



# The-Open-Group

## Exam Questions OGO-093

OGO-093 TOGAF 9 Combined Part 1 and Part 2

#### NEW QUESTION 1

- (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 2

- (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 3

- (Exam Topic 2)

Which of the following reasons best describes why the ADM numbering scheme for versioning output is an example and not mandatory?

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

**Answer: B**

#### NEW QUESTION 4

- (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 5

- (Exam Topic 2)

Which one of the following is NOT an element of an architecture framework?

- A. A common vocabulary
- B. A list of recommended standards
- C. A method for designing an information system in terms of building blocks
- D. A set of structures which can be used to develop a broad range of architectures
- E. A system development lifecycle method for software engineering

**Answer: E**

#### NEW QUESTION 6

- (Exam Topic 2)

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

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

**Answer: A**

#### NEW QUESTION 7

- (Exam Topic 2)

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

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

**Answer: B**

#### NEW QUESTION 8

- (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 9

- (Exam Topic 2)

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

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

**Answer: A**

#### NEW QUESTION 10

- (Exam Topic 2)

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

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

**Answer: D**

#### NEW QUESTION 10

- (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 team

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 objectives

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 to be developed to address the concern, instead of address the concern in the ERP solution itself.

#### NEW QUESTION 11

- (Exam Topic 2)

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

A. Establish the resources for architecture governance

B. Develop the Target Technology Architecture

C. Ensure conformance for the target architecture

D. Operate the governance framework

E. Finalize the Implementation and Migration Plan

**Answer: C**

**Explanation:**

Reference

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

#### NEW QUESTION 15

- (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 19

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for the enterprise architecture team at the prime contractor for the Dreadnought Unmanned Aircraft System program.

Over the course of this contract, the company has grown rapidly by acquisition and has inherited numerous different procurement processes and related IT systems. The decision has been made to consolidate and reduce redundant procurement processes and systems. The CEO has announced that the company will seek to leverage higher volume discounts and lower related IT support costs by instituting a preferred supplier program.

TOGAF 9 is used for internal Enterprise Architecture activities, with an iterative approach for executing Architecture Development Method (ADM) projects.

At present, there are no particularly useful architectural assets related to this initiative, so all assets need to be acquired and customized or created from scratch.

The company prefers to implement commercial off the shelf package applications with little customization. The CIO, who is the project sponsor, has stated that she is not concerned about preserving existing processes or systems.

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

The Information Systems Architectures must address stakeholder concerns such as:

\* 1. Which procurement-related business processes are supported by zero, one, or many existing applications?

\* 2. What non-procurement applications will need to be integrated with any new procurement applications?

\* 3. What data will need to be shared?

Refer to the Scenario

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

You have been asked to identify the most appropriate catalogs, matrices, and diagrams for this situation. Based on TOGAF 9, which of the following is the best answer?

A. In the early iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture using a Data Entity/Data Component catalog

B. In the later iterations of the Architecture Definition, you would describe the Target Application Architecture using Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix.

C. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a System/Data matrix

D. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with an Application and User Location diagram and a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.

E. In the early iterations of Architecture development, you would describe the Target Application Architecture with Application Communication diagrams and an Application Interaction matrix, and describe the Target Data Architecture with a Data Entity/Business Function matrix and a System/Data matrix

F. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.

F. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.

F. In the later iterations of Architecture development, you would describe the Baseline Application Architecture with a System/Function matrix, and describe the Baseline Data Architecture with a Data Entity/Data Component catalog.

G. In the early iterations of Architecture development, you would describe the Baseline Application Architecture with a Technology Portfolio catalog, and describe the Baseline Data Architecture with a Data diagram  
 H. In the later iterations of Architecture development, you would describe the TargetApplication Architecture with a System/Technology matrix, and describe the Target Data Architecture with a Data Dissemination diagram.

**Answer: C**

**Explanation:**

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

**NEW QUESTION 20**

- (Exam Topic 2)

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

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

**Answer: D**

**NEW QUESTION 25**

- (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 transformation
- 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 contract
- F. The Compliance Assessment should verify that the implementation team is using the proper development methodology
- G. It should include deployment of monitoring tools and ensure that performance targets are being met
- 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 organization
- 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 under configuration control
- N. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise
- O. They should then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan
- P. You recommend that lessons learned be applied as changes to the architecture without review.

**Answer: C**

**NEW QUESTION 30**

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

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

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

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

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

Refer to the Scenario

You have been asked to make recommendations for tailoring the Architecture Content Metamodel to accommodate the requirements of the upgraded system. Based on TOGAF, which of the following is the best answer?

- A. Since some artifacts will now require specific measurements and additional data will be needed to support the performance objectives linked to these measurements, you recommend that the motivation and governance extensions of the TOGAF 9 Content Metamodel are use
- B. Using these extensions will allow modeling the goals, objectives and drivers for the architecture, linking them to service levels and more detailed governance model
- C. This will also enable the ability to re-use existing profiles, customizing them for the various service contracts involved.
- D. You recommend all of the TOGAF 9 Content Metamodel extensions be incorporated into the Architecture Content Metamode
- E. The full Content Metamodel will enable the EA team to capture and categorize all the important additional data needs to support the performance and measurement objectives linked to these artifact
- F. Once the new repository content has been implemented, on- demand queries can be used to generate a customized governance stakeholder view that isolates the artifacts and data needed to assess measurement for any particular servic
- G. If this view is found to be inadequate for the governance concerns, the service models within those artifacts can be expanded.
- H. Since this case requires extensions of the modeling and data details of the service, this is best done by using the services extension of the TOGAF 9 Content Metamode
- I. By using this extension, the service model is no longer constrained by what is expected in typical business service definitions, allowing more flexibility for adding customized models to support the more stringent measurement requirement
- J. The services extension can also be used to map terminology between the business services and the application components.
- K. To support the type of stringent performance measurements needed for the more detailed governance views required for the upgraded system, the interfaces to the communication and network layer of the architecture must be highly visible at the application leve
- L. To accommodate the proper development of this, a Communications Engineering view should be created from the infrastructure extension models of the TOGAF Content Metamode
- M. This view will allow architects to align the required performance measurement communications across the system.

**Answer: C**

#### NEW QUESTION 32

- (Exam Topic 2)

Complete the sentence. All of the following are parts of the conceptual structure of the TOGAF Architecture Governance Framework, except \_\_\_\_\_

- A. Content
- B. Context
- C. Process Flow Control
- D. Repository
- E. Vision

**Answer: E**

#### NEW QUESTION 35

- (Exam Topic 2)

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

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

**Answer: B**

#### NEW QUESTION 37

- (Exam Topic 2)

According to TOGAF, the recommended dimensions used to define the scope of an architecture include all the following, except:

- A. Architecture Domains
- B. Enterprise Focus
- C. Level of Detail
- D. Subject Matter
- E. Time Period

**Answer: D**

#### NEW QUESTION 39

- (Exam Topic 2)

#### Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for an Enterprise Architecture project team within a multinational oil and gas corporation. It is organized into two major business groupings:

- Upstream operations which include exploration for crude oil and natural gas and operating the infrastructure necessary to deliver oil and gas to the market.
- Downstream operations which include the manufacturing, distribution and marketing activities for oil products and chemicals

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

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

The Governing Board is concerned about the risk posed by operating in this complex global environment with a large part of the downstream business represented by local operating companies. As a result, the Chief Executive Officer (CEO) has appointed a Chief Compliance Officer (CCO) to be responsible for overseeing and managing compliance issues for the corporation. The CCO reports directly to the CEO.

The CCO has approved the expenditure of resources to establish an Enterprise Architecture program, and has mandated the use of the TOGAF standard as the framework. He has requested to be informed about the status of downstream operations that could impact regulatory compliance. He also wants the corporate legal staff and auditors to analyze all proposed new downstream operations to ensure that they are within the legal guidelines for each country. In addition, the local operating companies should be able to see that the architecture is appropriate for their needs.

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

Refer to the Scenario

You have been asked to recommend an approach that would enable the development of an architecture that addresses the needs of the Chief Compliance Officer, legal staff, auditors and the local operating companies.

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

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

**Answer: B**

#### NEW QUESTION 43

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

The ABC company started as an accounting and financial services company. It has expanded over the years and is now a leading North American IT and Business Services provider.

With numerous practice areas and a multitude of diverse engagements underway at any given time, overall engagement management has become challenging.

The company does not want to risk its outstanding

reputation or its international certifications and CMM ratings. Senior partners must become team players, working to support the broader needs of the company and its shareholders.

The Enterprise Architecture team has been working to create the company's Enterprise Architecture framework to address these issues. The team has defined a preliminary framework and held workshops with key stakeholders to define a set of 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.

An Architecture Review Board has been formed comprised of IT staff executives and executives from the major practice areas.

The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of the Enterprise Architecture program. The Enterprise Architecture framework is based on TOGAF 9.

As the EA team prepare to formulate an Implementation plan, they have been asked by the CIO to assess the risks associated with the proposed architecture. He has received concerns from senior management 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 assigned to the role of Chief Enterprise Architect.

You have been asked to recommend an approach to satisfy the concerns raised. Based on TOGAF 9, which of the following is the best answer?

- A. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture
- B. Once all of the concerns have been resolved, the EA team should finalize the Architecture Implementation Roadmap and the Migration Plan.
- C. The EA team should gather information about potential solutions from the appropriate source
- D. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architectures.
- E. The EA team should create a consolidated gap analysis to understand the transformations that are required to achieve the proposed Target Architecture
- F. The EA team should gather information about potential solutions from the appropriate source
- G. Once the Solution Architecture has been assembled, it should be analyzed using a state evolution table to determine the Transition Architecture
- H. An interoperability analysis should be applied to evaluate any potential issues across the Solution Architecture.
- I. Prior to preparing the Implementation plan, there are several techniques that should be applied to assess the risks and value of the proposed transformation
- J. In particular, the EA team should pay attention to the Business Transformation Readiness Assessment and the Business Value Assessment.

**Answer: D**

#### NEW QUESTION 47

- (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 50

- (Exam Topic 2)

Complete the sentence. As the architecture evolves, the assets in the Solutions Continuum progress towards a (n) \_\_\_\_\_

- A. Common Systems Architecture
- B. Industry Specific Architecture
- C. Foundation Solution
- D. Organization Specific Solution
- E. Technology Neutral Implementation

**Answer:** D

#### NEW QUESTION 54

- (Exam Topic 2)

Which phase of the TOGAF ADM is the first phase directly concerned with the planning for the implementation of the target architecture(s)?

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

**Answer:** B

#### NEW QUESTION 58

- (Exam Topic 2)

Which of the following is a true statement about the TOGAF Technical Reference Model?

- A. The TOGAF Architecture Development Method mandates the use of the Technical Reference Model for large complex architecture projects
- B. The Technical Reference Model is an integral part of the TOGAF Architecture Development Method
- C. The Technical Reference Model should not be modified
- D. The Technical Reference Model includes a set of graphical models and a corresponding taxonomy
- E. The Technical Reference Model provides a direct mapping to the Zachman Framework

**Answer:** D

#### NEW QUESTION 62

- (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 63

- (Exam Topic 2)

Complete the sentence. In the TOGAF Architecture Content Framework, an artifact that is a list of things is known as a \_\_\_\_\_ .

- A. building blocks
- B. matrix
- C. catalog
- D. deliverable
- E. diagram

**Answer:** C

#### NEW QUESTION 64

- (Exam Topic 2)

Which one of the following is NOT an objective for Phase C, Data Architecture?

- A. Defining an architecture that can be understood by the stakeholders
- B. Defining an architecture that is complete and consistent
- C. Defining an architecture that is stable
- D. Defining data entities that are normalized to minimize update anomalies
- E. Defining data entities relevant to the enterprise

Answer: D

### NEW QUESTION 68

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

You are serving as the Chief Architect for a large, global commodities trading company which has been growing rapidly through a series of acquisitions.

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

As a result, the company has made the decision to introduce a single enterprise-wide application to consolidate information from several applications that exist across the lines of business. The application will be used by all business units and accessed by suppliers through well defined interfaces.

Refer to the Scenario

As part of the process for establishing the Enterprise Architecture department, you are developing a set of architecture principles to guide the activities.

You need to specify the best approach for this work.

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

- A. You gather information from credible industry sources in the commodities business
- B. Based on that, you assess current trends and apply that to defining a set of principles that embody best practice
- C. You select architecture principles that do not conflict with each other and that should be stable
- D. You ensure that all the principles are realistic and avoid including principles that are obvious.
- E. You examine the mission statements for the company and each of its businesses, together with the corporate value statement
- F. Based on that, you define a set of principles and review with the CIO
- G. When developing the principles, you ensure that they actively promote the alignment of IT with the business strategies and initiatives of the company
- H. You then seek the endorsement of the CIO and senior management.
- I. You define a set of principles that support the preferred best practices embodied in the Enterprise Architecture department charter
- J. You publish the principles on the corporate intranet to ensure widespread acceptance and compliance
- K. You then schedule regular periodic Compliance Assessments with individual business units to check that they have made satisfactory progress toward meeting the objectives and conditions embodied in the principles.
- L. You examine the mission statements for the company and each of its businesses, together with the corporate value statement
- M. Based on that, you work with the Architecture Board to define the principles
- N. When developing the principles, you ensure that they actively promote the alignment of IT with the corporate business strategies
- O. You then hold a series of review meetings with all the relevant stakeholders, including senior management, ensuring their support.

Answer: D

### NEW QUESTION 72

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

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

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

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

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

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

Refer to the Scenario

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

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

- A. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increment
- B. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation
- C. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the project
- D. You would then document the lessons learned and generate the final plan.
- E. You would assess how the plan impacts the other frameworks in use in the organization
- F. Minimally, the plan should be coordinated with the business planning, portfolio/project management and operations management framework
- G. You would then assign a business value to each project, taking into account available resources and priorities for the project
- H. Finally, you would generate the Implementation and Migration Plan.
- I. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contract
- J. The Compliance Assessment should verify that the implementation team is using the proper development methodology
- K. It should include deployment of monitoring tools and ensure that performance targets are being met
- L. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.
- M. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycle
- N. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise
- O. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan

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

**Answer:** A

**Explanation:**

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

**NEW QUESTION 77**

- (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 80**

- (Exam Topic 2)

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

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

**Answer:** A

**NEW QUESTION 82**

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You are serving as the Lead Architect for an enterprise architecture project team within a leading multinational pharmaceutical and medical devices manufacturer. Its brands include numerous household names for medications and first aid supplies.

The company has a long history of innovating new treatments for many common illnesses and diseases. Prior to launching a new treatment, the company has to demonstrate its effectiveness and safety in a set of clinical trials that satisfy the regulatory requirements of the countries in the target markets. All clinical trials are undertaken by its research laboratories, which employ over 10,000 people at separate facilities in the United Kingdom, United States, Sweden, France, Canada, India, China and Japan. In addition to internal research and

development activities the company is also involved in publicly funded collaborative research projects, with other industrial and academic partners.

The Enterprise Architecture group within the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners.

The Enterprise Architecture group within the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners.

The Enterprise Architecture group is a mature organization. They use the TOGAF 9 ADM with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that the changes to the enterprise architecture for the new system will need to be rolled out in stages on a regional basis that minimizes disruptions to ongoing clinical trials.

Refer to the Scenario

You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture(s).

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

- A. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procure
- B. Eliminate any duplicate building block
- C. Group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix
- D. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architecture
- E. Schedule the roll out of the work packages to be sequential across the geographic regions.
- F. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix
- G. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product
- H. Group similar solutions together to form work package
- I. Identify dependencies between work packages factoring in the clinical trial schedule
- J. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- K. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work package
- L. Using the matrix as a planning tool, regroup the work packages to account for dependencies
- M. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture
- N. Schedule the rollout one region at a time
- O. Document the progression of the enterprise architecture using a state evolution table.
- P. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool
- Q. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product. Group the similar solutions together to define the work package
- R. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.

Answer: D

#### NEW QUESTION 85

- (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 87

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question.

The ABC Ltd. is a leading medical device manufacturer in the highly competitive market for Migraine Headache Pain Management (MHPM) devices. These tiny wireless devices are implanted in the brain and can deliver a precise electric shock when the wearable Pain Control Unit (PCU) detects an increase in stress induced by the onset of a migraine headache. This technology will be a breakthrough in the treatment of this condition, and several competitors are striving to be the first to introduce a product into the market. However, all of them must demonstrate the effectiveness and safety of their products in a set of clinical trials that will satisfy the regulatory requirements of the countries in the target markets.

The Enterprise Architecture group at the company has been engaged in an architecture development project to create a secure networked collaboration system that will allow researchers at its product development laboratories worldwide to share information about their independent clinical trials. The Enterprise Architecture group is a mature organization that has been utilizing TOGAF for several years. The company Architecture Development Method is strictly based on TOGAF 9 with extensions required to support current good manufacturing practices and good laboratory practices in their target markets. The project team has now completed the Business, Information Systems, and Technology Architecture phases and has produced a complete set of deliverables for each phase. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security and privacy issues that are relevant for each domain. A corresponding Security Architecture has been defined.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. He has stated that the changes to the enterprise architecture for the new system will need to be rolled out on a geographic basis that will minimize disruptions to ongoing clinical trials. The work will need to be done in stages and rolled out in geographical regions.

Refer to the Scenario

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

You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture(s).

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

- A. Create an Implementation Factor Assessment and Deduction Matrix and a Consolidated Gaps, Solutions and Dependencies Matrix
- B. For each gap, identify a proposed solution and classify it as new development, purchased solution, or based on an existing product
- C. Group similar solutions together to form work package
- D. Identify dependencies between work packages factoring in the clinical trial schedule
- E. Regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures and documented in an Architecture Definition Increments Table.
- F. Determine the set of Solution Building Blocks required by identifying which Solution Building Blocks need to be developed and which need to be procure
- G. Eliminate any duplicate building block
- H. Group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix
- I. Rank the work packages in terms of cost and select the most cost-effective options for inclusion in a series of Transition Architecture
- J. Schedule the roll out of the work packages to be sequential across the geographic regions.
- K. Use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool
- L. For each gap classify whether the solution is either a new development, purchased solution, or based on an existing product
- M. Group the similar solutions together to define the work package
- N. Regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.
- O. Group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work package
- P. Using the matrix as a planning tool, regroup the work packages to account for dependencies
- Q. Sequence the work packages into the Capability Increments needed to achieve the Target Architecture
- R. Schedule the rollout one region at a time
- S. Document the progression of the enterprise architecture using an Enterprise Architecture State Evolution table.

Answer: C

#### NEW QUESTION 90

- (Exam Topic 2)

In the Solutions Continuum, which of the following is the correct order of Solutions from most-specific to most-generic?

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

Answer: E

#### NEW QUESTION 92

- (Exam Topic 2)

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

- A. Architecture view
- B. Architecture viewpoint

- C. Diagram
- D. Matrix
- E. Catalog

**Answer:** A

**NEW QUESTION 94**

- (Exam Topic 2)

Which phase of the ADM is an on-going activity that is visited throughout a TOGAF architecture project?

- A. Architecture Change Management
- B. Implementation governance
- C. Migration planning
- D. Preliminary Phase
- E. Requirements Management

**Answer:** E

**NEW QUESTION 99**

- (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 103**

- (Exam Topic 2)

In which phase of the ADM cycle do building blocks become implementation-specific?

- A. Business Architecture
- B. Data Architecture
- C. Architecture Vision
- D. Opportunities and Solutions
- E. Technology Architecture

**Answer:** D

**NEW QUESTION 107**

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

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

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

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

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

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

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

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

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

**Answer:** B

**NEW QUESTION 111**

- (Exam Topic 2)

Gap Analysis is a technique used in Phases B, C, D and E. Which one of the following statements best describes the gap analysis technique?

- A. It highlights areas of stakeholder concern
- B. It highlights the impacts of change
- C. It highlights services that are yet to be developed
- D. It highlights services that are available
- E. It highlights different viewpoints

**Answer:** C

**NEW QUESTION 116**

- (Exam Topic 2)

Which of the following is NOT an objective for Phase B, Business Architecture?

- A. Defining the Strategic Business Plan
- B. Describing the Baseline Business Architecture
- C. Developing the Target Business Architecture
- D. Selecting relevant viewpoints for key stakeholders "Pass Any Exa
- E. Any Time."

**Answer:** A

**NEW QUESTION 119**

- (Exam Topic 2)

Which of the following statements best describes the Requirements Management process?

- A. The review of business requirements within the TOGAF ADM
- B. The prioritization and disposal of architecture requirements
- C. The management of architecture requirements throughout the ADM cycle
- D. The development of requirements that deliver business value
- E. The development of requirements for ADM Phase A

**Answer:** C

**Explanation:**

References:

**NEW QUESTION 120**

- (Exam Topic 1)

Complete the sentence. TOGAF defines five criteria for a good set of principles: Understandable, Robust, Complete, Consistent and \_\_\_\_\_.

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

**Answer:** E

**NEW QUESTION 123**

- (Exam Topic 1)

Which ADM phase starts with the receipt of a Request for Architecture Work from the sponsoring organization?

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

**Answer:** A

**NEW QUESTION 125**

- (Exam Topic 1)

According to TOGAF, which document should incorporate the actions arising from the Business Transformation Readiness Assessment technique?

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

**Answer:** D

**NEW QUESTION 130**

- (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 133**

- (Exam Topic 1)

Which of the following is an objective of Phase B, Business Architecture?

- A. To confirm the ability of the enterprise to undergo change
- B. To demonstrate how stakeholder concerns are addressed in the Business Architecture
- C. To develop a Target Technology Architecture to support the business
- D. To finalize the Architecture Vision and Architecture Definition documents
- E. To maximize the business value from the architecture

**Answer: B**

**NEW QUESTION 137**

- (Exam Topic 1)

Which part of the TOGAF document describes an overview of typical architecture deliverables?

- A. ADM Guidelines and Techniques
- B. Architecture Capability Framework
- C. Architecture Content Framework
- D. Enterprise Continuum & Tools
- E. TOGAF Reference Models

**Answer: C**

**NEW QUESTION 142**

- (Exam Topic 1)

Which is the final step in the architecture development Phases B, C, and D?

- A. Conduct formal stakeholder review
- B. Define Roadmap components
- C. Resolve impacts across the Architecture Landscape
- D. Create Architecture Definition Document
- E. Select reference models, architecture viewpoints and tools

**Answer: D**

**Explanation:**

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

**NEW QUESTION 143**

- (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 144**

- (Exam Topic 1)

In which ADM phase is the Implementation and Migration Plan coordinated with other frameworks?

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

**Answer: C**

**NEW QUESTION 147**

- (Exam Topic 1)

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

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

**Answer: E**

**NEW QUESTION 151**

- (Exam Topic 1)

According to TOGAF, which of the following best describes Architecture Governance?

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

**Answer: E**

**NEW QUESTION 154**

- (Exam Topic 1)

Which one of the following is responsible for the acceptance and sign-off of an Architecture Compliance review?

- A. Architecture Board
- B. Architecture Review Coordinator
- C. CIO
- D. Lead Enterprise Architect
- E. Project Leader

**Answer: A**

**NEW QUESTION 156**

- (Exam Topic 1)

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

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

**Answer: B**

**NEW QUESTION 157**

- (Exam Topic 1)

Which ADM phase is responsible for assessing the performance of the architecture and making recommendations for change?

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

**Answer: E**

**NEW QUESTION 162**

- (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 167**

- (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 171

- (Exam Topic 1)

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

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

**Answer: C**

#### NEW QUESTION 176

- (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 178

- (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 182

- (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 186

- (Exam Topic 1)

According to TOGAF, which of the following is a characteristic of a Foundation Architecture?

- A. It contains only solution building blocks
- B. It contains business functions and processes specific to a particular industry sector
- C. It contains building blocks and their corresponding standards
- D. It includes a model of application components and application services software, including brokering applications
- E. It includes models for common high-level business functions, such as supply chain management

**Answer: C**

#### NEW QUESTION 191

- (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 196**

- (Exam Topic 1)

Which of the following best describes the Standards Information Base?

- A. A repository area holding a description of the organization specific architecture framework and method
- B. A repository area holding a record of the governance activity across the enterprise
- C. A repository area holding guidelines and templates used to create new architectures
- D. A repository area holding processes to support governance of the Architecture Repository
- E. A repository area holding specifications to which architectures must conform

**Answer: E**

**NEW QUESTION 197**

- (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 201**

- (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 202**

- (Exam Topic 1)

Which phase of the ADM establishes a set of Principles?

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

**Answer: A**

**NEW QUESTION 207**

- (Exam Topic 1)

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

- A. Architecture principles
- B. Business scenarios
- C. Business Transformation Readiness Assessment
- D. Capability-based planning
- E. Gap analysis

**Answer: B**

**NEW QUESTION 210**

- (Exam Topic 1)

Which one of the following provides a foundation for making architecture and planning decisions, framing policies, procedures, and standards, and supporting resolution of contradictory situations?

- A. Architecture principles
- B. Buy lists
- C. Procurement policies
- D. Requirements
- E. Stakeholder concerns

**Answer:** A

**NEW QUESTION 212**

- (Exam Topic 1)

Which of the following does the TOGAF standard describe as a package of functionality defined to meet business needs across an organization?

- A. An application
- B. An architecture viewpoint
- C. A building block
- D. A deliverable
- E. A solution architecture

**Answer:** C

**NEW QUESTION 217**

- (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 222**

- (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 227**

- (Exam Topic 1)

Which model within TOGAF is closely related to the concept of Boundaryless Information Flow?

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

**Answer:** D

**NEW QUESTION 228**

- (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 232**

- (Exam Topic 1)

Complete the sentence. All of the following describe a purpose of an Architecture Compliance review, except \_\_\_\_\_.

- A. determining the technical readiness of a project
- B. ensuring the application of best practices
- C. identifying business transformation risks for an architecture project
- D. identifying errors in an architecture project
- E. identifying where architecture standards require modification

**Answer:** C

**NEW QUESTION 233**

- (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 237**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 240**

- (Exam Topic 1)

Which of the following best describes an approach for adapting the ADM in the situation where business principles dictate that a packaged solution be used?

- A. Completion of the Business Architecture should follow the Information Systems Architecture
- B. Create an Architecture Vision and then a detailed Business Architecture
- C. Produce a "cut-down" version of the ADM suitable to the resources available
- D. Tailor the ADM in conjunction with another architecture framework that has deliverables specific to the vertical sector
- E. Tailor the ADM to reflect the relationships with, and dependencies on other management processes within the organization

**Answer:** A

**NEW QUESTION 244**

- (Exam Topic 1)

Complete the sentence. The Standards Information Base is a repository area that \_\_\_\_\_.

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

**Answer:** C

**NEW QUESTION 245**

- (Exam Topic 1)

According to TOGAF, which of the following best describes the purpose of the Architecture Roadmap?

- A. To ensure that architecture information is communicated to the right stakeholders at the right time
- B. To evangelize the architecture to the end user community
- C. To govern the architecture through to implementation
- D. To keep the Architecture Review Board informed of changes to the architecture
- E. To show progression of change from the Baseline Architecture to the Target Architecture

**Answer:** E

**NEW QUESTION 246**

- (Exam Topic 1)

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

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

**Answer:** A

**Explanation:**

Reference

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

**NEW QUESTION 248**

- (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 253**

- (Exam Topic 1)

According to TOGAF, which of the following terms describes people who have key roles in, or concerns about, a system?

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

**Answer: E**

**NEW QUESTION 254**

- (Exam Topic 1)

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

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

**Answer: D**

**NEW QUESTION 258**

- (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 263**

- (Exam Topic 1)

What part of the Architecture Repository shows the building blocks that are currently in use within the organization?

- A. Architecture Landscape
- B. Architecture Metamodel
- C. Governance Log
- D. Reference Library
- E. Standards Information Base

**Answer: A**

**NEW QUESTION 267**

- (Exam Topic 1)

Within the Architecture Repository, what does the class of information known as the Architecture Capability include?

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

**Answer: C**

**Explanation:**

Reference

<http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap41.html>

**NEW QUESTION 270**

- (Exam Topic 1)

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

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

**Answer: B**

**NEW QUESTION 274**

- (Exam Topic 1)

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

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

**Answer: A**

**NEW QUESTION 275**

- (Exam Topic 1)

Which one of the following statements about TOGAF Building Blocks is true?

- A. Building blocks at a functional level are known as Solutions Building Blocks
- B. Solutions Building Blocks are selected in Phases A, B, C and D
- C. The specification of a building block should be loosely coupled to its implementation
- D. The gap analysis technique should be used to identify building blocks for re-use

**Answer: C**

**NEW QUESTION 280**

- (Exam Topic 1)

Complete the sentence. The ADM can be viewed as the process of populating the enterprise's own \_\_\_\_\_ with relevant re-usable building blocks taken from the more generic side of the Enterprise Continuum.

- A. Architecture Repository
- B. Architecture Requirements
- C. Implementation and Migration plan
- D. Standards Information Base
- E. Strategic Architecture

**Answer: A**

**NEW QUESTION 284**

- (Exam Topic 1)

Which one of the following does TOGAF state is an objective for Phase A: Architecture Vision?

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

**Answer: D**

**NEW QUESTION 287**

- (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 291**

- (Exam Topic 1)

TOGAF uses a version numbering convention to illustrate the evolution of the Baseline and Target Architecture Definitions. Which version number in this convention indicates a high-level outline of the architecture?

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

**Answer:** E

#### NEW QUESTION 292

- (Exam Topic 1)

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

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

**Answer:** D

#### NEW QUESTION 294

- (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 296

- (Exam Topic 1)

A key step in validating a proposed target architecture is to consider what may have been forgotten. What technique does TOGAF recommend to address this issue?

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

**Answer:** E

#### NEW QUESTION 301

- (Exam Topic 1)

Which of the following statements about TOGAF Building Blocks and their use in the ADM cycle is correct?

- A. Building Blocks become more implementation-specific in Phase E
- B. Building Blocks in phases D, E and F are evolved to a common pattern of steps
- C. Building Blocks should be identified in abstract form as part of the Preliminary Phase
- D. Building Blocks should be first selected in Phase D

**Answer:** A

#### NEW QUESTION 306

- (Exam Topic 1)

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

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

**Answer:** A

#### NEW QUESTION 307

- (Exam Topic 1)

Complete the sentence. According to the TOGAF standard, an \_\_\_\_\_ is a representation of a system from the perspective of a related set of \_\_\_\_\_.

- A. architecture view, stakeholders
- B. architecture viewpoint, stakeholders
- C. architecture viewpoint, architecture views
- D. architecture view, requirements
- E. architecture view, concerns

**Answer:** E

**Explanation:**

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

**NEW QUESTION 309**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 312**

- (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 315**

- (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 317**

- (Exam Topic 1)

Complete the sentence by selecting the applicable pair of words. A/an \_\_\_\_\_ is used in Phase A to help identify and understand business \_\_\_\_\_ that the architecture has to address.

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

**Answer:** B

**NEW QUESTION 322**

- (Exam Topic 1)

Which ADM phase provides architectural oversight of the implementation?

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

**Answer:** D

**NEW QUESTION 327**

- (Exam Topic 1)

According to TOGAF, which of the following terms is defined as the key interests that are crucially important to stakeholders?

- A. Concerns
- B. Principles
- C. Requirements
- D. Views
- E. Viewpoints

**Answer:** A

**NEW QUESTION 328**

- (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 329**

- (Exam Topic 1)

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

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

**Answer:** D

**NEW QUESTION 334**

- (Exam Topic 1)

Complete the sentence. According to TOGAF, all of the following are responsibilities of an Architecture Board, except \_\_\_\_\_.

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

**Answer:** E

**NEW QUESTION 335**

- (Exam Topic 1)

Which part of the TOGAF document describes taxonomies for categorizing the outputs of architecture activity?

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

**Answer:** D

**NEW QUESTION 336**

- (Exam Topic 1)

Which of the following best describes a purpose of the Gap Analysis technique?

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

**Answer:** D

**NEW QUESTION 338**

- (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 341

- (Exam Topic 1)

Which section of the TOGAF template for Architecture Principles should highlight the business benefits for adhering to the principle?

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

**Answer: C**

#### NEW QUESTION 345

- (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](http://pubs.opengroup.org/architecture/togaf91-doc/arch/chap36.html#tag_36_02_06)

#### NEW QUESTION 347

- (Exam Topic 1)

The TOGAF ADM uses a version numbering convention to illustrate the evolution of Baseline and Target Architecture Definitions. What does Version 1.0 indicate according to this convention?

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

**Answer: C**

#### NEW QUESTION 349

- (Exam Topic 1)

In which ADM phase is the goal to ensure that the architecture achieves its original target business value?

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

**Answer: D**

#### NEW QUESTION 353

- (Exam Topic 1)

In which Phase of the TOGAF ADM are the Architecture Roadmap and the Implementation and Migration Plan integrated with other change activity in the enterprise?

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

**Answer: D**

**NEW QUESTION 356**

- (Exam Topic 1)

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

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

**Answer: A**

**NEW QUESTION 357**

- (Exam Topic 1)

Which one of the following best describes the purpose of ADM Phase E?

- A. To define the initial implementation plans
- B. To define the scope, identifying stakeholders and obtaining approvals
- C. To develop the Technology Architecture
- D. To manage requirements throughout the ADM
- E. To perform architectural oversight for the implementation

**Answer: A**

**NEW QUESTION 359**

- (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 362**

- (Exam Topic 1)

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

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

**Answer: B**

**NEW QUESTION 367**

- (Exam Topic 1)

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

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

**Answer: D**

**NEW QUESTION 370**

- (Exam Topic 1)

Which one of the following statements about viewpoints is correct?

- A. A viewpoint is always specific to an architecture
- B. A viewpoint is used to create views in Phases E and F
- C. A viewpoint is used as a template to create a view
- D. A viewpoint is what a stakeholder sees

**Answer: C**

**NEW QUESTION 371**

- (Exam Topic 1)

Which of the following is a re-usable artifact that is used to create architecture models addressing stakeholder concerns?

- A. Catalog
- B. Matrix

- C. Diagram
- D. View
- E. Viewpoint

**Answer:** E

**NEW QUESTION 374**

- (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 376**

- (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 377**

- (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 378**

- (Exam Topic 1)

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

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

**Answer:** C

**NEW QUESTION 380**

- (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 385**

- (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 387

- (Exam Topic 2)

Which of the following best describes the purpose of an architecture compliance review?

- A. To review the validity of a project's Architecture Vision
- B. To review a project for compliance to external laws and regulations
- C. To review a project against established architecture criteria and business objectives
- D. To ensure that stakeholder concerns are being addressed by a project

Answer: C

#### NEW QUESTION 391

- (Exam Topic 2)

Which of the following best describes the Standards Information Base?

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

Answer: D

#### Explanation:

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

#### NEW QUESTION 394

- (Exam Topic 2)

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

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

Answer: D

#### NEW QUESTION 399

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You have been appointed as a consultant to the Chief Enterprise Architect of a multinational corporation. The corporation has over 100,000 employees and is organized into 10 divisions with operation in over 60 countries and products sold in over 125 countries. It has major research sites at 8 locations worldwide. The operations of the corporation are subject to legal and regulatory requirements for each country where they operate. The production of its products has governmental controls that are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was conducting a trial for a new product.

The Enterprise Architecture group within the company has been engaged in an architecture development system that will allow researchers at its product development laboratories worldwide to share information about their clinical trials. This system will also connect with external partners.

The Enterprise Architecture group is a mature organization. They use the TOGAF ADM with extensions required to support the manufacturing practices and laboratory practices of their target markets. Due to the highly sensitive nature of the information that is managed, special care was taken to ensure that each architecture domain included an examination of the security, regulatory and privacy issues that are relevant.

The Executive Vice President for Clinical Research is the sponsor of the Enterprise Architecture activity. She has stated that the changes to the Enterprise Architecture for the new system will need to be rolled out on a geographic basis that will minimize disruptions to ongoing clinical trials. The work will need to be done in stages and rolled out in geographical regions.

Refer to the Scenario

You have been asked to recommend the approach to identify the work packages that will be included in the Transition Architecture (s)

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

- A. You would use a Consolidated Gaps, Solutions and Dependencies Matrix as a planning tool
- B. For each gap, you would classify whether the solution is either a new development, purchased solution, or based on an existing product
- C. You would group the similar solutions together to define the work package
- D. You would then regroup the work packages into a set of Capability Increments to transition to the Target Architecture taking into account the schedule for clinical trials.
- E. You would determine the set of Solution Building Blocks required by identifying which need to be developed and which need to be procure
- F. You would eliminate any duplicate building blocks, and then group the remaining Solution Building Blocks together to create the work packages using a CRUD matrix
- G. You would then rank the work packages in terms of cost, and select the most cost-effective options for inclusion in a series of Transition Architecture
- H. Finally, you would schedule a sequential roll out of the work packages across the geographic regions.
- I. You would document the factors impacting the implementation and Migration Plan and group the gaps identified in the domain architecture gap analysis result
- J. For each gap, you would identify a proposed solution and classify it as new development, purchased solution, or based on an existing product
- K. You would group similar solutions together to form work packages, and identify dependencies between the work packages and identify dependencies between the work packages factoring in the clinical trial schedule
- L. Finally, you would regroup the packages into a set of Capability Increments scheduled into a series of Transition Architectures.
- M. You would group the Solution Building Blocks from a Consolidated Gaps, Solutions and Dependencies Matrix into a set of work package
- N. Using the matrix as a planning tool you would then regroup the work packages to account for dependencies
- O. You would sequence the work packages to account for dependencies
- P. You would sequence the work packages into the Capability Increments needed to achieve the Target Architecture

- Q. You would schedule the rollout one region at a time  
 R. Finally, you would document the progression of the Enterprise Architecture using a state evolution table.

**Answer: A**

#### NEW QUESTION 402

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a company that develops wind turbines for use in wind farms. The company has three manufacturing facilities, one in North America, one in Asia, and one in Europe. Each of these facilities supplies the power industry in its region.

The company recognizes that the long-term technical potential of wind energy can address the current global dependency on carbon fuels. In order to do so this will require wind turbines to be installed over large areas of higher wind resources. In particular, offshore wind farms can contribute substantially more energy than land stationed turbines.

The research arm of the company has pioneered the development of an offshore wind turbine design, with an improved turbine blade and power system that will produce up to 20% more energy. This will allow the production of significantly more saleable energy. This new design is ready to go into production.

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

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

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

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

Refer to the Scenario

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

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

- A. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management
- B. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract. You schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition
- C. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- D. You create an Architecture Contract to manage and govern the implementation and migration process at each location
- E. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organization
- F. For contracts issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- G. You create an Architecture Contract to manage and govern the implementation and migration process
- H. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- I. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.
- J. You use the issued Architecture Contracts to manage the architecture governance processes for the project across the location
- K. You deploy monitoring tools to assess the performance of the completed blade assembly at each location and develop change requirements if necessary. You recommend that if a deviation from the contract is detected, the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local need
- L. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.

**Answer: D**

#### NEW QUESTION 404

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

Your role is that of a consultant to the Lead Enterprise Architect in a company that specializes in luxury electric cars and their powertrain components, and also produces battery-charging equipment. It has its own distribution network, its own showrooms, and sells directly to customers via the internet. The company has four manufacturing facilities, two in the North America, one in Europe, and one in Asia.

A challenge that the company is facing to scale up the number of vehicles coming off the production line to meet customer demand, while maintaining quality. At the moment there are supply chain storages for key

electronic components related to the autonomous drive system. In response to this, the research arm of the company has pioneered the development of a new self-driving platform. This new design uses common

off-the-shelf components that will allow for a significant increase in overall vehicle production. This new design is ready to go into production.

The company has a mature Enterprise Architecture practice that is supported by a cross-functional Architecture Board. The TOGAF standard is used for developing the automated manufacturing process and systems used to design, manufacture and test the new design. The Chief Information Officer and the Chief Operating Officer co-sponsor the Enterprise Architecture program.

As part of putting the new self-driving platform into production, adjustments to the automated assembly processes need to be made. A pilot architecture project at a single location has defined an updated approach for controlling the automated test systems used to perform final quality assurance. The Chief Engineer, sponsor of the activity, and the Architecture Board have approved the plan for immediate implementation at each plant.

Architecture Contracts have been developed that detail the work needed to implement and deploy the new automated test system controller for each location. The Chief Engineer has expressed concern that a uniform process be employed at each location to ensure consistency and quality.

Refer to the Scenario

The Lead Enterprise Architect has asked you to recommend the best approach to address the Chief Engineer's concern.

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

- A. You create an Architecture Contract to manage and govern the implementation and migration process
- B. If the contract is issued to an external party, you ensure that it is a fully enforceable legal contract
- C. For internal development projects, you decide it is adequate to utilize a memorandum of understanding between the Architecture Board and the implementation organization. You recommend that if a deviation from the Architecture Contract is detected, the Architecture Board grant a dispensation to allow the implementation organization the ability to customize the process to meet their local needs.
- D. You use the Architecture Contracts to manage the architecture governance processes for the project across the location

- E. You deploy monitoring tools to assess the performance of each completed drive assembly at each location and develop change requirements if necessary. You recommend that if a deviation from the contract is detected, the Architecture Board should modify the Architecture Contract to allow the implementation organization the ability to customize the process to meet their local need
- F. As a result, you then issue a new Request for Architecture Work to implement the modified Architecture Definition.
- G. You create an Architecture Contract to manage and govern the implementation and migration process at each location
- H. For internal development projects, you issue a memorandum of understanding between the Architecture Board and the implementation organization
- I. For contracts issued to an external party, you ensure that it is a fully enforceable legal contract. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.
- J. You review the applicable Architecture Contract for each location, ensuring that it addresses the project objectives, effectiveness metrics, acceptance criteria, and risk management
- K. In cases where the contract is issued to an external party, you ensure that it is a legally enforceable contract. You schedule compliance reviews at key points in the implementation process to ensure that the work is proceeding in accordance with the Architecture Definition
- L. You ensure that the Architecture Board reviews all deviations from the Architecture Contract, and considers whether or not to grant a dispensation to allow the implementation organization to customize the process to meet their local needs.

**Answer:** A

#### NEW QUESTION 405

- (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 409

- (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 413

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

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

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

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

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

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

Refer to the Scenario

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

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

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

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

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

**Answer:** C

#### NEW QUESTION 415

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

Your role is that of the Lead Enterprise Architect at a multinational automotive corporation. The company is headquartered in Germany, and manufactures cars, trucks and buses. It has manufacturing plants across North America, South America, Europe and Asia. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant. The company has an ongoing initiative to improve the efficiency of all of its production operations, and in particular to reduce its carbon footprint. During a recent exercise held for internal quality improvement, it was determined that a significant reduction in energy usage could be achieved by replacing the current planning and scheduling systems with a common Enterprise Resource Planning (ERP) system located in one central data center. This central system would provide support to each of the plants replacing the functionality in the existing systems. It would also eliminate the need for full data centers at each of the plant facilities. The Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF standard. At a recent meeting, the Architecture Board approved a Request for Architecture Work sponsored by the global CIO. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation. The architecture project team has now been formed, and has been asked to develop an Architecture Vision that will achieve the desired outcomes and benefits. Some of the plant managers have expressed concern about the security and reliability of driving their planning and production scheduling from a remote centralized system. The CIO wants to know how these concerns can be addressed. During the initial project team meeting a number of alternative recommendation for how to proceed have been put forward by members of the team. Refer to the Scenario You have been asked to select the most appropriate recommendation to ensure that the team evaluates different approaches to the problem and clarifies the requirements for the architecture. Based on the TOGAF standard, which of the following is the best answer?

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

**Answer: B**

#### NEW QUESTION 417

- (Exam Topic 2)

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

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

**Answer: D**

#### NEW QUESTION 418

- (Exam Topic 2)

Complete the sentence. In a gap analysis, a building block that appears in the Target Architecture but does not appear in the Baseline Architecture indicates

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

**Answer: E**

#### NEW QUESTION 421

- (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 422

- (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 list
- D. Based on the findings from the research, the team should define a preliminary Architecture Vision
- E. The team should then use that model to build consensus among the key stakeholders.
- F. The team should use stakeholder analysis to understand who has concerns about the initiative
- G. The team should then hold a series of interviews at each of the manufacturing plants using the business scenario technique
- H. This will then enable them to identify and document the key high-level stakeholder requirements for the architecture.
- I. The team should conduct a pilot project that will enable vendors on the short list to demonstrate potential solutions that will address the concerns of the stakeholder
- J. Based on the findings of that pilot project, a complete set of requirements will be developed that will drive the evolution of the architecture.

**Answer:** A

#### NEW QUESTION 426

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