needed to make the change culturally and technically feasible.
- H. You decide that in Phase E, the team determines an approach to implementing an overall strategic direction that will address and mitigate the risks identified.

Answer: B

NEW QUESTION 22

Worldwide Mobile is a mobile telecommunications company formed through a series of mergers and acquisitions. They are yet to fully integrate the customer service systems for the most recent acquisitions, and as result, customer service has been a major concern for the Chief Technology Officer.

Results for the last two quarters have shown that Average Revenue Per User (ARPU) and the customer retention (Churn) rate have fallen below the industry average. The Corporate Marketing group has published some new finding about customer satisfaction. The customers appear to be switching to Air Light, a competitor, because of superior customer service. WorldwideMobile actually has better coverage in nearly all markets than Air Light, and good roaming agreement that keep rates low for business travellers. But customer satisfaction has remained low.

The Business Strategy group and the Enterprise Architecture group have conducted a high-level project to develop the enterprise-wide strategic plan. They have developed a business scenario which contains a good conceptual model of what needs to be done and also identifies the key requirements. This was used in preparing the proposal presented to the Executive Council and the Corporate Board.

The planning for the program has been underway for several months. WorldwideMobile has selected TOGAF 9 as the basis for its Enterprise Architecture.

The Corporate Board has approved funding for a multi-million Euro conversion to transition to a packaged Customer Service System. It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation. The Executive Council has stated that the program should define specific initiatives to enable each regional business units to create an implementation of the Customer Service System. The implementation must meet the needs of the business unit and still provide the information needed to enable major improvements to the customer.

Refer to WorldwideMobile-2 Scenario

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

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

The project team has gathered information about the self-service capability, developed a business scenario, and used the results to define an Architecture Vision for achieving the capability.

You have been asked to recommend the course of action to complete the project. Based on TOGAF 9, which of the following is best answer?

- A. In the remaining architecture definition phases, the project team should map out the capability in the Technology domai
- B. In the Phases E and F, the capability should be broken down into a set of Solution Building Blocks that define the Target Architectur
- C. Where possible, the Solution Building Blocks should be drawn from the Architecture Repositor
- D. The completed Architecture Definition Document and the Implementation and Migration Plan will be submitted for approva
- E. Upon approval, the architecture team will conduct Compliance Assessments to ensure that the Target Architecture is properly implemented.
- F. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information System and Technology domain
- G. In the Phases E and F, the capability should be broken down into a set of increments that are sequenced into Transition Architectures that will lead to the realization of the Target Architectur
- H. The resulting Solution Building Blocks will then provide the basis for the capability increment solution
- I. The complete Architecture Definition Document and the Implementation and Migration Plan will be submitted for approva
- J. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conduction Compliance Assessments.
- K. In the remaining architecture definition phases, the project team should map out the capability across the Business, Information System and Technology domain
- L. In the Phases E and F, the capability should be broken down into a set of increments that defines the Target Architectur
- M. The Solution Building Blocks will provide the basis for the capability increment solution
- N. The complete Architecture Definition Document and the Implementation and Migration Plan will be submitted for approva
- O. Upon approval, the architecture team will oversee the implementation process through monitoring Architecture Contracts and by conducting Compliance Assessments.
- P. The remaining architecture definition work should be focused on mapping out the technology and infrastructure capability in the Technology domai
- Q. In Phases E and F, the capability should be broken down into a set of Solution Building Blocks that will be implemented to realize the Target Architectur
- R. The Solution Building Blocks will provide the basis for the completed Architecture Definition Document that will be submitted for approva
- S. Upon approval, the implementation team will conduct Compliance Assessments to ensure that the self-service capability is compliant with the overall Enterprise Architecture.

Answer: B

NEW QUESTION 24

UTrack Transports is a strong UK logistics company. The head of the strategic marketing division engaged the Principal Architect issuing a Request for architectural work to design an enhancement of the current Enterprise Data Warehouse system. An enhancement is needed to support the change in the business model; UTrack wants to leverage on customer data collected during business as usual activities and anonymize them to offer marketing agencies a fresh and accessible source of analytics data, this will increase the company revenues.

TOGAF 9 is the architectural framework in use.

Refer to the scenario above The Principal Architect has decided to ask you as Business Intelligence Subject Matter Expert to design the Data Architecture. The Chief Architect shared with you the Architecture Definition Document including the Business Architecture design. You now need to choose the artifacts you want to produce as part of the Data Architecture design. Identify the best answer accordingly to the TOGAF 9.

Choose one of the following answers

- A. You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are store
- B. You then classify what the data source are and the relationship with the data entities via a System/Data Matri
- C. You finally identify common data requirements using a Data Lifecycle Diagram.
- D. You first list the data used across the enterprise using a Data Entity/Data Component Matrix, including data entities and also the data components where data entities are store
- E. You then classify what the data source are and the relationship with the data entities via a Role/System Catalo
- F. You finally identify common data requirements using a Data Use Case Diagram.
- G. You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are store
- H. You then classify what the data source are and the relationship with the data entities via a System/Data Matrix.
- I. You first list the data used across the enterprise using a Data Entity/Data Component Catalog, including data entities and also the data components where data entities are store
- J. You then assign ownership of data entities to the organization via a System/Data Matrix.

Answer: A

NEW QUESTION 26

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