

## OG0-093 Dumps

### OG0-093 TOGAF 9 Combined Part 1 and Part 2

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**NEW QUESTION 1**

- (Exam Topic 1)

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

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

**Answer: C**

**NEW QUESTION 2**

- (Exam Topic 1)

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

**Answer: C**

**Explanation:**

Reference

<http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap12.html>

**NEW QUESTION 3**

- (Exam Topic 1)

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

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

**Answer: A**

**NEW QUESTION 4**

- (Exam Topic 1)

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

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

**Answer: D**

**NEW QUESTION 5**

- (Exam Topic 1)

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

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

**Answer: C**

**NEW QUESTION 6**

- (Exam Topic 1)

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

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

**Answer: E**

**NEW QUESTION 7**

- (Exam Topic 1)

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

**Answer: B**

**Explanation:**

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

**NEW QUESTION 8**

- (Exam Topic 1)

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

**Answer: C**

**NEW QUESTION 9**

- (Exam Topic 1)

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

**Answer: D**

**NEW QUESTION 10**

- (Exam Topic 1)

Complete the sentence. During the implementation of an architecture, if the original Architecture Definition and requirements are not suitable, a \_\_\_\_\_ may be submitted to initiate further architecture work.

- A. Capability Assessment
- B. Change Request
- C. Requirements Impact Analysis
- D. Statement of Architecture Work

**Answer: B**

**NEW QUESTION 10**

- (Exam Topic 1)

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

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

**Answer: B**

**NEW QUESTION 11**

- (Exam Topic 1)

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

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

**Answer: D**

**NEW QUESTION 12**

- (Exam Topic 1)

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

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

**Answer:** A

**NEW QUESTION 17**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 19**

- (Exam Topic 1)

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

**Answer:** D

**NEW QUESTION 24**

- (Exam Topic 1)

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

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

**Answer:** B

**NEW QUESTION 26**

- (Exam Topic 1)

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

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

**Answer:** B

**NEW QUESTION 31**

- (Exam Topic 1)

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

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

**Answer:** E

**NEW QUESTION 36**

- (Exam Topic 1)

An ADM cycle can be used to establish an Architecture Capability within an organization. Which architecture produced in such a cycle would describe the architecture processes and organization structure?

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

**Answer:** A

**Explanation:**

Reference <https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap18.html>

**NEW QUESTION 37**

- (Exam Topic 1)

Which ADM phase provides architectural oversight of the implementation?

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

**Answer:** D

**NEW QUESTION 39**

- (Exam Topic 1)

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

**Answer:** B

**NEW QUESTION 42**

- (Exam Topic 1)

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

**Answer:** A

**NEW QUESTION 46**

- (Exam Topic 1)

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

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

**Answer:** D

**NEW QUESTION 49**

- (Exam Topic 1)

Which of the following does the TOGAF document describe as the risk categorization prior to determining and implementing mitigating actions?

- A. The critical level of risk
- B. The initial level of risk
- C. The intermediate level of risk
- D. The mitigated level of risk
- E. The residual level of risk

**Answer:** B

**NEW QUESTION 51**

- (Exam Topic 1)

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

**Answer:** B

**NEW QUESTION 53**

- (Exam Topic 1)

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

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

**Answer:** E

**NEW QUESTION 55**

- (Exam Topic 1)

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

**Answer:** A

**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>

**NEW QUESTION 56**

- (Exam Topic 1)

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

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

**Answer:** B

**NEW QUESTION 61**

- (Exam Topic 1)

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

**Answer:** D

**NEW QUESTION 62**

- (Exam Topic 1)

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

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

**Answer:** A

**NEW QUESTION 66**

- (Exam Topic 1)

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

**Answer:** E

**Explanation:**

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

**NEW QUESTION 67**

- (Exam Topic 1)

In Phases B, C, and D of the ADM cycle the first step defined is to select reference models, viewpoints, and tools. Which of the following is the next step in each of these phases?

- A. Conduct formal stakeholder review
- B. Create Architecture Definition Document
- C. Develop Baseline Architecture
- D. Perform gap analysis
- E. Resolve impacts across the Architecture Landscape

**Answer: C**

**NEW QUESTION 68**

- (Exam Topic 1)

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

**Answer: B**

**NEW QUESTION 70**

- (Exam Topic 1)

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

**Answer: B**

**NEW QUESTION 74**

- (Exam Topic 1)

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

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

**Answer: D**

**NEW QUESTION 76**

- (Exam Topic 1)

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

**Answer: A**

**NEW QUESTION 79**

- (Exam Topic 1)

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

**Answer: B**

**NEW QUESTION 83**

- (Exam Topic 1)

Complete the sentence. The practice by which the enterprise architecture is managed and controlled at an enterprise level is known as \_\_\_\_\_ .

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

**Answer:** A

**NEW QUESTION 86**

- (Exam Topic 1)

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

**Answer:** C

**NEW QUESTION 91**

- (Exam Topic 1)

Complete the sentence. A set of architecture principles that cover every situation perceived throughout the enterprise meet the recommended criteria of \_\_\_\_\_.

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

**Answer:** A

**NEW QUESTION 95**

- (Exam Topic 1)

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

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

**Answer:** B

**NEW QUESTION 97**

- (Exam Topic 1)

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

**Answer:** A

**NEW QUESTION 101**

- (Exam Topic 1)

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 102**

- (Exam Topic 1)

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

**Answer:** A

**NEW QUESTION 104**

- (Exam Topic 1)

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

**Answer:** B

**NEW QUESTION 109**

- (Exam Topic 1)

According to TOGAF, which of the following types of architecture has major characteristics that include open system standards and general building blocks?

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

**Answer:** B

**NEW QUESTION 110**

- (Exam Topic 1)

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

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

**Answer:** D

**NEW QUESTION 113**

- (Exam Topic 1)

Why does the TOGAF standard recommend that the Business Architecture be developed first?

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

**Answer:** C

**Explanation:**

Reference

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

**NEW QUESTION 117**

- (Exam Topic 1)

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

**Answer:** E

**NEW QUESTION 120**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 125**

- (Exam Topic 1)

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

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

**Answer:** A

**Explanation:**

Reference

<http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap14.html>

**NEW QUESTION 127**

- (Exam Topic 1)

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

**Answer:** A

**NEW QUESTION 131**

- (Exam Topic 1)

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

**Answer:** C

**NEW QUESTION 134**

- (Exam Topic 1)

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

**Answer:** B

**Explanation:**

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

**NEW QUESTION 139**

- (Exam Topic 1)

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

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

**Answer:** D

**NEW QUESTION 141**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 144**

- (Exam Topic 1)

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

**Answer:** D

**NEW QUESTION 145**

- (Exam Topic 1)

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 150**

- (Exam Topic 1)

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

**Answer:** E

**NEW QUESTION 152**

- (Exam Topic 1)

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

**Answer:** D

**NEW QUESTION 155**

- (Exam Topic 1)

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

**Answer:** A

**NEW QUESTION 156**

- (Exam Topic 1)

Which section of the TOGAF template for defining principles should highlight the requirements for carrying out the principle?

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

**Answer:** A

**NEW QUESTION 160**

- (Exam Topic 1)

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

**Answer:** B

**NEW QUESTION 165**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 170**

- (Exam Topic 1)

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

**Answer:** A

**NEW QUESTION 173**

- (Exam Topic 1)

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

**Answer:** E

**NEW QUESTION 177**

- (Exam Topic 1)

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

**Answer:** E

**NEW QUESTION 178**

- (Exam Topic 1)

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

**Answer:** B

**NEW QUESTION 179**

- (Exam Topic 1)

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

**Answer: C**

**NEW QUESTION 180**

- (Exam Topic 1)

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

**Answer: B**

**NEW QUESTION 181**

- (Exam Topic 1)

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

**Answer: E**

**NEW QUESTION 182**

- (Exam Topic 1)

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

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

**Answer: B**

**NEW QUESTION 187**

- (Exam Topic 1)

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

**Answer: B**

**NEW QUESTION 191**

- (Exam Topic 1)

Complete the sentence. TOGAF 9 Part III provides a set of resources that can be used to adapt and modify the \_\_\_\_\_.

- A. Architecture Capability
- B. Architecture Development Method
- C. Architecture Landscape
- D. Architecture Repository
- E. Enterprise Continuum

**Answer: B**

**NEW QUESTION 193**

- (Exam Topic 1)

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

- A. Architecture Contract
- B. Architecture Definition Document

- C. Architecture Vision
- D. Request for Architecture Work
- E. Statement of Architecture Work

**Answer: D**

**NEW QUESTION 196**

- (Exam Topic 1)

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

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

**Answer: B**

**NEW QUESTION 200**

- (Exam Topic 1)

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

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

**Answer: B**

**NEW QUESTION 201**

- (Exam Topic 1)

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

**Answer: D**

**NEW QUESTION 205**

- (Exam Topic 1)

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

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

**Answer: A**

**NEW QUESTION 210**

- (Exam Topic 1)

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

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

**Answer: E**

**NEW QUESTION 212**

- (Exam Topic 1)

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

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

**Answer: C**

**NEW QUESTION 214**

- (Exam Topic 1)

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

**Answer: C**

**NEW QUESTION 217**

- (Exam Topic 1)

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

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

**Answer: D**

**NEW QUESTION 221**

- (Exam Topic 1)

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

**Answer: E**

**NEW QUESTION 223**

- (Exam Topic 1)

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

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

**Answer: E**

**NEW QUESTION 227**

- (Exam Topic 1)

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

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

**Answer: C**

**NEW QUESTION 228**

- (Exam Topic 1)

Which of the following is described by the TOGAF Architecture Content Framework as a type of artifact that shows lists of things?

- A. Building Block
- B. Catalog
- C. Diagram
- D. Matrix
- E. Deliverable

**Answer: B**

**NEW QUESTION 233**

- (Exam Topic 1)

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

**Answer:** A

**NEW QUESTION 236**

- (Exam Topic 1)

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 categorization 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

**Answer:** A

**NEW QUESTION 237**

- (Exam Topic 1)

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

**Answer:** A

**NEW QUESTION 240**

- (Exam Topic 1)

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

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

**Answer:** D

**NEW QUESTION 245**

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

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

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

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

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

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

Refer to the Scenario

You are the Lead Architect for this activity.

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

- A. You create an Architecture Contract to manage and govern the implementation and migration proces
- B. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
- C. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization. You recommend that if a deviation from the contract is detected, the Manufacturing Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local need
- D. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.
- E. You create an Architecture Contract to manage and govern the implementation and migration proces
- F. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
- G. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Manufacturing Architecture Board grant a dispensation ID allow the implementation organization the ability to customize the process to meet their local needs.

- H. You create an Architecture Contract to manage and govern the implementation and migration process
- I. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- J. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization. You ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- K. You create an Architecture Contract to govern the implementation and migration process at each site
- L. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- M. You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management
- N. You then schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition
- O. Based on the results, you ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

**Answer: D**

**Explanation:**

Incorrect:

Not C: correct, but missing contract see 49.2.2.. Note:

\* Dispensations

A dispensation is used as the mechanism to request a change to the existing architectures, contracts, principles, etc. outside of normal operating parameters; e.g., exclude provision of service to a subsidiary, request for unusual service levels for specific business reasons, deploy non-standard technology or products to support specific business initiatives.

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

**NEW QUESTION 249**

- (Exam Topic 2)

Which of the following types of architecture defines technology standards for building blocks and reflects general computing requirements?

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

**Answer: C**

**NEW QUESTION 250**

- (Exam Topic 2)

According to the TOGAF Document Categorization Model, which category describes a technique that is referenced by processes categorized as TOGAF Core and TOGAF Mandated?

- A. TOGAF Guidelines and Techniques
- B. TOGAF Recommended
- C. TOGAF Supporting
- D. TOGAF Extension

**Answer: B**

**NEW QUESTION 253**

- (Exam Topic 2)

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

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

**Answer: B**

**NEW QUESTION 256**

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the question

You are serving as the Lead Enterprise Architect for a chain of convenience stores. The stores operate 24 hours a day and 7 days a week and use cloud-based point-of-sale (POS) technology to manage their sales and inventory. Cloud-based POS systems store all user data, including sales and inventory in a remote server.

The cloud-based systems collect real-time data to support ordering and product selection decisions including the tailoring of product assortment based on sales history, customer demographics as well as the next day's weather forecast. In many cases, several stores are located in neighboring areas. This strategy makes distribution to each store cheaper, as well as making multiple deliveries per day possible. The stores also act as self-service delivery locations for a large online retailer which further increases the number of potential customers entering the stores.

An Enterprise Architecture practice exists within the company, with the CEO and CIO as joint sponsors. They have decided to adopt TOGAF standard within the practice and the first project is to restructure the Enterprise Architecture so that it can better support the existing environment and accommodate future changes of strategy within the company.

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

- ▶ They need to address problems with data quality and inconsistent data in order to support better decision making and analysis.
- ▶ The architecture should focus on the needs of the business, not technology
- ▶ To remain competitive, new products and promotions must undergo market trials before deployment across the retail chain. Information systems must be able to manage changes and updates without undue delays.

[Note: You should assume that the company has adopted the example set of principles that are listed and defined in TOGAF standard, Architecture Principles chapter. You may need to refer to the Architecture Principles chapter, section 20.6 (located in Part III) within the reference text in order to answer this question.] You have been asked to identify the most relevant architecture principles for the current situation. Based on the TOGAF standard, which of the following is the best answer? [Note: The ordering of the principles listed in each answer is not significant.]

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

**Answer: C**

#### NEW QUESTION 261

- (Exam Topic 2)

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

**Answer: C**

#### NEW QUESTION 266

- (Exam Topic 2)

In TOGAF, what is the difference between an artifact and a deliverable?

- A. An artifact contains one or more deliverables
- B. Artifacts and deliverables are synonymous; there is no difference between them
- C. Deliverables are prepared by the Project Manager, whereas artifacts are defined by the Architect
- D. Deliverables are reusable, whereas artifacts are unique to a given architecture project
- E. Deliverables are specified as contractual outputs from a project, whereas artifacts are not

**Answer: E**

#### NEW QUESTION 269

- (Exam Topic 2)

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

- A. Business scenario
- B. Impact analysis
- C. Mission statement
- D. Requirements analysis
- E. Solution architecture

**Answer: A**

#### NEW QUESTION 274

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

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

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

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

- \* 1. What groups of people should be involved in supply chain management-related business processes?
- \* 2. What non-supply chain management applications will need to be integrated with the new supply chain management applications?
- \* 3. What data will need to be shared? Refer to the Scenario

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

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

- A. In the next iteration of Architecture development, you would describe the Baseline Business Architecture with a Value Chain diagram and a Baseline Business Process catalog

- B. You would describe the Baseline Data Architecture with a Data diagram
- C. You would describe the Baseline Application Architecture with an Environment and Location diagram.
- D. In the next iteration of Architecture development, you would describe the Target Business Architecture with an Organization/Actor catalog, a Business Service/Function catalog and Data Lifecycle diagram
- E. You would describe the Target Application Architecture with an Application Interaction matrix and Application Communications diagrams.
- F. You would describe the Baseline Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog and a Data Entity/Business Function matrix
- G. You would describe the Baseline Data Architecture using a Data Entity/Data Component catalog
- H. You would describe the Baseline Application Architecture with an Application/Function matrix.
- I. You would describe the Target Business Architecture with a Business Service/Function catalog, and a Business Interaction matrix
- J. You would describe the Target Data Architecture with a Data Entity/Business Function matrix and an Application/Data matrix
- K. You would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix.

**Answer: B**

**NEW QUESTION 278**

- (Exam Topic 2)

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

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

**Answer: A**

**NEW QUESTION 282**

- (Exam Topic 2)

Which of the following best describes an architectural change categorized as a re-architecting change?

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

**Answer: B**

**NEW QUESTION 286**

- (Exam Topic 2)

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

- A. Architecture view
- B. Architecture viewpoint
- C. Diagram
- D. Matrix
- E. Catalog

**Answer: A**

**NEW QUESTION 290**

- (Exam Topic 2)

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

**Answer: B**

**NEW QUESTION 295**

- (Exam Topic 2)

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

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

**Answer: A**

**NEW QUESTION 296**

- (Exam Topic 2)

According to TOGAF, who usually initiates a Request for Architecture Work?

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

**Answer:** E

### NEW QUESTION 297

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

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

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

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

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

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

Refer to the Scenario

The Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete. You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan.

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

- A. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increment
- B. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation
- C. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the project
- D. You would then document the lessons learned and generate the final plan.
- E. You would assess how the plan impacts the other frameworks in use in the organization
- F. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management framework
- G. You would then assign a business value to each project, taking into account available resources and priorities for the project
- H. Finally, you would generate the Implementation and Migration Plan.
- I. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contract
- J. The Compliance Assessment should verify that the implementation team is using the proper development methodology
- K. It should include deployment of monitoring tools and ensure that performance targets are being met
- L. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.
- M. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycle
- N. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise
- O. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan
- P. You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.

**Answer:** A

### Explanation:

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

### NEW QUESTION 302

- (Exam Topic 2)

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
- B. Based on that, you assess current trends and apply that to defining a set of principles that embody best practice
- C. You select architecture principles that do not conflict with each other and that should be stable
- D. You ensure that all the principles are realistic and avoid including principles that are obvious.
- E. You examine the mission statements for the company and each of its businesses, together with the corporate value statement

- F. Based on that, you define a set of principles and review with the CI
- G. When developing the principles, you ensure that they actively promote the alignment of IT with the business strategies and initiatives of the company
- H. You then seek the endorsement of the CIO and senior management.
- I. You define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter
- J. You publish the principles on the corporate intranet to ensure widespread acceptance and compliance
- K. 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.
- L. You examine the mission statements for the company and each of its businesses, together with the corporate value statement
- M. Based on that, you work with the Architecture Board to define the principle
- N. When developing the principles, you ensure that they actively promote the alignment of IT with the corporate business strategy
- O. You then hold a series of review meetings with all the relevant stakeholders, including senior management, ensuring their support.

**Answer:** D

**NEW QUESTION 307**

- (Exam Topic 2)

What does the TOGAF standard describe as a structure which can be used for developing a broad range of architectures?

- A. Architecture Viewpoint
- B. Work Package
- C. Metamodel
- D. Architecture Framework
- E. Deliverable

**Answer:** D

**Explanation:**

References:

**NEW QUESTION 310**

- (Exam Topic 2)

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

**Answer:** D

**NEW QUESTION 311**

- (Exam Topic 2)

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

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

**Answer:** B

**NEW QUESTION 314**

- (Exam Topic 2)

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

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

**Answer:** D

**NEW QUESTION 319**

- (Exam Topic 2)

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

**Answer:** D

**NEW QUESTION 323**

- (Exam Topic 2)

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

**Answer: B**

**NEW QUESTION 327**

- (Exam Topic 2)

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

**Answer: D**

**NEW QUESTION 331**

- (Exam Topic 2)

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 multinational oil and gas corporation. It is organized into two major business groupings:

-Upstream operations which include exploration for crude oil and natural gas and operating the infrastructure necessary to deliver oil and gas to the market.

-Downstream operations which include the manufacturing, distribution and marketing activities for oil products and chemicals

Safety is a priority for the company, with the aim to ensure it causes zero harm to people and the environment. The company has to satisfy the regulatory requirements of each of the countries it operates in.

The downstream business generates a third of the company's profits worldwide and includes more than 30,000 petrol stations and various oil refineries. In some countries it also includes oil refining, a retail station network, lubricants manufacture and marketing, industrial fuel and lubricants sales. The practice for the downstream business has been to operate locally managed by local "operating companies".

The Governing Board is concerned about the risk posed by operating in this complex global environment with a large part of the downstream business represented by local operating companies. 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, and has mandated the use of the TOGAF standard as the framework. He has requested to be informed about the status of downstream operations that could impact regulatory compliance. He also wants the corporate legal staff and auditors to analyze all proposed new downstream operations to ensure that they are within the legal guidelines for each country. In addition, the local operating companies should be able to see that the architecture is appropriate for their needs.

The architecture project team has worked within the sponsor to complete a detailed Request for Architecture Work providing the high level project description. As the project commences the next phase, the necessary approvals from corporate and line management have been .....

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 local operating companies.

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

- A. 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
- B. A formal review should be held with the stakeholders to verify that their concerns have been properly addressed by the models.
- C. You recommend that an analysis of the stakeholders is undertaken, including development of a Stakeholder Map
- D. This will allow the architectures to define groups of stakeholders who have common concern
- E. The concerns and relevant viewpoints should be defined for each group of stakeholders, and recorded in the Architecture Vision document.
- F. You recommend that the ArchiMate modeling language is used to create a set of models that can be applied uniformly across all architecture project
- G. Each architecture should then be defined based on this fixed set of model
- H. All concerned parties can then examine the models to ensure that their needs have been addressed.
- I. You recommend that a Communications Plan be created to address the powerful and influential stakeholder
- J. This plan should include a report that summarizes the key features of the architecture with respect to each location and reflect the stakeholders' requirement
- K. You will check with each stakeholder that their concerns are being addressed.

**Answer: B**

**NEW QUESTION 335**

- (Exam Topic 2)

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 project
- 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 concerns
- 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: A**

### NEW QUESTION 339

- (Exam Topic 2)

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

**Answer: A**

### NEW QUESTION 342

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are working as a consultant to the Chief Architect at a government agency responsible for securing all government communications and information systems. The agency has recently received funding for a program that will upgrade the reliability and performance of its secure communication systems which provide real-time, highly secure communication of voice, video, and message data to remote locations around the world. The agency has an established enterprise architecture (EA) capability based on TOGAF 9. The Executive Director of the agency is the sponsor of the EA capability.

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

A portion of the program budget has been allocated to conduct 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 Architect 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
- B. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance model
- C. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.
- D. You recommend all of the TOGAF 9 Content Metamodel extensions be incorporated into the Architecture Content Metamodel
- E. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needed to support the performance and measurement objectives linked to these artifacts
- F. 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
- G. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.
- H. 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
- I. 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
- J. The services extension can also be used to map terminology between the business services and the application components.
- K. 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  
L. To accommodate the proper development of this, a Communications Engineering view should be created from the infrastructure extension models of the TOGAF Content Metamodel  
M. This view will allow architects to align the required performance measurement communications across the system.

**Answer: C**

#### NEW QUESTION 345

- (Exam Topic 2)

Which of the following is the architecture domain that describes the logical software and hardware capabilities?

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

**Answer: D**

#### NEW QUESTION 346

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for a chain of convenience stores. The stores operate 24 hours a day and 7 days a week and use cloud-based point-of-sale (POS) technology to manage their sales and inventory.

Cloud-based POS systems store all user data, including sales and inventory in a remote server.

The cloud-based systems collect real-time data to support ordering and product selection decisions including the tailoring of product assortment based on sales history, customer demographics as well as the next day's weather forecast. In many cases, several stores are located in neighboring areas. This strategy makes distribution to each store cheaper, as well as making multiple deliveries per day possible. The stores also act as self-service delivery locations for a large online retailer which further increases the number of potential customers entering the stores.

An Enterprise Architecture practice exists within the company, with the CEO and CIO as joint sponsors. They have decided to adopt TOGAF standard within the practice and the first project is to restructure the Enterprise Architecture so that it can better support the existing environment and accommodate future changes of strategy within the company.

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

- They need to address problems with data quality and inconsistent data in order to support better decision making and analysis.
- The architecture should focus on the needs of the business, not technology
- To remain competitive, new products and promotions must undergo market trials and if these are successful, deployed across the retail chain. Information systems must be able to manage changes and updates without undue delays.

Refer to the Scenario

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

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

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

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

**Answer: B**

#### NEW QUESTION 349

- (Exam Topic 2)

Complete the sentence. In TOGAF, architecture viewpoints represent \_\_\_\_\_

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

**Answer: D**

#### NEW QUESTION 352

- (Exam Topic 2)

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**

**Explanation:**

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

**NEW QUESTION 354**

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

Your role is that of Lead Enterprise Architect for a chain of convenience stores. The chain includes over 15,000 retail outlets throughout the Asia-Pacific region. Each store in the chain is an independently owned and operated franchise. The stores operate 24 hours a day and 7 days a week. Many of the stores have been with the franchise for more than 10 years and still use the original IT systems deployed at that time.

The CEO of the chain has stated his concerns about the inefficiencies of the current systems and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new services to help them compete with other retail outlets and online retailers. This strategy is part of the long-term commitment to enhance the brand image and increase 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 products, and more efficient operations. The stores will also act as delivery and return locations for a large online retailer which will further increase the number of potential customers. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising and new products to specific regions.

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

The Chief Architect engaged the services of a leading 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 decision for the chain to adopt a packaged suite of integrated applications that is tailored to the needs of the franchise has been taken.

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 the target architecture is defined first, followed by transition planning
- B. This is because the vision is well understood and the strategic architecture agree
- C. 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.
- D. You propose that this engagement define the baseline architecture first in order to assess the current infrastructure capacity and capabilities
- E. The initial priority is to understand the problem. Then the focus should be on transition planning and architecture deployment
- F. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
- G. You propose that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy
- H. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement
- I. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.
- J. 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
- K. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

**Answer: A**

**NEW QUESTION 358**

- (Exam Topic 2)

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

**Answer:** A

**NEW QUESTION 360**

- (Exam Topic 2)

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

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

**Answer:** A

**NEW QUESTION 362**

- (Exam Topic 2)

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

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

**Answer:** C

**Explanation:**

Reference

<http://pubs.opengroup.org/architecture/togaf8-doc/arch/chap13.html>

**NEW QUESTION 365**

- (Exam Topic 2)

Which of the following best describes the purpose of an Architecture Definition Document?

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 367**

- (Exam Topic 2)

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

- A. Architecture Principles
- B. Requirement Management
- C. Interoperability Analysis
- D. Business Scenarios
- E. Gap Analysis

**Answer:** A

**NEW QUESTION 370**

- (Exam Topic 2)

Complete the sentence. Actions arising from the Business Transformation Readiness Assessment technique should be incorporated in the \_\_\_\_\_

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

**Answer:** D

**NEW QUESTION 374**

- (Exam Topic 2)

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
- B. This will allow the architects to define groups of stakeholders that share common concern
- C. A set of views should be defined to address the concerns for each group of stakeholder
- D. Architecture models should then be created for each view to address the stakeholders' concerns.
- E. You recommend that each project architecture activity is developed using a consistent modeling approach that is uniform across all architecture project
- F. 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.
- G. You recommend that a special report be created for those groups that have sufficient power and level of interest
- H. This report should summarize the key features of the architecture with respect to the particular location
- I. Each of these reports should reflect the stakeholders' requirements.
- J. 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
- K. Stakeholders should then view the models to verify that their concerns have been properly addressed.

**Answer: A**

#### **NEW QUESTION 378**

- (Exam Topic 2)

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

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

**Answer: A**

#### **NEW QUESTION 380**

- (Exam Topic 2)

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

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

**Answer: B**

#### **NEW QUESTION 384**

- (Exam Topic 2)

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

**Answer: C**

#### **NEW QUESTION 388**

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

With numerous service areas and a large number of diverse engagements in progress at any given time, overall engagement management within the company has become challenging. The company does not want to risk its outstanding reputation or its international certifications and CMM ratings. The company has established an Enterprise Architecture program based on TOGAF 9, sponsored jointly by the Chief Executive Officer and Chief Information Officer. An Architecture Board has been formed comprised of IT staff executives and executives from the major service areas and consulting practice. The Enterprise Architecture (EA) team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The EA team has defined a framework and held workshops with key stakeholders to define a set of architecture principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period. This includes a solution architecture including three distinct transformations. The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from some of the vice presidents across the company that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

Refer to the Scenario

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

- A. The EA team should gather information about potential solutions from the appropriate source
- B. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architecture
- C. A value realization process should then be established to ensure that the concerns raised are addressed.
- D. 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
- E. The EA team should then assess the readiness of the organization to undergo change
- F. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.
- G. The EA team should apply an interoperability analysis to evaluate any potential issues across the Solution Architecture
- H. This should include the development of a matrix showing the interoperability requirement
- I. Once all of the concerns have been resolved, the EA team should finalize the Architecture Roadmap and the Implementation and Migration Plan.
- J. The EA team should apply the Business Transformation Readiness Assessment technique
- K. This will allow the risks associated with the transformations to be identified and mitigated for
- L. It will also identify improvement actions to be worked into the Implementation and Migration Plan
- M. The Business Value Assessment technique should then be used to determine the business value and associated risks for the transformation.

**Answer: D**

#### **NEW QUESTION 393**

- (Exam Topic 2)

According to TOGAF, where should architecture governance artifacts be stored?

- A. In the Integrated Information Infrastructure Reference Model
- B. In the Standards Information Base
- C. In the Foundation Architecture
- D. In the Architecture Repository

**Answer: D**

#### **NEW QUESTION 397**

- (Exam Topic 2)

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

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

**Answer: B**

#### **NEW QUESTION 400**

- (Exam Topic 2)

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

**Answer: E**

#### **NEW QUESTION 402**

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

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

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

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

exist across the lines of business.

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

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the ERP implementation team and the business unit personnel who will be involved

in the migration process. The CIO has also formed a cross-functional Architecture Review Board to oversee and govern the architecture. The company has selected TOGAF 9 as the basis for its Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

Refer to the Scenario

You are serving as the Chief Architect.

You have been asked to recommend the approach to take in the Preliminary Phase to ensure that the Corporate Board's concern is addressed.

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

- A. You evaluate the implications of the Board's concern in terms of regulatory and security policy requirement
- B. You then update the company security policy to reflect the concern, ensuring that this policy is communicated across the organization. You allocate a security architecture team to ensure that security considerations are included in ongoing architecture planning
- C. You then assess the security implications and agreements within the company businesses and their suppliers.
- D. You start by clarifying the intent that the Board has for raising this concern
- E. This enables you to understand the implications of the concern in terms of regulatory requirements and the potential impact on current business goals and objective
- F. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture.
- G. You evaluate the implications of the Board's concern in terms of regulatory requirements and their impact on business goals and objective
- H. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the Board's concern
- I. You allocate a security architect to oversee the implementation of the solution in the ERP system that is being developed.
- J. You evaluate the implications of the Board's concern by examining the potential impacts on business goals and objective
- K. Based on your understanding, you then update the current company security policy to include an emphasis on the Board's concern. In addition, you allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

**Answer: D**

#### **NEW QUESTION 404**

- (Exam Topic 2)

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

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

**Answer: D**

#### **NEW QUESTION 409**

- (Exam Topic 2)

In Phase D of the ADM cycle, if you are following the order of the steps defined and the current step is to perform gap analysis, what is the next step?

- A. Develop Baseline Architecture
- B. Define candidate roadmap components
- C. Create Architecture Definition Document
- D. Resolve impacts across the Architecture Landscape
- E. Conduct formal Stakeholder review

**Answer: B**

#### **Explanation:**

Reference

<http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap12.html>

#### **NEW QUESTION 410**

- (Exam Topic 2)

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

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

**Answer: B**

#### **Explanation:**

Reference <https://www.visual-paradigm.com/guide/togaf/togaf-adm-tutorial/>

#### **NEW QUESTION 415**

- (Exam Topic 2)

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

- A. Guidelines and templates used to create new architectures
- B. Processes to support governance of the Architecture Repository

- C. A description of the organization specific architecture framework and method
- D. Specifications to which architectures must conform
- E. A record of the governance activity across the enterprise

**Answer:** A

**NEW QUESTION 419**

- (Exam Topic 2)

Which pair of the following responses best completes the sentence? Architecture building blocks \_\_\_\_\_, whereas Solution Building blocks \_\_\_\_\_

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

**Answer:** E

**NEW QUESTION 422**

- (Exam Topic 2)

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

- A. Architecture Capability Framework
- B. Architecture Continuum
- C. Architecture Development Method
- D. Architecture Landscape
- E. Architecture Repository

**Answer:** C

**NEW QUESTION 423**

- (Exam Topic 2)

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
- E. A tool for selling the benefits of the proposed capability to stakeholders

**Answer:** E

**NEW QUESTION 424**

- (Exam Topic 2)

Complete the sentence. The key purpose of Gap Analysis is to \_\_\_\_\_

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

**Answer:** B

**NEW QUESTION 428**

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

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

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

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

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

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

Refer to the Scenario

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

One of the earliest initiatives in the Enterprise Architecture program was the definition of a set of architecture principles. These now need to be updated to address the concerns raised.

You have been asked to select a set of principles most appropriate for guiding the team to define a robust solution.

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

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

**Answer: C**

#### NEW QUESTION 430

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

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

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

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

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

The architecture project team has now been formed, and has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits.

Some of the plant managers have expressed concern about the security and reliability of driving their planning and production scheduling from a remote centralized system. The CIO wants to know how these concerns can be addressed. During the initial project team meeting a number of alternative recommendation for how to proceed have been put forward by members of the team.

Refer to the Scenario

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

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

- A. The team should exercise due diligence and carefully research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier list
- B. Based on the findings from the research, the team should define a preliminary Architecture Vision
- C. The team should then use that model to build consensus among the key stakeholders.
- D. The team should identify the individuals and groups within the organization who will contribute to the project in order to understand who has concerns about the initiative
- E. The team should then hold a series of interviews at each of the manufacturing plants using the business scenario technique
- F. This will then enable them to identify and document the key high-level stakeholder requirements for the architecture.
- G. The team should utilize its approved supplier list, and conduct a pilot project that will enable those suppliers to demonstrate potential solutions that will address the concerns of the stakeholder
- H. Based on the findings of that pilot project, a complete set of requirements will be developed that will drive the evolution of the architecture.
- I. The team should perform a shallow architecture development iteration, developing Baseline and Target Architecture for each of the manufacturing plant
- J. This should include development of a set of views corresponding to selected viewpoints that address key concerns of the stakeholder
- K. 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.

**Answer: B**

#### NEW QUESTION 431

- (Exam Topic 2)

TOGAF provides guidelines on how to use the ADM to establish an architecture capability. Which one of the following is NOT a correct guideline?

- A. Use the same approach as with any other capability
- B. Regard the establishment as an ongoing practice
- C. Apply the ADM with the specific vision to establish the practice
- D. Treat the establishment as a one-off project

**Answer: D**

#### NEW QUESTION 434

- (Exam Topic 2)

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

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

**Answer: A**

#### NEW QUESTION 438

- (Exam Topic 2)

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

- A. Phase A
- B. Phase G

- C. Phase E
- D. Phase H
- E. Phase F

**Answer:** E

**Explanation:**

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

**NEW QUESTION 441**

- (Exam Topic 2)

Complete the sentence by selecting the applicable pair of words. According to TOGAF, a/an \_\_\_\_\_ is used to describe the \_\_\_\_\_ of a stakeholder.

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

**Answer:** C

**NEW QUESTION 446**

- (Exam Topic 2)

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

**Answer:** B

**NEW QUESTION 450**

- (Exam Topic 2)

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

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

**Answer:** D

**Explanation:**

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

**NEW QUESTION 453**

- (Exam Topic 2)

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 culture and goals

**Answer:** C

**NEW QUESTION 458**

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