Exam Questions OG0-093

OG0-093 TOGAF 9 Combined Part 1 and Part 2

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NEW QUESTION 1
- (Exam Topic 1)
Which part of TOGAF describes a step-by-step approach to developing an enterprise architecture?

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

Answer: D

NEW QUESTION 2
- (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 3
- (Exam Topic 1)
Which of the following describes the TOGAF classification in Phase H for a simplification change?

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

Answer: C

NEW QUESTION 4
- (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 5
- (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 6
- (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 7
- (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 8
- (Exam Topic 1)
Complete the sentence. The Architecture Landscape is divided into three levels, Strategic Architectures, Segment Architectures and _____.

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

Answer: B

NEW QUESTION 9
- (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 10
- (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 10
- (Exam Topic 1)
In which Phase of the TOGAF ADM are the Architecture Roadmap and the Implementation and Migration Plan integrated with other change activity in the enterprise?

A. PhaseA
B. PhaseD
C. PhaseE
D. PhaseF
E. PhaseG

Answer: D

NEW QUESTION 11
- (Exam Topic 1)
Complete the sentence. The Requirements Management Phase _____.

A. addresses and resolves requirements between ADM phases
B. is a central process that prioritizes requirements for all ADM phases
C. is used to dispose of resolved requirements for all ADM phases
D. generates new requirements and passes them to all ADM phases
E. stores requirements and manages their flow into relevant ADM phases

Answer: E

NEW QUESTION 13
- (Exam Topic 1)
Which section of the TOGAF template for Architecture Principles should highlight the business benefits for adhering to the principle?

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

Answer: C

NEW QUESTION 16
- (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 20
- (Exam Topic 1)
Which one of the following statements about the Requirements Management phase is true?

A. All requirements fed into the phase are prioritized, and those of low priority are deferred until the next iteration of the ADM cycle
B. The phase generates the requirements for a given ADM cycle using the Business Scenario technique
C. The phase manages the flow of requirements, storing them, and feeding them in and out of the relevant ADM phases
D. The phase operates like a waiting room, and all requirements fed in to the phase must be resolved by the end of the current ADM cycle
E. The phase resolves the requirements that are fed into it from the other ADM phases

Answer: C

NEW QUESTION 22
- (Exam Topic 1)
Which of the following best describes a purpose of the Gap Analysis technique?

A. To catch errors in a project architecture early
B. To guide decision making throughout the enterprise
C. To help identify and understand business requirements
D. To highlight shortfalls between the baseline and target architectures
E. To mitigate risk when implementing an architecture project

Answer: D

NEW QUESTION 27
- (Exam Topic 1)
Which component within the Architecture Repository holds best practice or template materials that can be used to construct architectures?

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

Answer: E

NEW QUESTION 29
- (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 31
- (Exam Topic 1)
Which of the following statements about TOGAF Building Blocks is true?

A. A good Building Block should not be composed of other Building Blocks
B. Architecture Building Blocks should be first selected in Phase D
C. Building Block specifications should be loosely coupled to implementation
D. Custom developments are known as Architecture Building Blocks

Answer: C

NEW QUESTION 34
- (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 39
- (Exam Topic 1)
Complete the sentence. According to TOGAF, all the following are responsibilities of an Architecture Board, except _____ .

A. Allocating resources for architecture projects
B. Decision making for changes in the architecture
C. Enforcing Architecture Compliance
D. Improving the maturity of the organization's architecture discipline
E. Production of governance materials

Answer: A

NEW QUESTION 41
- (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 45
- (Exam Topic 1)
Complete the sentence. According to TOGAF, all of the following are responsibilities of an Architecture Board, except _____.

A. Ensuring consistency between sub-architectures
B. Ensuring flexibility of the enterprise architecture to meet business needs
C. Improving the maturity of the organization's architecture discipline
D. Monitoring of architecture contracts
E. Preparing architecture review reports

Answer: E

NEW QUESTION 47
- (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 49
- (Exam Topic 1)
Complete the sentence by selecting the applicable pair of words. A/an _____ is used in Phase A to help identify and understand business _____ that the architecture has to address.

A. activity model, perspective
B. business scenario, requirements
C. use case, interconnections
D. architecture view, concerns
E. business transformation readiness assessment, constraints

Answer: B

NEW QUESTION 53
- (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 58
- (Exam Topic 1)
Which of the following does the TOGAF standard describe as an Architecture Pattern?

A. An implementation specific solution building block
B. A work product describing an aspect of an architecture
C. A detailed description of the interfaces between building blocks
D. A package of functionality defined to meet the business needs of the organization.
E. A way to identify combinations of building blocks that have been proven to deliver solutions

Answer: E

NEW QUESTION 59
- (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 63
- (Exam Topic 1)
According to TOGAF, which of the following best describes the purpose of an Architecture Roadmap?

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

Answer: E

NEW QUESTION 67
- (Exam Topic 1)
TOGAF uses a version numbering convention to illustrate the evolution of the Baseline and Target Architecture Definitions. Which version number in this convention indicates a high-level outline of the architecture?

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

Answer: E

NEW QUESTION 69
- (Exam Topic 1)
The TOGAF ADM uses version numbering to illustrate the evolution of Baseline and Target Architecture Definitions. Which version number is used to indicate a high-level outline of the architecture?

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

Answer: A

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

NEW QUESTION 72
- (Exam Topic 1)
Which of the following is an objective of Phase G, Implementation Governance?

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

Answer: C

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

NEW QUESTION 74
- (Exam Topic 1)
Complete the sentence. According to TOGAF, a view is used to describe how the _____ of a stakeholder are being met.

A. concerns
B. constraints
C. interests
D. perspective
E. requirements

Answer: A

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 81
- (Exam Topic 1)
Which one of the following does TOGAF state is an objective for Phase A: Architecture Vision?

A. To create an implementation and migration strategy
B. To establish an architecture change management process
C. To priorities work packages and projects
D. To validate the business principles, goals, drivers and key performance indicators

Answer: D

NEW QUESTION 83
- (Exam Topic 1)
Which of the following is defined by TOGAF as a representation of a system from the perspective of a related set of concerns?

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

Answer: D

NEW QUESTION 86
- (Exam Topic 1)
What technique does TOGAF recommend for evaluating the status of an organization to undergo change?

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

Answer: A

NEW QUESTION 91
- (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 95
- (Exam Topic 1)
Which one of the following is an objective of Phase A, Architecture Vision?

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

Answer: E

NEW QUESTION 97
- (Exam Topic 1)
Which of the following best describes the class of information known as the Reference Library within the Architecture Repository?

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

Answer: C

NEW QUESTION 100
- (Exam Topic 1)
Which section of the TOGAF template for Architecture Principles should clearly state the impact to the business and consequences of adopting the principle?

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

Answer: A

NEW QUESTION 105
- (Exam Topic 1)
Within the Architecture Repository, what does the class of information knows as the Architecture Capability include?

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

Answer: C

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

NEW QUESTION 110
- (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 115
- (Exam Topic 1)
Which phase of the ADM ensures that implementation projects conform to the defined architecture?

A. Requirements Management
B. Phase D
C. Phase F

D. Phase G
E. Phase H

Answer: D

NEW QUESTION 116
- (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 119
- (Exam Topic 1)
According to TOGAF, which of the following terms describes people who have key roles in, or concerns about, a system?

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

Answer: E

NEW QUESTION 123
- (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 125
- (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 130
- (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 132
- (Exam Topic 1)
When using a cycle of the ADM to establish an Architecture Capability as described in TOGAF Part VII, which architecture would describe the infrastructure requirements?

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

Answer: D

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 140
- (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 141
- (Exam Topic 1)
Which of the following describes the Phase H classification for an Incremental change?

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

Answer: A

NEW QUESTION 146
- (Exam Topic 1)
According to the TOGAF standard, which of the following define general rules and guidelines for the use of resources across the enterprise?

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

Answer: C

NEW QUESTION 149
- (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 151
- (Exam Topic 1)
Which model within TOGAF is closely related to the concept of Boundaryless Information Flow?

A. The ARTS data model
B. The Architecture Governance Framework
C. The Enterprise Continuum
D. The Integrated Information Infrastructure Model
E. The TOGAF Technical Reference Model

Answer: D

NEW QUESTION 152
- (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 155
- (Exam Topic 1)
Which of the following describes a key objective of the Technology Architecture Phase?

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

Answer: B

NEW QUESTION 156
- (Exam Topic 1)
Which phase of the ADM establishes a set of Principles?

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

Answer: A

NEW QUESTION 161
- (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 164
- (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 166

- (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 168
- (Exam Topic 1)
Which of the following describes the TOGAF Technical Reference Model?

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

Answer: B

NEW QUESTION 172
- (Exam Topic 1)
Which of the following best describes the concept of Boundaryless Information Flow?

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

Answer: B

NEW QUESTION 174
- (Exam Topic 1)
Which of the following best describes the Integrated Information Infrastructure Reference Model?

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

Answer: C

NEW QUESTION 175
- (Exam Topic 1)
According to TOGAF, which of the following best describes the purpose of an Architecture Definition Document?

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

Answer: A

NEW QUESTION 178
- (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 182
- (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 183
- (Exam Topic 1)
According to TOGAF, which of the following best describes Architecture Governance?

A. A categorization mechanism for architecture and solution artifacts
B. A framework for operational and change activity
C. A method for designing an information system in terms of a set of building blocks
D. The lifecycle management of information and related technology used by an organization
E. The practice by which enterprise architectures are controlled at an enterprise-wide level

Answer: E

NEW QUESTION 187
- (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 189
- (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 192
- (Exam Topic 1)
In which ADM phase does the value and change management process determine the circumstances under which the Enterprise Architecture is permitted to change after deployment?

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

Answer: D

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

NEW QUESTION 194
- (Exam Topic 1)
In which ADM phase is the Implementation and Migration Plan coordinated with other frameworks?

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

Answer: C

NEW QUESTION 197
- (Exam Topic 1)
Complete the sentence. The major information areas managed by a governance repository should include _____.

A. Catalogs, Matrices and Diagrams
B. Capability, Segment and Transition Architectures

C. Audit Information, Process Status and Reference Data
D. Common Systems Solutions, Organization-Specific Solutions and Industry Solutions
E. Artifacts, Best Practices and Standards

Answer: C

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

NEW QUESTION 199
- (Exam Topic 1)
According to TOGAF, which document should incorporate the actions arising from the Business Transformation Readiness Assessment technique?

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

Answer: D

NEW QUESTION 200
- (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 202
- (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 207
- (Exam Topic 1)
Complete the sentence. TOGAF defines five criteria for a good set of principles: Understandable, Robust, Complete, Consistent and _____.

A. Agile
B. Dynamic
C. Comprehensive
D. Rational
E. Stable

Answer: E

NEW QUESTION 209
- (Exam Topic 1)
Which of the following best describes TOGAF?

A. An abstract framework for the development of standards and processes for a business architecture
B. A collection of components organized to accomplish a specific set of functions
C. A process model, best practices and assets to aid production, use and maintenance of enterprise architectures
D. A reference model containing taxonomy defining terminology for an enterprise architecture, together with an associated graphic
E. A system development lifecycle method for software engineering

Answer: C

NEW QUESTION 211
- (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 215
- (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 217
- (Exam Topic 2)
Which one of the following categories from the Document Categorization model consists of the normative parts of TOGAF which are considered central to its usage?

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

Answer: B

NEW QUESTION 219
- (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 224
- (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 229
- (Exam Topic 2)
Which model within TOGAF is intended to assist with the release management of the TOGAF specification?

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

Answer: B

NEW QUESTION 231
- (Exam Topic 2)
According to TOGAF, which one of the following best describes an enterprise architecture?

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

Answer: C

NEW QUESTION 232
- (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 block 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 236
- (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 241
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the Question.
The ABC Ltd. is a leading medical device manufacturer in the highly competitive market for Migraine Headache Pain Management (MHPM) devices. These tiny wireless devices are implanted in the brain and can deliver a precise electric shock when the wearable Pain Control Unit (PCU) detects an increase in stress induced by the onset of a migraine headache. This technology will be a breakthrough in the treatment of this condition, and several competitors are striving to be the first to introduce a product into the market. However, all of them must demonstrate the effectiveness and safety of their products in a set of clinical trials that will satisfy the regulatory requirements of the countries in the target markets.
The Enterprise Architecture group at the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials. The Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. The company Architecture Development Method is strictly based on TOGAF 9 with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. The project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain. A corresponding Security Architecture has been defined.
The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. He has stated that the changes to the enterprise architecture for the new system will need to be rolled out on a geographic basis that will minimize disruptions to ongoing clinical trials. The work will need to be done in stages and rolled out in geographical regions.
Refer to the Scenario
You are serving as the Lead Architect for the project team.
You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture(s).
Based on TOGAF 9, which of the following is the best answer?

A. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matri
B. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing produc
C. Group similar solutions together to form work package
D. Identify dependencies between work packages factoring in the clinical trial schedule
E. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures and documented in an Architecture Definition Increments Table.
F. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procure
G. Eliminate any duplicate building block
H. Group the remaining Solution Building Blocks together to create the work packages using a CRUD matri
I. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architecture
J. Schedule the roll out of the work packages to be sequential across the geographic regions.
K. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning too
L. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing produc

M. Group the similar solutions together to define the work package
N. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.
O. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work package
P. Using the matrix as a planning tool, regroup the work packages to account for dependencie
Q. Sequence the work packages into the Capability Increments needed to achieve the Target Architectur
R. Schedule the rollout one region at a tim
S. Document the progression of the enterprise architecture using an Enterprise Architecture State Evolution table.

Answer: C

NEW QUESTION 242
- (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 243
- (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 244
- (Exam Topic 2)
Which one of the following is an essential aspect of architecture governance?

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

Answer: B

NEW QUESTION 249
- (Exam Topic 2)
Which of the following is a technique recommended by TOGAF to help identify and understand requirements?

A. Architecture Maturity Models
B. Business Scenarios
C. Gap Analysis
D. Mind Maps
E. SWOT Analysis

Answer: B

NEW QUESTION 254
- (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.l, 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 transformatio
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 organizatio
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 contrac
J. The Compliance Assessment should verify that the implementation team is using the proper development methodolog
K. It should include deployment of monitoring tools and ensure that performance targets are being me
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 cycl
N. This will ensure that the architecture remains relevant and responsive to the needs of the enterpris
O. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the pla
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 256
- (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 busines
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 stabl
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 compan
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 charte
J. You publish the principles on the corporate intranet to ensure widespread acceptance and complianc
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 strategie
O. You then hold a series of review meetings with all the relevant stakeholders, including senior management, ensuring their support.

Answer: D

NEW QUESTION 258
- (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 261
- (Exam Topic 2)
Which of the following statements best describes risk management in the ADM?

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

Answer: D

NEW QUESTION 266
- (Exam Topic 2)
Complete the sentence. A server consolidation project that does not change the operating characteristics of the applications would require _____.

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

Answer: E

NEW QUESTION 271
- (Exam Topic 2)
Which phase of the TOGAF ADM is the first phase directly concerned with the planning for the implementation of the target architecture(s)?

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

Answer: B

NEW QUESTION 276
- (Exam Topic 2)
In Phase G, what document establishes the connection between the architecture organization and the implementation organization?

A. Architecture Contract
B. Architecture Landscape
C. Architecture Roadmap
D. Requirements Impact Statement
E. Transition Architecture

Answer: A

NEW QUESTION 281
- (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 283
- (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 284
- (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 id 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 (CEO) 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 Ma
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 285
- (Exam Topic 2)
Which one of the following is an objective of the Preliminary Phase of the ADM?

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

Answer: B

NEW QUESTION 289
- (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 interes
D. This report should summarize the key features of the architecture with respect to the particular locatio
E. Each of these reports should reflect the stakeholders1 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 develope
I. This will allow the architects to define groups of stakeholders that share common concern
J. A set of views should be defined to address the concerns for each group of stakeholder
K. Architecture models should then be created for each view to address the stakeholders' concerns.

Answer: A

NEW QUESTION 293
- (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 context a review of the EA. The scope of the review is to evaluate the processes, content and governance of the EA capability to ensure that the higher target performance and service levels required by the upgraded system can be achieved.
The Chief Architecture has noted that the core EA artifacts that have been used since TOGAF 9 was introduced are not adequate to describe these new capabilities. The artifacts do not have explicit provisions for defining the in-depth measurement requirements regarding specific services required for the system. She has learned that certain services within the current system have service measurement implementations that match some of the new requirements, but they are only used in a few areas.
Recent EA efforts at another national agency have produced generalized high-performance communication system models to realize similar requirements in a critical defense system involving secure communications. It is possible that these models may be useful for the upgrade program.
Refer to the Scenario
You have been asked to make recommendations for tailoring the Architecture Content Metamodel to accommodate the requirements of the upgraded system.
Based on TOGAF, which of the following is the best answer?

A. Since some artifacts will now require specific measurements and additional data will be needed to support the performance objectives linked to these measurements, you recommend that the motivation and governance extensions of the TOGAF 9 Content Metamodel are use
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 Metamode
E. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needs to support the performance and measurement objectives linked to these artifact
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 servic
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 Metamode
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 requirement
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 leve
L. To accommodate the proper development of this, a Communications Engineering view should be created from the infrastructure extension models of the TOGAF Content Metamode
M. This view will allow architects to align the required performance measurement communications across the system.

Answer: C

NEW QUESTION 294
- (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 catalo
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 matri
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 matri
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 diagra
H. In the later iterations of Architecture development, you would describe the TargetApplication 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 297
- (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 300
- (Exam Topic 2)
What does the TOGAF standard provide to guide architectural activity within the enterprise in terms of structures, roles, responsibilities, and processes?

A. Architecture Development Method
B. Architecture Capability Framework
C. Architecture Content Framework
D. Enterprise Continuum

Answer: B

NEW QUESTION 303
- (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 305
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the Question
You have been assigned the role of Lead Enterprise Architect for a manufacturing firm that specializes in musical instruments. The firm has been established for over 100 years, operating in North America for most of that time. In the last ten years, the firm has expanded into European markets and will soon establish a market in Latin America. A future expansion into the Asia Pacific region is also planned.
The firm is organized into several business units that each focus on manufacturing particular families of instruments such as brass, woodwind, and percussion. Each business unit has acquired other producers to expand its manufacturing capacity. This has resulted in a complex environment with a high diversity of business and manufacturing systems.
The Enterprise Architecture (EA) program within the firm has been functioning for several years. It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are pint sponsors of the EA program. The EA program is mature, with an active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF 9 Architecture Content Framework. The EA process framework is well coordinated with the PMO, Systems Development, and Operations functions.
The firm has completed a strategic plan to reorganize its Sales & Marketing organization according to the four target geographic markets. One of the goals of this reorganization is to improve the ability of Marketing to collect more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence.
A Request for Architecture Work to address the goals of the reorganization has been approved. As the architecture team commences its work, the CIO has expressed concerns about whether the firm will be able to adapt to the proposed architecture and how to manage the associated risks.
Refer to the Scenario

You have been asked how to address the concerns of the CIO. Based on TOGAF 9, which of the following is the best answer?

A. In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful introduction of the architecture into the organizatio

B. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fi

C. These factors can then be used to assess the initial risks associated with the proposed architecture.

D. In Phase A, the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deploymen

E. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into accoun

F. These factors can then be used to assess the initial risks associated with the proposed architecture.

G. In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organizatio

H. The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fi

I. These factors can then be used to assess the initial risks associated with the proposed architecture.

J. In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting retirement

K. Once the retirements have been identified, they can be assessed in terms of their risk

L. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigate

M. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

Answer: C

Explanation:
This scenario is upon Request for Architecture Work, which kicks off the Phase A, the Architecture Vision. In this phase, risk should be considered, which is also the CIO's concern in this scenario. One of the approaches in TOGAF is the Business Transformation Readiness Assessment.
Incorrect:
Not B: Implementation Factor Assessment and Deduction Matrix is used for implementation & migration planning (not B).

NEW QUESTION 309
- (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.
The Corporate Board is concerned that the new application must be able to manage and safeguard confidential customer information in a secure manner that meets or exceeds the legal requirements of the countries in which the company operates. This will be an increasingly important capability as the company expands its online services in cooperation with its trading partners.
The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the implementation team and the business unit personnel who will be involved in the migration process. The CIO has also formed a cross-functional Architecture Board to oversee and govern the architecture. The company has an existing team of security architects.
TOGAF 9 has been selected for use for the Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.
Refer to the Scenario
In the Preliminary Phase you need to define suitable policies and ensure that the company has the appropriate capability to address the concerns of the Corporate Board.
Based on TOGAF 9, which of the following is the best answer?

A. You start by clarifying the intent that the Board has for raising these concern

B. 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

C. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture and that this be considered an additional domain architecture.

D. You evaluate the implications of the Board's concerns by examining the security and regulatory impacts on business goals, business drivers and objective

E. Based on your understanding, you then update the current security policy to include an emphasis on the concern

F. You define architecture principles to form constraints on the architecture work to be undertaken in the projec

G. You then allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

H. You identify and document the security and regulatory requirements for the application and the data being collecte

I. You ensure that written policies are put in place to address the requirements, and that they are communicated across the organization, together with appropriate training for key employee

J. You identify constraints on the architecture and communicate those to the architecture tea

K. You establish an agreement with the security architects defining their role within the ongoing architecture project.

L. You evaluate the implications of the concerns raised by the Corporate Board in terms of regulatory requirements and their impact on business goals and objective

M. 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 concern

N. You allocate a security architect to oversee the implementation of the new application that is being developed.

Answer: B

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

NEW QUESTION 313
- (Exam Topic 2)
Scenario:

Please read this scenario prior to answering the question

Your role is that of Lead Enterprise Architect working at the headquarters of a fast food chain. The chain manages over 7500 restaurants across 33 countries. Each restaurant in the chain is an independently owned and operated franchise.

Many of the restaurants still use the first generation IT systems deployed over 10 years ago. The Chief Operating Officer (COO) 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 including providing its franchisees new support services to help them address the increasing competition from coffee shops. This 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.

The changes will help provide the chain with improved products, including healthier alternatives in the menu, and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising 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.

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

Based on the recommendation from the initial study, the decision has been taken for the chain to adopt a packaged suite of integrated application that is tailored to the needs of the franchise.

Refer to the scenario.

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

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

A. You propose that the target architecture is defined first by going through the architecture definition phases (B-D). This is because the initial study identified the need to chang

B. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

C. You propose that the baseline Technology Architecture is defined first in order to assess current infrastructure capacity and capabilit

D. Then the focus should be on transition planning and architecture deploymen

E. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

F. You propose that the target architecture is defined first followed by transition plannin

G. This is because the vision is well understood and the strategic architecture agree

H. 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.

I. You propose that the focus be placed on architecture definition, with emphasis on understanding the strategic change parameter

J. The requirements, drivers, issues and constraints for this engagement can then be identifie

K. You would ensure that the target architecture addresses not functional requirements so as to ensure the target architecture is robust and secure.

Answer: A

NEW QUESTION 315
- (Exam Topic 2)
Complete the sentence.
A good set of architecture principles that cover every situation perceived throughput the enterprise meet the recommended criteria of _____

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

Answer: D

Explanation:
 References:

NEW QUESTION 318
- (Exam Topic 2)
Which of the following reasons best describes why the ADM numbering scheme for versioning output is an example and not mandatory?

A. To show the evolution of deliverables
B. To permit adaptation as required
C. To enable use with the Architecture Content Framework
D. To support change management

Answer: B

NEW QUESTION 320
- (Exam Topic 2)
Which one of the following is a key objective of Phase A of the TOGAF ADM?

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

Answer: E

NEW QUESTION 324
- (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 329
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the question
The ABC company is a major supplier in the automotive industry, headquartered in Cleveland, Ohio with manufacturing plants in Chicago, Sao Paulo, Stuttgart, Yokohama, and Seoul. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.
The company is implementing lean manufacturing principles to minimize waste and improve the efficiency of all of its production operations. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in process waste could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in the Cleveland data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. A reduced number of IT staff could support the remaining applications. In some cases, a third-party contractor could provide those staff.
The company Enterprise Architecture department has been operating for several years and has mature,
well-developed architecture governance and development processes that are strongly based on TOGAF 9. At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation.
The Common ERP Deployment architecture project team has now been formed, and the project team has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their planning and production scheduling from a central system located in Cleveland. The Chief Engineer wants to know how these concerns can be addressed.
Refer to the Scenario
You are serving as the Lead Enterprise Architect of the newly-formed Common ERP Deployment architecture project team.
As the Common ERP Deployment architecture project team assembles for its initial meeting, many of the participants have voiced concerns about the sweeping scope of the initiative. Others are confident that they know a solution that will work. During the meeting, a number of alternative recommendations for how to proceed are put forward by members of the team.
You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture.
Based on TOGAF 9, which of the following is the best answer?

A. The team should hold a series of interviews at each of the manufacturing plants using the business scenario techniqu
B. This will then enable them to identify and document the characteristics of the architecture from the business requirements.
C. The team should exercise due diligence and carefully research vendor literature and conduct a series of briefings with vendors that are on the current approved supplier lis
D. Based on the findings from the research, the team should define a preliminary target Architecture Visio
E. The team should then use that model to build consensus among the key stakeholders.
F. The team should create Baseline and Target Architectures for each of the manufacturing plant
G. A gap analysis between the architectures will then validate the approach, and determine the Transition Architecture needed to achieve the target state.
H. The team should conduct a pilot project that will enable vendors on the short list to demonstratepotential solutions that will address the concerns of the stakeholder
I. Based on the findings of that pilot project, a complete set of requirements can be developed that will drive the evolution of the architecture.

Answer: C

NEW QUESTION 332
- (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 plannin
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 concer
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 concer
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 337
- (Exam Topic 2)
Which of the following best describes the Standards Information Base?

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

Answer: D

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

NEW QUESTION 339
- (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 344
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the question
Your role is that of a consultant to the Lead Enterprise Architect in a company that develops wind turbines for use in wind farms. The company has three manufacturing facilities, one in North America, one in Asia, and one in Europe. Each of these facilities supplies the power industry in its region.
The company recognizes that the long-term technical potential of wind energy can address the current global dependency on carbon fuels. In order to do so this will require wind turbines to be installed over large areas of higher wild resources. In particular, offshore wind farms can contribute substantially more energy than land stationed trubines.
The research arm of the company has pioneered the development of an offshore wind turbine design, with an improved turbine blade and power system that will produce up to 20% more energy. This will allow the production of significantly more saleable energy. This new design is ready to go into production.
The company has a mature Enterprise Architecture organization that is supported by a cross-functional Architecture Board and uses the TOGAF standard. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.
Recently, a pilot architecture project was completed at a single location that defined a standard approach for controlling the Automated Test System that is used at each plant to perform final quality assurance tests on each completed blade assembly. The Architecture Board approved the plan for immediate implementation at each plant.
Architecture Contracts have been developed that detail the work needed to implement and deploy the new Automated Test System controller for each location.
The Chief Engineer, sponsor of the activity, has expressed concern that a uniform process be employed at each location to ensure consistency.
Refer to the Scenario
You have been asked to recommend the best approach to address the Chief Engineer's concern.
Based on TOGAF 9, which of the following is the best answer?

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

organization the ability to customize the process to meet their local needs.

J. You use the issued Architecture Contracts to manage the architecture governance processes for the project across the location

K. You deploy monitoring tools to assess the performance of the completed blade assembly at each location and develop change requirements if necessary.You recommend that if a deviation from the contract is detected, the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local need

L. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

Answer: D

NEW QUESTION 345
- (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 348
- (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 350
- (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 lis
B. Based on the findings from the research, the tam should define a preliminary Architecture Visio
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 initiativ
E. The team should then hold a series of interviews at each of the manufacturing plants using the business scenario techniqu
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 354
- (Exam Topic 2)
Complete the sentence. In a gap analysis, a building block that appears in the Target Architecture but does not appear in the Baseline Architecture indicates _____

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

Answer: E

NEW QUESTION 357
- (Exam Topic 2)
Complete the sentence. The Integrated Information Infrastructure Reference Model (III-RM) is an example of a (n) _____ Architecture reference model

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

Answer: A

NEW QUESTION 361
- (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 diving their planning and production scheduling from a remote centralized system. The Chief Engineer wants to know how these concerns can be addressed.
Refer to the Scenario
During the initial meeting of the Common ERP Deployment architecture project team, a number of alternative recommendations for how to proceed are put forward by members of the team.
You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture.
Based on TOGAF 9, which of the following is the best answer?

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

Answer: A

NEW QUESTION 364
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the Question
Your role is that of Lead Enterprise Architect within the staff headquarters of a large hotel chain. The chain manages over 500 hotels across North America and Canada, with another 230 hotels internationally in the United Kingdom, Europe, Australia and New Zealand. Unlike other hotel chains, which are often a mix of company-owned and franchised units, each hotel in the chain is an independently owned and operated franchise. Many of the hotels use the same internal IT systems that they used before they joined the franchise. Until recently, the only requirement that has been placed on each hotel is that they use a standard financial reporting system to report their financial results to the headquarters on a weekly basis.
The CEO of the chain has stated his concerns about the inefficiencies of the current approach and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new support services including worldwide reservations, global, national and regional marketing as well as consolidated financial, logistics, and yield management. This strategy is part of the long-term commitment to enhance the brand image and drive superior revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.
These changes will provide the chain with improved utilization of its capacity and more efficient operations. The addition of a corporate-wide data warehouse will provide analytics that will enable the marketing group to improve its ability to target advertising into key national and regional markets to improve yields.
The chain has a mature enterprise architecture practice based in its headquarters and uses TOGAF 9 as the method and guiding framework. The CIO is the sponsor of the activity.

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

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

Refer to the scenario

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

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

A. You propose that this engagement define the baseline Technology Architecture first in order to assess the current infrastructure capacity and capabilit
B. Then the focus should be on transition planning and architecture deploymen
C. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
D. You propose that the target architecture is defined first, followed by transition plannin
E. This is because the vision is well understood and the strategic architecture agree
F. 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.
G. You propose that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strateg
H. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagemen
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 chang
K. This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.

Answer: D

NEW QUESTION 367
- (Exam Topic 2)
Which of the following does the TOGAF standard classify as catalogs, matrices and diagrams?

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

Answer: E

NEW QUESTION 369
- (Exam Topic 2)
In the Preliminary Phase, which of the following drives the requirements and performance metrics when scoping the enterprise architecture work?

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

Answer: B

NEW QUESTION 374
- (Exam Topic 2)
Which part of the TOGAF standard provides a full description of each architecture phase?

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

Answer: B

NEW QUESTION 377
- (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 electromechanical devices. The company is organized as independent operational divisions.
The company has a mature Enterprise Architecture (EA) practice and uses the TOGAF standard 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.
A strategic architecture has been approved that includes consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating 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.
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.
Using 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.

The implementation process is estimated to take four years. Because of the risks posed by the complexity of the current environment, a phased approach is needed to implement the target architectures. 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 the TOGAF standard, which of the following is the best answer?

A. You would assess how the plan impacts the other frameworks in use in the organizatio

B. The plan should be coordinated with the business planning, portfolio/project management and operations management framework

C. You would then assign a business value to each project, considering available resources and priorities for the project

D. Finally, you would generate the Implementation and Migration Plan.

E. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increment

F. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformatio

G. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the project

H. You would then document the lessons learned and generate the final plan.

I. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycl

J. This will ensure that the architecture remains relevant and responsive to the needs of the enterpris

K. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the pla

L. You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.

M. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contrac

N. The Compliance Assessment should verify that the implementation team is using the proper development methodolog

O. It should include deployment of monitoring tools and ensure that performance targets are being me

P. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.

Answer: A

NEW QUESTION 380
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