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

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

Answer: C

NEW QUESTION 2
- (Exam Topic 1)
In Phases B, C, and D which is the final step in each phase?

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

Answer: B

NEW QUESTION 3
- (Exam Topic 1)
Which one of the following best describes an Architecture Compliance Review?

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

Answer: A

NEW QUESTION 4
- (Exam Topic 1)
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 5
- (Exam Topic 1)
Which of the following architectures in the Architecture Continuum contains the most re-usable architecture elements?

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

Answer: B

NEW QUESTION 6
- (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 7
- (Exam Topic 1)
Which one of the following best describes the purpose of the Communications Plan?

A. To act as a deliverable container for artifacts created during a project
B. To ensure that information is communicated to the right stakeholders at the right time
C. To ensure that the results of a Compliance Assessment are distributed to the Architecture Board
D. To inform the Architecture Board of changes to the architecture
E. To show progression of change from the Baseline Architecture to the Target Architecture

Answer: B

NEW QUESTION 8
- (Exam Topic 1)
Which of the following does TOGAF describe as "the structure of components, their inter-relationships, and the principles guiding their design and evolution over time"?

A. View
B. Artifact
C. Model
D. Deliverable
E. Architecture

Answer: E

NEW QUESTION 9
- (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 10
- (Exam Topic 1)
In which section of the TOGAF template for Architecture Principles would a reader find the answer to the question of 'How does this affect me"?

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

Answer: A

NEW QUESTION 10
- (Exam Topic 1)
Which one of the following is an objective of Phase A of the TOGAF ADM?

A. To allocate the resources needed to implement the architecture project
B. To define the framework that is going to be used to develop the enterprise architecture
C. To define an IT Strategy that maps out the technology infrastructure
D. To prepare a Solution Architecture for the enterprise
E. To secure formal approval to proceed

Answer: E

NEW QUESTION 12
- (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 16
- (Exam Topic 1)
Which of the following is described by the TOGAF document as "a detailed plan of the system at component level to guide its implementation"?

A. Architecture
B. Artifact

C. Deliverable
D. Model
E. View

Answer: A

NEW QUESTION 19
- (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 20
- (Exam Topic 1)
TOGAF Part VII, Architecture Capability Framework recommends use of an ADM cycle for establishing an architecture practice. In this scenario, which architecture would describe the organizational structure for the architecture practice?

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

Answer: B

NEW QUESTION 23
- (Exam Topic 1)
Which of the following describes how the Enterprise Continuum is used when developing an Enterprise
Architecture?

A. To describe how an architecture addresses stakeholder concerns
B. To identify and understand business requirements
C. To classify architecture and solution assets
D. To coordinate with the other management frameworks in use

Answer: C

NEW QUESTION 27
- (Exam Topic 1)
Which of the following are considered as generic Building Blocks in the Solutions Continuum?

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

Answer: B

NEW QUESTION 29
- (Exam Topic 1)
In which part of the ADM cycle are building blocks evolved using a common platform of steps?

A. Preliminary Phase rid Phase A
B. Phases B, C and D
C. Phases E and F
D. Phases Grid H

Answer: B

NEW QUESTION 34
- (Exam Topic 1)
Which of the following best describes the purpose of the Architecture Requirements Specification?

A. It provides a list of work packages and a schedule for implementation of the target architecture.
B. It defines the scope and approach to complete an architecture project
C. It provides a set of statements that outline what a project must do to comply with the architecture
D. It is sent from the sponsor and triggers the start of an architecture development cycle
E. It contains an assessment of the current architecture requirements

Answer: C

Explanation:
Reference
http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap36.html#tag_36_02_06

NEW QUESTION 35
- (Exam Topic 1)
An ADM cycle can be used to establish an Architecture Capability within an organization. Which architecture produced in such a cycle would describe the architecture processes and organization structure?

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

Answer: A

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

NEW QUESTION 38
- (Exam Topic 1)
TOGAF Part VII, Architecture Capability Framework recommends use of an ADM cycle for establishing an architecture practice. In this scenario which architecture would describe the organizational structure for the architecture practice?

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

Answer: B

NEW QUESTION 39
- (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 42
- (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 46
- (Exam Topic 1)
Which of the following does TOGAF describe as "a formal description of a system, or a detailed plan of the system at component level to guide its implementation"?

A. Architecture
B. Artifact
C. Deliverable
D. Model
E. View

Answer: A

NEW QUESTION 47
- (Exam Topic 1)
Which of the following does the TOGAF document describe as the risk categorization prior to determining and implementing mitigating actions?

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

E. The residual level of risk

Answer: B

NEW QUESTION 51
- (Exam Topic 1)
Which Architecture domain is recommended to be the first architecture work undertaken in the ADM cycle?

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

Answer: B

NEW QUESTION 53
- (Exam Topic 1)
Which of the following is an interest important to a stakeholder in a system?

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

Answer: A

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

NEW QUESTION 55
- (Exam Topic 1)
According to TOGAF, which of the following activities is described as part of the approach in the Preliminary Phase of the ADM?

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

Answer: B

NEW QUESTION 56
- (Exam Topic 1)
Complete the sentence. TOGAF defines five criteria for a good set of principles: Complete, Consistent, Stable, Understandable and _____.

A. Agile,
B. Dynamic
C. Comprehensive
D. Robust
E. Strategic

Answer: D

NEW QUESTION 58
- (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 60
- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 64
- (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 66
- (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 69
- (Exam Topic 1)
Which of the following does the TOGAF ADM recommend for use in developing the Architecture Vision?

A. Architecture Principles
B. Business Scenarios
C. Interoperability Analysis
D. Migration Planning Techniques
E. Risk Management Techniques

Answer: B

NEW QUESTION 72
- (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 74
- (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 75
- (Exam Topic 1)
Which section of the TOGAF template for Architecture Principles highlights the requirements for carrying out the principle?

A. Implications

B. Name
C. Rationale
D. Statement

Answer: A

NEW QUESTION 76
- (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 77
- (Exam Topic 1)
Complete the sentence. The TOGAF standard covers the development of four architecture domains. Application, Data, _____.

A. Business and Technology
B. Information and Knowledge
C. Baseline and Transition
D. Vision and Requirements
E. Capability and Segment

Answer: A

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

NEW QUESTION 82
- (Exam Topic 1)
What technique does TOGAF recommend that focuses on achieving business outcomes rather than just technical deliverables?

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

Answer: C

NEW QUESTION 87
- (Exam Topic 1)
What part of the TOGAF standard discusses the processes, skills and roles to operate an architecture function within an enterprise?

A. Architecture Development Method
B. Architecture Capability Framework
C. Enterprise Continuum & Tools
D. Architecture Content Framework
E. TOGAF Reference Models

Answer: B

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

NEW QUESTION 91
- (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 96
- (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 99
- (Exam Topic 1)
Which of the following best describes the TOGAF Technical Reference Model?

A. It is a detailed data model that can be tailored to specific industries
B. It is an example of a Common Systems Architecture
C. It is a fundamental architecture upon which more specific architectures can be based
D. It is a model of application components and application services software, including brokering applications

Answer: C

NEW QUESTION 102
- (Exam Topic 1)
Which of the following statements best describes the Requirements Management process?

A. It is used to develop requirements for Transition Architectures that deliver business value
B. It is used to dispose of, address and prioritize architecture requirements
C. It is used to establish requirements for Phase A
D. It is used to manage architecture requirements throughout the ADM cycle
E. It is used to review business requirements

Answer: D

NEW QUESTION 104
- (Exam Topic 1)
What level of risk is the risk categorization prior to determining and implementing mitigating actions?

A. Critical
B. Residual
C. Low
D. Marginal
E. Initial

Answer: E

NEW QUESTION 109
- (Exam Topic 1)
In which phase of the ADM cycle do building blocks become implementation-specific?

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

Answer: E

NEW QUESTION 114
- (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 119
- (Exam Topic 1)
Which of the following is an objective of the Preliminary Phase?

A. Develop a vision of the proposed Enterprise Architecture
B. Define the process for architecture governance
C. Create the initial version of the Architecture Roadmap
D. Document the baseline architecture
E. Obtain approval for the Statement of Architecture Work

Answer: B

NEW QUESTION 123
- (Exam Topic 1)
Which of the following best describes the purpose of a business scenario?

A. To define and plan an enterprise architecture transformation based on Capability-Based Planning
B. To develop a set of general rules and guidelines for the architecture being developed
C. To develop a set of security guidelines for the architecture being developed
D. To help identify and understand the business requirements that an architecture must address
E. To identify and mitigate the risks when implementing an architecture project

Answer: D

NEW QUESTION 126
- (Exam Topic 1)
According to TOGAF, which of the following steps in Phases B, C, and D occurs before development of the baseline or target architectures?

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 129
- (Exam Topic 1)
According to TOGAF, which of the following best describes the purpose of a Compliance Assessment?

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

Answer: B

NEW QUESTION 134
- (Exam Topic 1)
Complete the sentence. TOGAF 9 Part III provides a set of resources that can be used to adapt and modify the _____.

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

Answer: B

NEW QUESTION 136
- (Exam Topic 1)
What document is sent from the sponsoring organization to the architecture organization to trigger the start of an ADM cycle?

A. Architecture Contract
B. Architecture Definition Document
C. Architecture Vision
D. Request for Architecture Work
E. Statement of Architecture Work

Answer: D

NEW QUESTION 141
- (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 143
- (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 146
- (Exam Topic 1)
Which of the following describes the Architecture Vision document?

A. A description of individual change increments showing progression from the baseline to target architecture
B. A detailed schedule for implementation of the target architecture
C. A high level description of the baseline and target architectures
D. A joint agreement between the development team and sponsor on the deliverables and quality of an architecture
E. A set of rules and guidelines to support fulfilling the mission of the organization

Answer: C

NEW QUESTION 147
- (Exam Topic 1)
Which one of the following best describes Capability-Based Planning?

A. A planning technique that ensures business information is communicated to the right people at the right time
B. A planning technique that ensures the application of business best practices
C. A planning technique that ensures timely solutions
D. A planning technique that focuses on business outcomes
E. A planning technique that identifies services to be shared

Answer: D

NEW QUESTION 151
- (Exam Topic 1)
In which part of the ADM cycle do building block gaps become associated with work packages that will address the gaps?

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

Answer: C

NEW QUESTION 155
- (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 158
- (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 162

- (Exam Topic 1)
Which of the following is described by the TOGAF Architecture Content Framework as a type of artifact that shows lists of things?

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

Answer: B

NEW QUESTION 163
- (Exam Topic 1)
Which of the following best completes the sentence? The Architecture Repository _____ .

A. is used to store different classes of architectural output created by the ADM
B. is a categorization mechanism for classifying architecture and solution artifacts
C. is a detailed model of architectural work products, including deliverables and artifacts
D. is an architecture of generic functions and services
E. is a set of resources to help establish an architecture capability within an organization

Answer: A

NEW QUESTION 165
- (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 169
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the question
The ABC company specializes in the development of wind turbine blades for use in large-scale commercial wind energy production systems. The company has manufacturing facilities located in Palm Springs, California, Omaha, Nebraska, and Winnipeg, Manitoba. Each of these plants supplies a different manufacturer that builds and sells complete systems. The turbine blades are custom engineered to meet each manufacturer's design specifications.
Until recently, most turbine blades were fabricated manually using molded fiber-reinforced plastics. However, recent improvements in composite materials, coupled with enhanced automated methods for precision application of materials during the molding process, have led to significant reduction in weight, increase in strength, and greatly improved blade longevity. The company has pioneered the development of a proprietary automated process for continuous extrusion of the turbine blades. Patents have been filed to protect the process, but certain trade secrets must be closely guarded.
The company has a mature Enterprise Architecture organization that is supported by a cross-functional Architecture Review Board. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.
The company has used T0GAF and its Architecture Development Method (ADM) to develop its automated manufacturing processes and systems that are used to design, manufacture, and test the blade assemblies. They have adapted their Enterprise Architecture to closely follow the TOGAF 9 framework. All of the company's enterprise architects have been trained and certified on TOGAF 9. Recently, an architecture project was completed that defined a standard approach for controlling the Automated Test System that is used at each plant to perform final quality assurance tests on each completed blade assembly. The Manufacturing Architecture Board approved the plan for immediate implementation at each plant.
An Architecture Contract was developed that detailed the work needed to implement and deploy the new Automated Test System controller. The Chief Engineer, sponsor of the activity, has expressed concern that a uniform process be employed at each site to ensure consistency.
Refer to the Scenario
You are the Lead Architect for this activity.
You have been asked to recommend the best approach to adopt to address the Chief Engineer's concern. Based on TOGAF 9, which of the following is the best answer?

A. You create an Architecture Contract to manage and govern the implementation and migration proces
B. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
C. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization.You recommend that if a deviation from the contract is detected, the Manufacturing Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local need
D. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.
E. You create an Architecture Contract to manage and govern the implementation and migration proces
F. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
G. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization.You recommend that if a deviation from the Architecture Contract is detected, the Manufacturing Architecture Board grant a dispensation ID allow the implementation organization the ability to customize the process to meet their local needs.
H. You create an Architecture Contract to manage and govern the implementation and migration proces
I. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
J. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Manufacturing Architecture Board and the implementation organization.You ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
K. You create an Architecture Contract to govern the implementation and migration process at each sit
L. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contrac
M. You ensure that the contract addresses the project objectives, effectiveness metrics, acceptance criteria, and risk managemen
N. You then schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture

Definitio
O. Based on the results, you ensure that the Manufacturing Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

Answer: D

Explanation:
 Incorrect:
Not C: correct, but missing contract see 49.2.2.. Note:
* Dispensations
A dispensation is used as the mechanism to request a change to the existing architectures, contracts, principles, etc. outside of normal operating parameters; e.g., exclude provision of service to a subsidiary, request for unusual service levels for specific business reasons, deploy non-standard technology or products to support specific business initiatives.
Dispensations are granted for a given time period and set of identified services and operational criteria that must be enforced during the lifespan of the dispensation. Dispensations are not granted indefinitely, but are used as a mechanism to ensure that service levels and operational levels, etc. are met while providing a level flexibility in their implementation and timing. The timebound nature of dispensations ensures that they are a trigger to the Architecture Compliance activity.

NEW QUESTION 171
- (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 175
- (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 179
- (Exam Topic 2)
According to the TOGAF standard, what term describes an individual with an interest in a system?

A. Sponsor
B. Consumer
C. Lead architect
D. Stakeholder

Answer: D

Explanation:
Reference https://pubs.opengroup.org/architecture/togaf9-doc/arch/chap03.html#tag_03_72

NEW QUESTION 182
- (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 187
- (Exam Topic 2)
Which of the following best describes an architectural change categorized as a re-architecting change?

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

Answer: B

NEW QUESTION 190
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the question
The ABC company is the prime contractor for the Telesto Unmanned Spacecraft 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 company is moving aggressively 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.
To achieve this goal, the company needs to define Baseline and Target Architectures. These architectures must address key stakeholders' concerns such as:
* 1. What groups of people should be involved in procurement-related business processes?
* 2. What current applications do those groups use?
* 3. Which procurement-related business processes are supported by zero, one, or many existing applications?
* 4. What are the overall lifetimes of the Request for Proposal and Purchase Order business objects? What
non-procurement applications will need to be integrated with any new procurement applications?
* 5. What data will need to be shared?
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 existing package applications from systems vendors with little customization.
The architecture development project has just completed its Architecture Context iteration cycle and is about to begin the Architecture Definition iteration cycle.
The company is using TOGAF for its internal Enterprise Architecture activities. It uses an iterative approach for executing Architecture Development Method (ADM) projects.
The architecture development project has just completed its Architecture Context iteration cycle and is about to begin the Architecture Definition iteration cycle.
Refer to the Scenario.
You are serving as the Lead Architect.
You have been asked to identify the most appropriate architecture viewpoints for this situation. Based on TOGAF 9, which of the following is the best answer?

A. In the early iterations of the Architecture Definition:Describe the Baseline Business Architecture with a Baseline Business Process catalogDescribe the Baseline Application Architecture with a Technology Portfolio catalogDescribe the Baseline Data Architecture with a Data diagramIn the later iterations of the Architecture Definition:Describe the Target Business Architecture with an Actor/Process/Data catalogDescribe the Target Application Architecture with a System/Technology matrixDescribe the Target Data Architecture with a Data Dissemination diagram
B. In the early iterations of the Architecture Definition:Describe the Target Business Architecture with a Business Service/Function catalog and a Business Interaction matrixDescribe the key business objects with Product Lifecycle diagramsDescribe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrixDescribe the Target Data Architecture with a Data Entity/business Function matrix and a System/Data matrixIn the later iterations of the Architecture Definition:Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrixDescribe the Baseline Application Architecture with a System/Organization matrix and a System/function matrixDescribe the Baseline Data Architecture with a Data Entity/Data Component catalog
C. In the early iterations of the Architecture Definition:Describe the Target Business Architecture with a Business Service/Function catalog and an Organization/Actor catalogDescribe the key business objects with Data Lifecycle diagramsDescribe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrixDescribe the Target Data Architecture with a System/Data matrixIn the later iterations of the Architecture Definition:Describe the Baseline Business Architecture with a Business Service/Function catalog and a Business Interaction matrixDescribe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrixDescribe the Baseline Data Architecture with a Data Entity/Data Component catalog
D. In the early iterations of the Architecture Definition:Describe the Baseline Business Architecture with an Organization/Actor catalogDescribe the Baseline Application Architecture with a System/Function matrixDescribe the Baseline Data Architecture using a Data Entity/Data Component catalogIn the later iterations of the Architecture Definition:Describe the Target Business Architecture with an Organization/Actor catalogDescribe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrixDescribe the Target Data Architecture with a System/Data matrix

Answer: C

NEW QUESTION 195
- (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 197
- (Exam Topic 2)
Which phase of the ADM focuses on the governance and management of the Architecture Contracts that cover the overall implementation and deployment process?

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

Answer: D

NEW QUESTION 201
- (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 205
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the question
ABC LLC is a vacation property management firm that is growing through acquisition. It manages over 200 resort properties across North America. Many of the resort properties use the same internal IT systems that they used before they were acquired. Until recently, the only requirement that has been placed in each property is that they use a standard financial reporting system to report their financials ID the headquarters on a weekly basis.
The CEO 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 LLC property business by standardizing its operations across the network to provide consolidated financial, human resources, logistics, sales and marketing, and yield management. He has also stated that he expects results by the end of the current fiscal year.
These changes will provide the company 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 markets to improve yields.
The LLC has a mature enterprise architecture (EA) practice 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 firm, including detailed requirements and recommendations.
Based on the recommendations from the initial engagement, the company has embraced an Architecture Vision to adopt an enterprise application that is tailored to the needs of the hospitality industry.
Refer to the scenario
Your role is that of Chief Architect. You have been asked to recommend the best approach to take in this architecture engagement to realize the CEO's vision.
Based on TOGAF 9, which of the following is the best answer?

A. Since the initial engagement has identified the need to change, you recommend that the team focus on defining the target architecture by going through the architecture definition phases (B-D). This will ensure that the change can be defined in a structured manner and address the requirements needed to realize the vision.
B. Since the vision is well understood and the strategic architecture agreed, you recommend that the target architecture is defined first, followed by transition plannin
C. This will ensure that the current inefficiencies of the baseline architecture are not carried forward, and that the proposed solution addresses the requirements identified in the initial architecture engagement.
D. You recommend that this engagement define the Technology Architecture first in order to assess the current infrastructure capacity and capabilit
E. Then the focus should be on transition planning and architecture deploymen
F. This will identify requirements to ensure that the projects are sequenced in an optimal fashion so as to realize the vision.
G. You recommend 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 help forecast future impacts.

Answer: C

NEW QUESTION 208
- (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 210
- (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 212
- (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 216
- (Exam Topic 2)
Which one of the following statements about the structure of the TOGAF 9 document is true?

A. Part I describes the TOGAF approach to Enterprise Architecture
B. Part II describes the definitions of terms used and the changes between versions of TOGAF
C. Part III describes requirements management and is considered to be the core of TOGAF
D. Part IV describes the ADM: a collection of guidelines and techniques used in TOGAF 9

Answer: A

NEW QUESTION 219
- (Exam Topic 2)
Complete the sentence. In TOGAF, every architecture view has an associated _____ that describes it, at least implicitly.

A. architecture building block
B. architecture model
C. architecture vision
D. requirement
E. viewpoint

Answer: E

NEW QUESTION 221
- (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 222
- (Exam Topic 2)
What part of the Architecture Repository holds specifications to which architectures must conform?

A. Standards Information Base
B. Enterprise Continuum
C. Governance Log
D. Architecture Landscape
E. Reference Library

Answer: A

NEW QUESTION 226

- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the Question
Your role is consultant to the Lead Architect within a multinational semiconductor and software design company. Its largest business is in processors, although it also designs system-on-a-chip infrastructure and manufactures memory chips. A characteristic feature of its processors is their low electric power consumption, which makes them particularly suitable for use in portable devices. As well as licensing its technology, the company has several manufacturing divisions.
The company has a mature enterprise architecture practice and uses TOGAF 9 for the basis of its architecture framework. In addition to the EA program, the company has a number of management frameworks in use, including business planning, portfolio/project management, and operations management. The EA program is
sponsored by the CIO.
The company has defined a strategic architecture to improve its ability to meet customer demand and improve its ability to manage its supply chain. The strategic architecture called for the consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating independently in the divisions' production facilities. The goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.
Each division has completed the Architecture Definition documentation required to tailor and configure the environment to meet its own specific manufacturing requirements.
The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains. Based on the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase A. Based on all of these factors they have produced a risk assessment. They have also completed the Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables. Because of the risks posed by the complexity of the current environment, it has been determined that a phased approach is needed to implement the target architectures. The overall implementation process is estimated to take several years.
Refer to the Scenario
You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan. Based on TOGAF, which of the following is the best answer?

A. You recommend that the enterprise architects apply the Business Value Assessment Technique to prioritize the implementation projects and project 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. They should confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the project
D. They should then document the lessons learned and generate the final Implementation and Migration Plan.
E. You recommend that the enterprise architects conduct a series of Compliance Assessments to ensure that the architecture is being implemented according to the contrac
F. The Compliance Assessment should verify that the implementation team is using the proper development methodolog
G. It should include deployment of monitoring tools and ensure that performance targets are being me
H. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.
I. You recommend that the enterprise architects assess how the plan impacts the other frameworks in use in the organizatio
J. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management framework
K. They should then assign a business value to each project, taking into account available resources and priorities for the project
L. Finally, they should generate the Implementation and Migration Plan.
M. You recommend that the enterprise architects place the Architecture Definition Document underconfiguration contro
N. This will ensure that the architecture remains relevant and responsive to the needs of the enterpris
O. They should then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the pla
P. You recommend that lessons learned be applied as changes to the architecture without review.

Answer: C

NEW QUESTION 231
- (Exam Topic 2)
Complete the sentence. In TOGAF, architecture viewpoints represent _____

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

Answer: D

NEW QUESTION 233
- (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 236
- (Exam Topic 2)
In which ADM phase are the business principles, business goals and strategic drivers first validated?

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

Answer: B

NEW QUESTION 240
- (Exam Topic 2)
Which one of the following describes classification methods for architecture and solution artifacts within the Architecture Repository?

A. Architecture Landscape
B. Architecture Vision
C. Enterprise Continuum
D. Governance Log
E. Standards Information Base

Answer: C

NEW QUESTION 244
- (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 246
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the Question
You have been assigned the role of Chief Enterprise Architect within a leading outsourcing services company. The company has over 20,000 outsourcing professionals and works on some of the world's largest outsourcing projects. Outsourcing services include business processes, infrastructure, and service management. The company also provides business consulting services.
With numerous service areas and a large number of diverse engagements in progress at any given time, overall engagement management within the company has become challenging. The company does not want to risk Its outstanding reputation or its international certifications and CMM ratings.
The company has an established an Enterprise Architecture program based on TOGAF 9, sponsored jointly by the Chief Executive Officer and Chief Information Officer. An Architecture Board has been formed comprised of IT staff executives and executives from the major service areas and consulting practice.
The Enterprise Architecture (EA) team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The EA team has defined a framework and held workshops with key stakeholders to define a set of architecture principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future

of the company over a five-year period. This includes a solution architecture including three distinct transformations.
The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from some of the vice presidents across the company that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.
Refer to the Scenario
You have been asked to recommend an approach to satisfy these concerns. Based on TOGAF, which of the following is the best answer?

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

Answer: D

NEW QUESTION 251
- (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 252
- (Exam Topic 2)
The TOGAF Architecture Capability Framework recommends use of an ADM cycle for establishing an architecture practice. In this scenario, which of the following would describe the organizational structure for the architecture practice?

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

Answer: B

NEW QUESTION 254
- (Exam Topic 2)
According to TOGAF, which of the following are the architecture domains that are commonly accepted subsets of an overall enterprise architecture?

A. Application, Business, Data, Technology
B. Capability, Segment, Strategic
C. Context, Definition, Governance, Transformation
D. Definition, Realization, Transition, Vision

Answer: A

NEW QUESTION 255
- (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 257
- (Exam Topic 2)
An association of companies has defined a data model for sharing inventory and pricing information. Which of the following best describes where this model would fit in the Architecture Continuum?

A. Foundation Architecture
B. Common Systems Architecture
C. Industry Architecture
D. Organization Specific Architecture
E. Product Line Architecture

Answer: C

NEW QUESTION 262
- (Exam Topic 2)
Complete the sentence. Capability-Based Planning is a technique that _____

A. ensures timely solutions
B. identifies services to be shared
C. focuses on business outcomes
D. ensures the application of business best practices
E. ensures business information is communicated to the right people at the right time

Answer: C

NEW QUESTION 267
- (Exam Topic 2)
Which section of the TOGAF document describes the processes, skills and roles to establish and operate an architecture function within an enterprise?

A. Part II: Architecture Development Method
B. Part III: ADM Guidelines and Techniques
C. Part IV: Architecture Content Framework
D. Part VI: TOGAF Reference Models
E. Part VII: Architecture Capability Framework

Answer: E

NEW QUESTION 268
- (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 273
- (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 277
- (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 279
- (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 281
- (Exam Topic 2)
Scenario
Please read this scenario prior to answering the Question

You are working as a consultant to the Chief Architect at an intelligence 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 more stringent requirements for the architecture 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 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 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, which of the following is the best answer?

A. You recommend that a Communications Engineering view is created using the infrastructure consolidation extension from the Architecture Content Metamode
B. This view will allow architects to align the needed performance measurement communications across the syste
C. 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.
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 requirement
E. The services extension can also be used to map terminology between the business services and the application components.
F. You recommend that the motivation and governance extension are incorporated into the Architecture Content Metamode
G. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance model
H. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.
I. You recommend all of the extensions be incorporated into the Architecture Content Metamode
J. 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 artifact

K. 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

L. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.

Answer: B

NEW QUESTION 282
- (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 287
- (Exam Topic 2)
Which one of the following describes a purpose of an Architecture Compliance review?

A. To define the capabilities of the organization
B. To communicate the technical readiness of the project
C. To evaluate the readiness of the organization to undergo change
D. To produce a new Request for Architecture Work

Answer: B

NEW QUESTION 292
- (Exam Topic 2)
According to the TOGAF Document Categorization Model, which category is for resources NOT referenced by content within the other categories?

A. TOGAF Core
B. TOGAF Extension
C. TOGAF Mandatory
D. TOGAF Recommended
E. TOGAF Supporting

Answer: E

NEW QUESTION 296
- (Exam Topic 2)
Which of the following best describes the purpose of the Architecture Roadmap?

A. It lists work packages on a timeline showing progress towards the Target Architecture
B. It contains an assessment of the current architecture requirements
C. It provides for effective communication of the end architecture project to the stakeholders
D. It forms the basis of a contractual agreement between the sponsor and the architecture organization
E. It is sent from the sponsor and triggers the start of an architecture development cycle

Answer: A

NEW QUESTION 301
- (Exam Topic 2)
Complete the sentence. To promote effective architectural activity within the enterprise, TOGAF 9 recommends the establishment of a(n) _____

A. Enterprise Architecture Capability
B. IT Governing Board
C. Program Management Office
D. Quality Assurance department
E. Service Management department

Answer: A

NEW QUESTION 306
- (Exam Topic 2)
Scenario:
Please read this scenario prior to answering the question
The ABC company 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.
The company 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 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 regulation

B. Stakeholders should be able to view the models to see that their concerns have been properly addressed.

C. Each architecture activity should be developed using a consistent modeling approach that is uniform across all architecture project

D. 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,

E. A stakeholder map should be developed that allows the architects to define groups of stakeholders sharing common concern

F. 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.

G. 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 locatio

H. Each of these reports should reflect the stakeholders' requirements.

Answer: A

NEW QUESTION 310
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