

OG0-092^{Q&As}

TOGAF 9 Part 2

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QUESTION 1

Please read this scenario prior to answering the question.

You are working as a consultant to the Chief Architect at an intelligent and security organization responsible for securing government communications and information systems. These provide real-time, highly secure communication of voice, video, and message data to remote locations around the world. The agency has recently received information from intelligence sources that the current encryption protocols may no longer be secure. In response, a program is underway to upgrade the systems.

The agency has an established Enterprise Architecture (EA) capability based on the TOGAF standard. 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 stringent requirements for the architecture of the upgraded systems. It must be able to provide assurance of the upgraded systems. 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 stricter requirements to be enforced in service contracts. It will also provide a high degree of assurance that necessary performance is being delivered and that notifications will occur if any critical service fails to perform as required.

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

The Chief Architect has noted that the core EA artifacts that have been in use are not able 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

[Note: You may need to refer to the Content Metamodel chapter, section 30.4 (located in Part IV) of the reference text in order to answer this question.]

You have been asked to make recommendations for tailoring the Architecture Content Metamodel to accommodate the requirements of the upgraded system.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

- A. You recommend that the motivation and governance extensions are incorporated into the Architecture Content Metamodel. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance models. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.
- B. You recommend that a Communications Engineering view is created using the infrastructure consolidation extension from the Architecture Content Metamodel. This view will allow architects to align the needed performance measurement communications across the system. This will support the stringent performance measurements needed for the more detailed governance views required for the upgraded system, making the interfaces to the communication and network layer of the architecture highly visible at the application level.

C. You recommend all of the extensions be incorporated into the Architecture Content Metamodel. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needed to support the performance and measurement objectives linked to these artifacts. Once the new repository content has been implemented, on-demand queries can be used to generate a customized governance stakeholder view that isolated the artifacts and data needed to assess measurement for any particular service. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.

D. You recommend that the services extension be incorporated into the Architecture Content Metamodel.

By using this extension, the service model is no longer constrained by what is expected in typical

business service definitions, allowing more flexibility for adding customized models to support the more

stringent measurement requirements. The services extension can also be used to map terminology

between the business services and the application components.

Correct Answer: D

QUESTION 2

Scenario: Summer Seeds BV Please read this scenario prior to answering the question Summer Seeds BV is an international agricultural company exporting bulbs, flowers and seeds worldwide. It is headquartered in Rotterdam in the Netherlands, and has sales and distribution centers in over 60 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 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. Summer Seeds's international operations are subject to various legal and regulatory requirements. In areas such as genetically modified seeds, governmental controls 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, and as a result has approved the expenditure of resources to establish an Enterprise Architecture program. They have requested information 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 guiding framework for the development and evolution of the Enterprise Architecture practice. Refer to the Summer Seeds BV Scenario You have been appointed as the Lead Consultant. You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of all these parties. Based on TOGAF 9, which of the following is the best answer?

A. Depending on the nature of the architecture, a set of models should be created that can be used to ensure that the system will be compliant with the local regulations. Stakeholders should be able to view the models to see that their concerns have been properly addressed.

B. Each architecture activity should be developed using a consistent modeling approach that is uniform across all architecture projects. Each architecture should be defined based on this fixed set of models so that all concerned parties can examine the models to ensure that their issues and concerns have been addressed,

C. A stakeholder map should be developed that allows the architects to define groups of stakeholders sharing common concerns. A set of views should then be defined that addresses the concerns for each group- Architecture models can then be created for each view to address the stakeholders' concerns.

D. For those groups that have sufficient power and level of interest, a special report should be created that summarizes

the key features of the architecture with respect to the particular location. Each of these reports should reflect the stakeholders\' requirements.

Correct Answer: C

QUESTION 3

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

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

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

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

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

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

Refer to the Scenario

You have been asked to make recommendations for tailoring the Architecture Content Metamodel to

accommodate the requirements of the upgraded system.

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

A. Since some artifacts will now require specific measurements and additional data will be needed to support the performance objectives linked to these measurements, you recommend that the motivation and governance extensions of the TOGAF 9 Content Metamodel are used. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance models. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.

B. You recommend all of the TOGAF 9 Content Metamodel extensions be incorporated into the Architecture Content Metamodel. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needed to support the performance and measurement objectives linked to these artifacts. Once the new repository content has been implemented, on-demand queries can be used to generate a customized governance stakeholder view that isolates the artifacts and data needed to assess measurement for any particular service. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.

C. Since this case requires extensions of the modeling and data details of the service, this is best done by using the services extension of the TOGAF 9 Content Metamodel. By using this extension, the service model is no longer constrained by what is expected in typical business service definitions, allowing more flexibility for adding customized models to support the more stringent measurement requirements. The services extension can also be used to map terminology between the business services and the application components.

D. To support the type of stringent performance measurements needed for the more detailed governance views required for the upgraded system, the interfaces to the communication and network layer of the architecture must be highly visible at the application level. To accommodate the proper development of this, a Communications Engineering view should be created from the infrastructure extension models of the TOGAF Content Metamodel. This view will allow architects to align the required performance measurement communications across the system.

Correct Answer: C

QUESTION 4

Scenario Please read this scenario prior to answering the question Your role is that of Lead Enterprise Architect within the headquarters of a large fast food chain. The chain manages over 6000 restaurants across 24 countries. Each restaurant in the chain is an independently owned and operated franchise. Many of the restaurants use have been with the franchise since its initial startup phase and still use the first generation IT systems deployed over 15 years ago.

The CEO of the chain has stated his concerns about the inefficiencies of the current systems and identified the need to change. He has defined a new strategic vision that will enhance the business by providing its franchisees new support services to help them compete with the increasing competition from coffee shops. This strategy is part of the long-term commitment to enhance the brand image and increase revenue for the chain. He has also stated that he expects improved financial results by the end of the current fiscal year.

These changes will provide the chain with improved products, including healthier alternatives in their 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 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 franchise.

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 architecture first in order to assess the current infrastructure capacity and capability. The initial priority is to understand the problem. Then the focus should be on transition planning and architecture deployment. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.

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

C. You propose that the target architecture is defined first, followed by transition planning. This is because the vision is well understood and the strategic architecture agreed. The target first approach will ensure that the current problems and inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial study.

D. You propose that the team focus on architecture definition, with a specific emphasis on understanding the strategic change parameters of the business strategy. Once understood, the team will be in the best position to identify the requirements, drivers, issues, and constraints for this engagement. You would ensure that the target architecture addresses non-functional requirements so as to ensure the target architecture is robust and secure.

Correct Answer: B

QUESTION 5

Scenario: Raxlon Inc.

Case Study Title (Case Study): Raxlon Inc. is a Fortune 500 Company dealing in high value drugs and pharma products. Its annual turnover is over 120 billion \$. It has more than 100,000 employees all over the globe in its RandD, Manufacturing and Marketing Units. Raxlon's CEO, Dr Peter Fowles, is a pharmacology expert and has over 72 patents on various types of drugs mainly used for treating patients with genetic disorders. Raxlon is now moving into a suite of high end critical drug products used for Genetic Repair of congenital Diseases like Alzheimer's disease and Epilepsy. Raxlon has a well developed EA practice and in 2009 the EA practice has adopted TOGAF 9 as the primary Framework for Enterprise Architectural Change Agent.

Dr Fowles' main concerns are: Security of the critical data which they have gained over the years after painstaking research. Although Raxlon had an adequate security system Dr Fowles feels it may not be adequate to deal with the new order of things, especially with data which is highly confidential and if leaked would have major financial impact on the Company. Dr Fowles calls his CIO and explains his position to him and entrusts him with the responsibility of evaluating the current security system, operation and governance and determine which are the gaps which need to be addressed during the fresh architectural work. Assume that a new Security Framework would be used in the ADM life cycle. To protect Raxlon's valuable IP. The CIO apprises the Lead Architect of the sensitive nature of the work he has to complete within the next 2 months.

Identify which of the following processes would be most appropriate for the Lead Architect to adopt in this situation.

A. Identify the sources of threat, review the relevant security statutes, see how disaster recovery can be achieved, find who are the actors vis vis the system and design suitable access control mechanisms, identify critical data and applications and ensure that they are given the highest level of security

B. First revisit the Preliminary Phase to determine the tailoring of ADM vis a vis Security. Identify any change in the Principles or additions to be carried out. Engage with all Stakeholders to finalize the Vision. Then in Business, Information systems and Technology Architectures ensure the Security Framework adopted to the ADM addresses all critical security issues. Finally conduct an overall review to assess how effective the security ecosystem designed is and whether it meets the security level desired

C. Invoke Preliminary Phase and Vision Phase Identify Sources of threat, review and determine revised regulatory, security and assumptions, document them get management buy in , develop business continuity plans especially for critical data operations, assure data, application and technological component security.

D. Determine who are the people who are hacking into similar organizations, ensure that highly secure measures are taken when external people enter the RandD and manufacturing locations, ensure that there is a very strong firewall so that people cannot get illicit entry into the system, periodically check the effectiveness of the security measures

Correct Answer: A

QUESTION 6

Scenario: Vittronics Ltd.

Please read this scenario prior to answering the question

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

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

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

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

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

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

Refer to the Vittronics Ltd Scenario:

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

As required by TOGAF, the SPICE project team has completed a Business Transformation Readiness Assessment in Phase A (Architecture Vision). In that assessment, it was determined that there are risks associated with the adoption of the Immersive Collaborative Environment. Despite a clear expression of the vision and the business need for utilizing

SPICE to accelerate the clinical trials, the researchers have been resisting the change because of concerns about safeguarding individually identifiable information about the subjects who were participating in the trials.

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

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

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

Correct Answer: B

QUESTION 7

Scenario

Please read this scenario prior to answering the question

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

The firm is organized into business units with each addressing different auto industry sectors. Each business unit has acquired other procedures to expand its manufacturing capacity. This has resulted and manufacturing systems.

The Enterprise Architecture (EA) program within the firm has been functioning for several years. It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are joint sponsors of the EA program. The EA program is mature, with an Active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF Architecture Content Framework. The EA program is well coordinated with Project Management Office, Systems Development, and Operations functions.

The firm has completed a strategic plan to reorganize its Sales and Marketing organization according to the target geographic markets. One of the goals of this reorganization is to improve the ability of Marketing to collect more meaningful market analytics that will enable each sector to better address market needs with effective marketing campaigns and global product presence.

A Request for Architecture Work to address the goals of the reorganization has been approved. As the architecture

team commences its work, the CIO has expressed concerns about whether the firm will be able to adapt to the proposed change and how to manage the associated risks.

Refer to the Scenario

You have been asked how to address the concerns of the CIO.

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

A. In Phase A, the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account. These factors can then be used to assess the initial risks

associated with the proposed project.

B. In Phase B, the team should create a set of views that will enable them to identify the factors that will influence the successful reorganization. There should then be an assessment of each factor on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix. These factors can then be used to assess the initial risks associated with the proposed project.

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

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

Correct Answer: C

QUESTION 8

Please read this scenario prior to answering the question

You are serving as an Enterprise Architect at a large aerospace company. It designs, manufactures and sells civil and military aviation products worldwide and manufactures in multiple countries both inside and outside of the European Union. The company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems.

Recently, several procurement processes, within the civil aviation business, have had problems related to the timing of purchases, which has led to excess inventory. The Vice President in charge of Supply Chain Management has made the decision to consolidate and reduce redundant procurement processes and systems. He has committed to the CEO that the business will move to a "Just-in-time" procurement system so as to keep inventory costs low.

The TOGAF standard is used for internal Enterprise Architecture activities. At presents, there are no architectural assets in the Architecture Repository related to this initiative. All assets will need to be acquired, 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 the existing procurement processes or systems.

This project is using an iterative approach for executing the Architecture Development Method (ADM). The architecture development project has completed the Architecure Vision Phase and has started a number of iteration cycles to develop the Architecture. As a packaged application is being considered, the next iteration will include both the Business and Application Architectures.

Stakeholder concerns that should be addressed by these architectures include:

What groups of people should be involved in procurement-related business processes?

What applications will these groups use once the architecture development is complete?

What non-procurement applications will need to be integrated with the new procurement applications?

What are the dependencies between the non-procurement and the new procurement applications?

Refer to the Scenario

[Note: You may need to refer to the Architectural Artifacts chapter, section 31.6 (located in Part IV) within the reference text in order to answer this question.]

You have been asked to identify the most appropriate catalogs, matrices, and diagrams to support the next iteration of Architecture development.

Based on the TOGAF Standard, Version 9.2, which of the following is the best answer?

- A. You would describe the Baseline Business Architecture with an Organization/Actor catalog, a Business Service/Function catalog, and a Data Entity/Business Function matrix. You would describe the Baseline Application Architecture with an Application Portfolio catalog and an Application/Function matrix.
- B. You would describe the Target Business Architecture with a Business Service/Function catalog, an Organization/Actor catalog, and Data Lifecycle diagrams. You would describe the Target Application Architecture with Application Communication diagrams, an Application Interaction matrix, and an Application Portfolio catalog.
- C. You would describe the Target Business Architecture with a Business Interaction matrix, and a Business Service/Function catalog. You would describe the Target Application Architecture with an Application Communication diagram, an Application/Organization matrix, an Application Interaction matrix and an Interface catalog.
- D. You would describe the Baseline Business Architecture with a Baseline Business Process catalog, and an Object lifecycle catalog. You would describe the Baseline Application Architecture with an Interface catalog and a Technology Portfolio catalog.

Correct Answer: B

QUESTION 9

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

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

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

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

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

Refer to the Scenario

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

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

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

Correct Answer: D

QUESTION 10

Scenario

Please read this scenario prior to answering the question

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

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

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

The Enterprise Architecture (EA) team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The EA team has defined a framework and held workshops with key stakeholders to define a set of architecture principles to govern the architecture work.

They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period.

This includes a solution architecture including three distinct transformations.

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

Refer to the Scenario

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

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

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

Correct Answer: D

QUESTION 11

Scenario: Global Mobile 1

Please read this scenario prior to answering the question

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

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

The Business Strategy group and the Enterprise Architecture group have conducted a high-level project to develop the enterprise-wide strategic plan. They have developed a business scenario which contains a good conceptual model of

what needs to be done, and also identifies the key requirements. This was used in preparing the proposal presented to the Executive Council and the Corporate Board.

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

The Corporate Board has approved funding for a multi-million Euro conversion to transition to a packaged Customer Service System. It is anticipated that the overall program will take five years to complete, but there are some tactical projects that can commence immediately to address the situation. The Corporate Board has placed one additional major constraint on the program. In addition to achieving the business outcomes directly related to improving overall customer service within each business unit, the Corporate Board expects the Target Architecture to produce an additional saving of at least 30% over current operating costs through energy efficiency initiatives, virtualization of servers and workstations, and expanded telecommuting and desk-sharing. This Green initiative is intended to become a model for future investments at all company facilities worldwide.

Refer to Global Mobile scenario

You have been engaged as a consultant to advise the Chief Architect on the best ways to approach to the implementation planning activities for this significant business transformation.

Based on TOGAF 9, which of the following is the best answer? (Is this the right answers to choose?)

- A. You recommend using conventional implementation planning techniques. The horizontal scope of the Green initiative would make the Capability-Based Planning approach used in the organization's TOGAF-based Enterprise Architecture framework difficult to manage and govern. This approach to planning was better applied within the vertical scope of a business unit.
- B. You recommend that the implementation planning activities be conducted using Capability-Based Planning. This is appropriate because the Green initiative is an enterprise-wide plan with a horizontal scope. Its metrics are aggregated at the enterprise level. It is crucial to gain business unit support and cooperation to achieve the broader business outcomes which will benefit all.
- C. The Capability-Based Planning approach used in the organization's TOGAF-based Enterprise Architecture framework is focused on business outcomes. The Green initiative is an infrastructure program that is technical in nature; therefore, it would not be appropriate to use the Capability-Based Planning approach. Instead, the Global Mobile systems development lifecycle approach should be utilized to develop the Solution Architecture.
- D. You recommend using conventional implementation planning techniques. The Capability-Based Planning approach is normally only used in public sector, defense-related programs. This approach is not appropriate for a private sector company.

Correct Answer: B

QUESTION 12

Scenario:

Please read this scenario prior to answering the Question

You are the Lead Architect for a firm that manufactures ball bearings used in industrial equipment applications. They have manufacturing operations in several cities in the United States, Germany, and the United Kingdom. The firm has traditionally allowed each manufacturing plant to drive its own production

planning systems. Each plant has its own custom Materials Requirements Planning, Master Production Scheduling, Bill of Materials, and Shop Floor Control systems.

"Just In Time" manufacturing techniques are used to minimize wastes caused by excessive inventory and work in process. The increasingly competitive business environment has compelled the firm to improve its business capability to be more responsive to the needs of industrial customers. To support this capability, the firm has decided to implement an Enterprise Resource Planning (ERP) solution that will enable it to better coordinate its manufacturing capacity to match the demands for its products across all plants. In addition, there are also new European regulations coming into force to which their manufacturing processes must conform in the next six months.

As part of the implementation process, the Enterprise Architecture (EA) department has begun to implement an architecture process based on TOGAF 9. The CIO is the sponsor of the activity. The Chief Architect has directed that the program should include formal modeling using the Architecture Content Framework and the TOGAF Content Metamodel. This will enable support for the architecture tooling that the firm uses for its EA program.

The Chief Architect has stated that in order to model the complex manufacturing process it will be necessary to model processes that are event-driven. Also, in order to consolidate applications across several data centers it will be necessary to model the location of IT assets. In particular, the end goal is to have the single ERP application running in a single data center.

Currently the project is in the Preliminary Phase, and the architects are tailoring the Architecture Development Method (ADM) and Architecture Content Framework to fit into the corporate environment.

Refer to the Scenario

You have been asked to recommend a response to the Chief Architect's request to tailor the TOGAF Content Metamodel.

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

- A. You recommend that the architecture team incorporate the Process Modeling and Infrastructure Consolidation extensions into their tailored Content Metamodel. As the environment is process-centric this will enable them to model the manufacturing processes and store information to support regulatory compliance. It also includes views useful for managing the consolidation of applications into a single data center.
- B. You recommend that the architecture team incorporate the Process Modeling and Governance extensions into their tailored Content Metamodel. This is suitable as this is a significant IT change that will impact its operational models. This will ensure that they include specific entities and attributes that will allow them to model the event-driven nature of the manufacturing processes more precisely.

C. You recommend that the architecture team incorporates the Governance and Motivation Extensions into their tailored Content Metamodel. This would allow modeling of the target milestones they want to achieve with this consolidation of application to a single data center. These extensions will also enable

demonstration of regulatory compliance for the manufacturing process.

D. You recommend that the architecture team incorporates the Data and Services Extensions into their tailored Content Metamodel. This would allow modeling of the location of IT assets and ensure regulatory compliance for the manufacturing process. It will also allow for identification of redundant duplication of capability which will be needed for a successful consolidation to a single data center.

Correct Answer: A

QUESTION 13

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

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

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

A. I would determine the business value of each solution, prioritize accordingly each set of solutions, conduct detailed Risk Assessment and Mitigation, do Compliance reviews and then implement the solutions. I would present my recommendations to the board for agreement. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.

B. I would after confirming Enterprise Change Attributes and constraints, do a Consolidated Gap Analysis then dependencies, then group and allocate the transitions. I would also assess Enterprise readiness and risks. Then I would also assess the business value of the solutions, do risk analysis with mitigation and then schedule the work products.

C. I would do a Consolidated Gap Analysis by considering then dependencies, then group and allocate the transitions. I would then look to produce artifacts that describe the recommended projects, the risk, issues and dependencies. This would also include transition architects to move us from current architecture to the recommended target architectures. I would present my recommendations to the board for agreement. Once this is done, I would update the architectures reflecting any changes resulting from the board discussion.

D. I would look at the corporate culture and attitude to change, understand the constraints such as cost and the required time horizons. I would then look at the architecture work to ensure it is complete and seek to address any gaps. I would review the functional requirements and ensure there are complete interoperability requirements. I would then validate any dependencies and risks. Then formulate an implementation and migration strategy identifies major work packages and the transition architecture required. Finally, once agreement is reached with the board I will create project charters and re-factor any changes needed from the board discussion into the architecture.

Correct Answer: D

QUESTION 14

Scenario Please read this scenario prior to answering the question You are serving as the Lead Architect for an

insurance company, which has been formed through the merger of three previously independent companies. The company now consists of three divisions with the same names and division headquarters as their predecessors.

The lack of integration between the three divisions has increasingly caused problems in the handling of customer and financial information. The inability to share information has resulted in lost opportunities to

"leverage the synergies" that had been intended when the company was formed. At present, each division maintains its own applications. Despite an earlier initiative to install a common application to manage customer, products, and claims information, each division has different ways of defining these core elements and has customized the common application to the point where the ability to exchange information is difficult, costly, and error-prone.

As a result, the company has made the decision to introduce a common web portal, contact center software suite, and document management system. Also the company has selected a single enterprise-wide customer relationship management (CRM) application to consolidate information from several applications that exist across the divisions. The application will be used by each of the divisions and accessed by third party partners through well defined interfaces.

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

The CIO has formed an Enterprise Architecture department, and one of the primary goals in its charter is to coordinate efforts between the implementation team and the migration teams in each division. The CIO has also formed a cross- functional Architecture Board to oversee and govern the architecture. The company has an existing team of security architects. TOGAF 9 has been selected as the core framework for use for the Enterprise Architecture program. The CIO has endorsed this choice with the full support of top management.

Refer to the Scenario

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, which of the following is the best answer?

A. You evaluate the implications of the concerns raised by the Corporate Board in terms of regulatory requirements and their impact on business goals and objectives. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the concerns. You

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

B. You start by clarifying the intent that the Board has for raising these concerns. This enables you to understand the implications of the concerns in terms of regulatory requirements and the potential impact on current business goals and objectives. You propose that a security architect or security architecture team be allocated to develop a comprehensive security architecture and that this be considered an additional domain architecture.

C. You evaluate the implications of the Board's concerns by examining the security and regulatory impacts on business goals, business drivers and objectives. Based on your understanding, you then update the current security policy to include an emphasis on the concerns. You define architecture principles to form constraints on the architecture work to be undertaken in the project. You then allocate a security architect to ensure that security considerations are included in the architecture planning for all domains.

D. You identify and document the security and regulatory requirements for the application and the data being collected. You ensure that written policies are put in place to address the requirements, and that they are communicated across the organization, together with appropriate training for key employees. You identify constraints on the architecture and communicate those to the architecture team. You establish an agreement with the security architects defining their role within the ongoing architecture project.

Correct Answer: D

QUESTION 15

RIG Networks, a global network supplier is implementing a massive replacement of its supply chain to reduce production cost of their new LTE (Long Term Evolution) gateways. As part of this renovation process the CIO decided to replace their ERP (Enterprise Resource Planning) system using a greenfield approach (where the legacy ERP system will be decommissioned). The CIO engaged a team of TOGAF 9 certified consultants to design the solution, he then identified the suppliers and asked you as Chief Architect to supervise the definition of the Architecture Design and Development Contract.

Refer to the scenario above

You now need to write the Architecture Design and Development Contract, identify how you would do this following TOGAF 9.

Choose one of the following answers

A. You would define the Architecture Design and Development Contract with : introduction and background, the nature of the agreement, scope of the architecture, architecture and strategic principles and requirements, conformance requirements, Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

B. You would define the Architecture Design and Development Contract with : introduction and background, the nature of the agreement, scope of the architecture, architecture and strategic principles and requirements, conformance requirements, Baseline Architecture definition, Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

C. You would define the Architecture Design and Development Contract with : Target Architecture Measures, Define phases of deliverables, Prioritized joint workplan, Time window, Architecture delivery and business metrics.

D. You would define the Architecture Design and Development Contract with : scope, goals, objectives and constraints, Architecture Principles, Baseline Architecture, Architecture Models, Gap Analysis, Impact Assessment.

Correct Answer: A

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