



The-Open-Group

Exam Questions OG0-093

OG0-093 TOGAF 9 Combined Part 1 and Part 2

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NEW QUESTION 1

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the question

The ABC company is a major supplier in the automotive industry, headquartered in Cleveland, Ohio with manufacturing plants in Chicago, Sao Paulo, Stuttgart, Yokohama, and Seoul. Each of these plants has been operating its own planning and production scheduling systems, as well as custom developed applications that drive the automated production equipment at each plant.

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

The company Enterprise Architecture department has been operating for several years and has mature, well-developed architecture governance and development processes that are strongly based on TOGAF 9. At a recent meeting, the Architecture Review Board approved a Request for Architecture Work from the Chief Engineer of Global Manufacturing Operations who is the project sponsor. The request covered the initial architectural investigations and the development of a comprehensive architecture to plan the transformation.

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

Refer to the Scenario

You are serving as the Lead Enterprise Architect of the newly-formed Common ERP Deployment architecture project team.

As the Common ERP Deployment architecture project team assembles for its initial meeting, many of the participants have voiced concerns about the sweeping scope of the initiative. Others are confident that they know a solution that will work. During the meeting, a number of alternative recommendations for how to proceed are put forward by members of the team.

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

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

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

Answer: C

NEW QUESTION 2

- (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 3

- (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 4

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the Question

You have been appointed as a consultant to the Chief Enterprise Architect of a multinational pharmaceutical corporation. The corporation includes 30 subsidiary companies with operations in over 60 countries and products sold in over 125 countries. It has major research and development sites in over 45 locations worldwide.

The management team is deeply committed to ensuring that the corporation is a world leader in socially responsible pharmaceutical development with a business strategy that focuses on profitability through environmentally friendly operating processes as well as a commitment to disease eradication.

The operations of the corporation are subject to legal and regulatory requirements for each country where they operate. The production of prescription pharmaceutical products has governmental controls that are strictly enforced and compliance is critical. Recently a competitor was heavily fined for violating the regulations in a country where it was conducting a clinical trial for a new regulated drug.

The Governing Board is concerned about the risks posed in this complex global environment. As a result the Chief Executive Officer (CEO) has appointed a Chief

Compliance Officer (CCO) to be responsible for overseeing and managing compliance issues for the corporation. The CCO reports directly to the CEO. The CCO has approved the expenditure of resources to establish an Enterprise Architecture program. He has requested to be informed about the status of projects that could impact regulatory compliance. He also wants the corporate legal staff and auditors to analyze all proposed architectures to ensure that they are within the legal guidelines for each country. In addition, the research organization should be able to see that the architecture is appropriate for its needs. TOGAF 9 has been mandated as the framework for the development and evolution of the Enterprise Architecture practice. The Preliminary Phase has been completed to establish the enterprise architecture capability for this project.

Refer to the Scenario

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

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

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

Answer: A

NEW QUESTION 5

- (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 concerns
- 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 project
- 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 collected
- 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 employees
- 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 objective
- M. Based on this understanding, you then issue a Request for Architecture Work to commence an architecture development project to develop a solution that will address the concern
- N. You allocate a security architect to oversee the implementation of the new application that is being developed.

Answer: B

Explanation:

Incorrect:

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

NEW QUESTION 6

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

You have been assigned the role of Chief Enterprise Architect within a leading North American information technology services company. The company has a number of service portfolios including infrastructure, applications, business process outsourcing, accounting, and financial services. With numerous practice areas and a multitude of diverse engagements underway at any given time, overall engagement management within the company has become challenging. The company does not want to risk its outstanding reputation or its international certifications and CMM ratings. The Chief Executive Officer and Chief Information Officer have co-sponsored the creation of an Enterprise Architecture prog-am based on TOGAF 9. An Architecture Board has been formed comprised of IT staff executives and executives from the major practice areas. The Enterprise Architecture team has been working with the Strategic Planning team to create a strategic enterprise architecture to address these issues. The team has defined a framework and held workshops with key stakeholders to define a set of architecture principles to govern the architecture work. They have completed an Architecture Vision at a strategic level and laid out Architecture Definitions for the four domains. They have set out an ambitious vision of the future of the company over a five-year period. This includes a solution architecture including three distinct transformations. The CIO has made it clear that prior to the approval of the detailed Implementation and Migration plan, the EA team will need to assess the risks associated with the proposed architecture. He has received concerns from some of the senior partners that the proposed architecture may be too ambitious and they are not sure it can produce sufficient value to warrant the attendant risks.

Refer to the Scenario

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

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

Answer: B

NEW QUESTION 7

- (Exam Topic 2)

Which of the following best describes capability based planning?

- A. A business planning technique that focuses on business outcomes
- B. A business planning technique that focuses on horizontal capabilities
- C. A business planning technique that focuses on vertical capabilities
- D. A human resource planning technique that focuses on capable architects

Answer: A

NEW QUESTION 8

- (Exam Topic 2)

What does the TOGAF standard provide to guide architectural activity within the enterprise in terms of structures, roles, responsibilities, and processes?

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

Answer: B

NEW QUESTION 9

- (Exam Topic 2)

Scenario:

Please read this scenario prior to answering the Question

You have been assigned the role of Lead Enterprise Architect for a manufacturing firm that specializes in musical instruments. The firm has been established for over 100 years, operating in North America for most of that time. In the last ten years, the firm has expanded into European markets and will soon establish a market in Latin America. A future expansion into the Asia Pacific region is also planned.

The firm is organized into several business units that each focus on manufacturing particular families of instruments such as brass, woodwind, and percussion. Each business unit has acquired other producers to expand its manufacturing capacity. This has resulted in a complex environment with a high diversity of business and manufacturing systems.

The Enterprise Architecture (EA) program within the firm has been functioning for several years. It has made significant progress in consolidating the technology portfolio and establishing key standards. The CIO and the COO are pint sponsors of the EA program. The EA program is mature, with an active Architecture Board and a well-defined architecture process and standard content templates based on the TOGAF 9 Architecture Content Framework. The EA process framework is well coordinated with the PMO, Systems Development, and Operations functions.

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

A Request for Architecture Work to address the goals of the reorganization has been approved. As the architecture team commences its work, the CIO has expressed concerns about whether the firm will be able to adapt to the proposed architecture and how to manage the associated risks.

Refer to the Scenario

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

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

- D. In Phase A, the team should analyze their risk by completing an Implementation Factor Assessment and Deduction Matrix to identify the particular risks associated with the implementation and deployment
- E. The matrix should include a list of factors to be considered, their descriptions, and constraints that should be taken into account
- F. These factors can then be used to assess the initial risks associated with the proposed architecture.
- G. In Phase A, the team should use the Business Transformation Readiness Assessment technique to identify the factors that will influence the successful introduction of the architecture into the organization
- H. The assessment should include determining the readiness rating for each factor based on a maturity scale that will allow the team to gauge the urgency, readiness, and degree of difficulty to fix
- I. These factors can then be used to assess the initial risks associated with the proposed architecture.
- J. In Phase A, the team should conduct a Business Scenario to identify the stakeholders' concerns and the resulting retirement
- K. Once the retirements have been identified, they can be assessed in terms of their risk
- L. The risks should be evaluated in terms of how they could be avoided, transferred, or mitigate
- M. Any risks that cannot be resolved should be identified as residual risks and their disposition should be decided by the Architecture Board.

Answer: C

Explanation:

This scenario is upon Request for Architecture Work, which kicks off the Phase A, the Architecture Vision. In this phase, risk should be considered, which is also the CIO's concern in this scenario. One of the approaches in TOGAF is the Business Transformation Readiness Assessment.

Incorrect:

Not B: Implementation Factor Assessment and Deduction Matrix is used for implementation & migration planning (not B).

NEW QUESTION 10

- (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 10

- (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 11

- (Exam Topic 2)

Which one of the following is the most generic artifact in the Architecture Continuum?

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

Answer: B

NEW QUESTION 15

- (Exam Topic 2)

Complete the sentence. The TOGAF Technical Reference Model _____

- A. is an example and should be tailored to the needs of an organization
- B. must be used "as is" for developing comprehensive architecture models
- C. contains several industry specific frameworks
- D. is intended to contain the Enterprise Continuum
- E. contains only solution building blocks

Answer: A

NEW QUESTION 16

- (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 21

- (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 24

- (Exam Topic 2)

According to TOGAF, which one of the following best describes an enterprise architecture?

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

Answer: C

NEW QUESTION 26

- (Exam Topic 2)

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

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

Answer: B

NEW QUESTION 30

- (Exam Topic 2)

The statement, "Getting information to the right people at the right time in a secure, reliable manner in order to support the operations that are core to the extended enterprise" describes the concept of

- A. Boundaryless Information Flow
- B. Interoperability
- C. Portability
- D. Service Oriented Architecture
- E. Semantic Web

Answer: A

NEW QUESTION 35

- (Exam Topic 1)

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

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

Answer: C

NEW QUESTION 38

- (Exam Topic 1)

Which of the following best completes the sentence? The Architecture Repository _____ .

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

Answer: A

NEW QUESTION 42

- (Exam Topic 1)

Which of the TOGAF architecture development phases is the first phase of an architecture development cycle, defines the scope for an engagement and identifies the stakeholders?

- A. Architecture Change Management
- B. Architecture Vision
- C. Business Architecture
- D. Preliminary Phase
- E. Technology Architecture

Answer: B

NEW QUESTION 43

- (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 46

- (Exam Topic 1)

Complete the sentence. The TOGAF risk categorization after the implementation of mitigating actions is known as the level of risk.

- A. Critical
- B. Initial
- C. Intermediate
- D. Residual
- E. Unmitigated

Answer: D

NEW QUESTION 48

- (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 53

- (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 57

- (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 61

- (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 66

- (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 67

- (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 71

- (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 75

- (Exam Topic 1)

Which ADM phase establishes the connection between the architecture organization and the implementation organization through the Architecture Contract?

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

Answer: C

NEW QUESTION 78

- (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 80

- (Exam Topic 1)

Which section of the TOGAF template for Architecture Principles highlights the requirements for carrying out the principle?

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

Answer: A

NEW QUESTION 85

- (Exam Topic 1)

When using a cycle of the ADM to establish an Architecture Capability as described in TOGAF Part VII, which architecture would describe the infrastructure requirements?

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

Answer: D

NEW QUESTION 90

- (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 93

- (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 94

- (Exam Topic 1)

Which phase of the ADM ensures that implementation projects conform to the defined architecture?

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

Answer: D

NEW QUESTION 99

- (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 102

- (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 104

- (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 106

- (Exam Topic 1)

Complete the sentence. According to TOGAF, a view is used to describe how the _____ of a stakeholder are being met.

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

Answer: A

NEW QUESTION 111

- (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 115

- (Exam Topic 1)

Which of the following does the TOGAF standard describe as an Architecture Pattern?

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

Answer: E

NEW QUESTION 119

- (Exam Topic 1)

Which of the following best describes ADM Requirements Management?

- A. Addressing and prioritizing architecture requirements
- B. Managing architecture requirements throughout the ADM cycle
- C. Developing requirements that deliver business value
- D. Reviewing business requirements
- E. Validating requirements between ADM phases

Answer: B

Explanation:

Reference

<https://www.orbussoftware.com/resources/videos/the-adm-phases/adm-architecture-requirements-management/>

NEW QUESTION 122

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 126

- (Exam Topic 1)

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

- A. To define the Baseline Architecture for this cycle of the ADM
- B. To define the application systems for the Target Architecture
- C. To define the framework and methodologies to be used
- D. To define the relevant stakeholders and their concerns
- E. To define and prioritize work packages

Answer: C

NEW QUESTION 130

- (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 133

- (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 134

- (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 138

- (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 formally reviewed, detailed architecture?

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

Answer: D

NEW QUESTION 139

- (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 142

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 146

- (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 147

- (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 151

- (Exam Topic 1)

Which of the following best describes the purpose of the Architecture Requirements Specification?

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

Answer: C

Explanation:

Reference

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

NEW QUESTION 156

- (Exam Topic 1)

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

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

Answer: A

Explanation:

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

NEW QUESTION 157

- (Exam Topic 1)

Which one of the following statements about the Requirements Management phase is true?

- A. All requirements fed into the phase are prioritized, and those of low priority are deferred until the next iteration of the ADM cycle

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

Answer: C

NEW QUESTION 162

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 167

- (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 171

- (Exam Topic 1)

Which of the following types of architecture defines technology standards for building blocks and provides direction for products and services?

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

Answer: B

NEW QUESTION 173

- (Exam Topic 1)

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

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

Answer: B

NEW QUESTION 175

- (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 176

- (Exam Topic 1)

Complete the sentence. There are five criteria that distinguish a good set of principles: Understandable, Robust, Complete, Consistent and _____.

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

Answer: E

NEW QUESTION 179

- (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 184

- (Exam Topic 1)

Which of the following describes the TOGAF classification in Phase H for a simplification change?

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

Answer: C

NEW QUESTION 185

- (Exam Topic 1)

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

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

Answer: E

NEW QUESTION 187

- (Exam Topic 1)

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

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

Answer: A

NEW QUESTION 191

- (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 is 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 193

- (Exam Topic 2)

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

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

Answer: B

Explanation:

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

NEW QUESTION 196

- (Exam Topic 2)

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

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

Answer: E

NEW QUESTION 197

- (Exam Topic 2)

Which one of the following best describes a primary use of the Architecture Vision document?

- A. A checklist for compliance reviews
- B. An evaluation tool to select vendors to conduct a proof of concept demonstration
- C. A tool for calculating detailed cost estimates
- D. A tool for project planning the implementation activities
- E. A tool for selling the benefits of the proposed capability to stakeholders

Answer: E

NEW QUESTION 199

- (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 200

- (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 202

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 205

- (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

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 210

- (Exam Topic 2)

In the Preliminary Phase, which of the following drives the requirements and performance metrics when scoping the enterprise architecture work?

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

Answer: B

NEW QUESTION 211

- (Exam Topic 2)

Scenario

Please read this scenario prior to answering the question

Your role is consultant to the Lead Architect within a company that manufactures electromechanical devices. The company is organized as independent operational divisions.

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

A strategic architecture has been approved that includes consolidation of multiple Enterprise Resource Planning (ERP) applications that have been operating in several of the divisions' production facilities. The

goal is to replace the functionality of the existing applications with a new ERP product running as a single instance in the company's primary data center.

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

The enterprise architects have analyzed the key corporate change attributes and implementation constraints. A consolidated gap analysis has been completed which has identified the gaps across the Business, Data, Application, and Technology domains.

Using the results of the gap analysis, the architects have reviewed the requirements, dependencies and interoperability requirements needed to integrate the new ERP environment into the existing environment. The architects have completed the Business Transformation Readiness Assessment started in Phase A. Based on all of these factors they have produced a risk assessment.

The implementation process is estimated to take four years. Because of the risks posed by the complexity of the current environment, a phased approach is needed to implement the target architectures. The Implementation and Migration Plan v0.1, the draft Architecture Roadmap, and the Capability Assessment deliverables are now complete.

You have been asked to recommend the next steps to prepare the final Implementation and Migration Plan. Based on the TOGAF standard, which of the following is the best answer?

- A. You would assess how the plan impacts the other frameworks in use in the organization
- B. The plan should be coordinated with the business planning, portfolio/project management and operations management framework
- C. You would then assign a business value to each project, considering available resources and priorities for the project
- D. Finally, you would generate the Implementation and Migration Plan.
- E. You would apply the Business Value Assessment Technique to prioritize the implementation projects and project increment
- F. The assessment should focus on return on investment and performance evaluation criteria that can be used to monitor the progress of the architecture transformation
- G. You would confirm the Transition Architecture phases using an Architecture Definition Increments Table to list the project
- H. You would then document the lessons learned and generate the final plan.
- I. You would place the strategic Architecture Definition and Transition Architectures under configuration control as part of the ongoing architecture development cycle
- J. This will ensure that the architecture remains relevant and responsive to the needs of the enterprise
- K. You would then produce an Implementation Governance Model to manage the lessons learned prior to finalizing the plan
- L. You recommend that lessons learned be accepted by the Architecture Board as changes to the architecture without review.

- M. You would conduct a series of Compliance Assessments to ensure that the implementation team is implementing the architecture according to the contract
- N. The Compliance Assessment should verify that the implementation team is using the proper development methodology
- O. It should include deployment of monitoring tools and ensure that performance targets are being met
- P. If they are not met, then changes to performance requirements should be identified and updated in the Implementation and Migration Plan.

Answer: A

NEW QUESTION 212

- (Exam Topic 2)

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

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

Answer: A

NEW QUESTION 217

- (Exam Topic 2)

Complete the sentence. Two of the four architecture domains that are subsets of an overall Enterprise Architecture are Business and Technology, the other two are Application and _____

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

Answer: E

NEW QUESTION 218

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